

## QUALIFICATION WORK (DIPLOMA THESIS)

Formation of a marketing strategy for promoting a retail enterprise's private labels (based on materials from «TAVRIYA-V» LLC)

Higher education level	<u>Second (master's)</u>
Field of study	<u>07 «Management and administration»</u> Code and name of the field of knowledge
Programme subject area	<u>075 «Marketing»</u> Code and name of the specialty
Educational program	<u>«Marketing»</u> Name of the educational program

Code: QuWMR.023025.01

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1. Thesis topic: Formation of a marketing strategy for promoting a retail enterprise's private labels (based on materials from "TAVRIYA-V" LLC)

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Approved by the Rector's Order dated 26.08.2024, № 60, Appendix 20 in

2. Deadline for submission of the thesis to the department: 05.05.2025

3. Initial data for the work: Scientific monographs and articles by Ukrainian and international scholars, analytical and financial data of "TAVRIYA-V" LLC, statistical data on the retail market, and the author's own research results

4. Contents of the explanatory note (list of issues to be developed):

1. Theoretical foundations for developing marketing strategies for the promotion of retail enterprises trademarks. 2. Analytical and diagnostic research of financial performance and the assortment of private labels of "TAVRIA-V" LLC in the grocery retail market. 3. Development of a marketing strategy for the promotion of private labels by LLC "TAVRIA-V.

5. List of graphic material (with indication of mandatory drawings): The process of forming a marketing strategy. Classifications of trademark types and brands. Formats, key players, performance results, major trends and development challenges of Ukraine's retail market. Organizational and economic characteristics and analysis of the main financial indicators of the activities of "TAVRIA-V" LLC. Analysis of the assortment of private labels and the marketing promotion policy of LLC "TAVRIA-V". Results of consumer survey in LLC "TAVRIA-V" stores. Results of designing a marketing strategy for promoting of private labels by LLC "TAVRIA-V". Implementation of co-packing as a component of the marketing strategy for promoting private labels of LLC "TAVRIA-V". Summary of recommendations for shaping the marketing strategy of promoting TAVRIA-V's private labels.

6. Consultants for sections of the qualification work (diploma thesis):

Chapter	Consultant's surname, initials, and position	Signature, date	
		assignment issued	accepted the task

7. Date of issue of the task 20.01.2025

TIMETABLE

Stages (sections) of the qualification work (diploma thesis)	Timeframe for completion of work stages	Note
1 Definition of the object and subject of research, setting goals and objectives, drafting the plan	to 21.02.2025	Completed
2 Review of theoretical sources and writing the first chapter of the diploma thesis	to 07.03.2025	Completed
3 Development of the analytical research plan	to 21.03.2025	Completed
4 Collection and processing of statistical materials on the market	to 11.04.2025	Completed
5 Writing the analytical section of the diploma thesis	to 25.04.2025	Completed
6 Writing the project-recommendation section of the diploma thesis	to 02.05.2025	Completed
7 Preparation of illustrative materials and final formatting of the diploma thesis	to 16.05.2025	Completed
8 Preparation for defense and pre-defense	from 19.05.2025	Completed
9 Defense	from 26.05.2025	Completed

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## ABSTRACT

of the qualification work (diploma thesis) of the master

Formation of a marketing strategy for promoting a retail enterprise's private labels  
(based on materials from "TAVRIYA-V" LLC)

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Scientific advisor: cand.econ.scien., Associate Professor Iryna ZAKRYSHEVSKA

Total volume of work 75 pages, 7 tables, 27 figures, 2 appendices, 33 source references.

List of keywords: MARKETING, MARKETING STRATEGY, PRIVATE LABELS, MARKETING PROMOTION POLICY, RETAIL MARKET, CO-PACKING, TRADEMARKS.

The first chapter of the thesis presents the theoretical foundations of developing marketing strategies for promoting retail enterprises' brands. It explores the concept of a marketing strategy, various approaches to its formation, and the characteristics of different types of retail brands.

The second chapter analyzes the trends in the development of Ukraine's retail market in terms of store formats, key market players, performance indicators, major trends and challenges, as well as the organizational and economic characteristics, financial performance, product range of private labels, and the specific features of the marketing promotion policy of LLC "TAVRIA-V".

The third chapter proposes a marketing strategy for promoting the private labels of LLC "TAVRIA-V". It substantiates the selection of strategic components based on a consumer survey conducted among customers of LLC "TAVRIA-V" stores, develops the marketing promotion strategy itself, and introduces a co-packing system as an integral part of the private labels marketing strategy implementation.

The results obtained in the form of proposals can be implemented in the business activities of "TAVRIYA-V" LLC.

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Date 19.05.2005

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## Introduction

Today's market is highly saturated with a wide variety of goods and services across numerous sectors, types, and price categories. Entering the market and convincing consumers that a particular company is the best, most modern, and most professional becomes increasingly challenging due to the aggressive presence of competitors.

A successful and original idea can serve as a tool to gain a competitive edge. Such an idea may be embodied in a vivid company slogan, emblem, or logo, and once it gains recognition and appreciation among consumers, it evolves into a brand. According to experts, some of the most creative and distinctive ideas are often rejected due to the desire to conform and operate within established norms—an approach that may not always benefit the company. Competitive strategy, by contrast, requires standing out from the crowd and being noticed. This, however, depends not only on product quality or promotional budget, but on the company's ability to spark interest, experiment, and ultimately succeed. Nevertheless, as with any form of experimentation, errors in choosing and promoting a brand can be detrimental.

Brand promotion is a process that becomes increasingly complex in proportion to the growth of market competition and the rising number of brands that exert influence on the potential customer.

Therefore, the topic of this qualification work, focused on the formation of a marketing strategy for promoting one's private labels, is undoubtedly relevant and well-founded.

The objective of the master's qualification thesis is to develop theoretical foundations and practical recommendations for formation of a marketing strategy for promoting a retail enterprises' private labels.

Achieving this objective required addressing the following tasks:

- to outline the theoretical foundations for developing marketing strategies for the promotion of retail enterprises' brands;

- to characterize the various types and categories of trademarks;
- to analyze the retail market of Ukraine;
- to conduct an analytical and diagnostic study of the financial performance and product assortment of private labels offered by LLC “TAVRIA-V”;
- to organize, conduct, and analyze the results of a consumer survey of LLC “TAVRIA-V” store customers;
- to develop a marketing strategy for promoting the private labels of LLC “TAVRIA-V”.

The object of the study is the processes of formation of a marketing strategy for promoting a retail enterprise’s private labels.

The subject of the study is the set of theoretical foundations and applied tasks related to the research and improvement of formation of a marketing strategy for promoting a retail enterprise’s private labels.

The master’s thesis employs the following methods: historical generalization – to define the concept of “marketing strategy”; comparative analysis – to examine the components of marketing strategy and the peculiarities of their practical application for promoting a retail enterprise’s private labels; research methods – for organizing, conducting and analyzing the results of a survey of consumers of LLC “TAVRIA-V” stores; systems analysis – to development of a marketing strategy for the promotion of private labels by LLC “TAVRIA-V”.

The information base of the study includes the Laws of Ukraine, Presidential Decrees, Resolutions of the Cabinet of Ministers of Ukraine regulating the activities of trading enterprises, official materials of the State Statistics Committee of Ukraine, financial reporting documents of “TAVRIYA-V” LLC, as well as monographs and collections of scholarly works.

The scientific novelty of the obtained results lies in the theoretical substantiation and scientific solution to the issue of formation of a marketing strategy for promoting a retail enterprise’s private labels.

The main findings of the master’s qualification thesis, developed personally by the author and constituting its scientific novelty, are as follows:

improved:

– co-packing system, as a component of the implementation of the marketing strategy for promoting of LLC “TAVRIA-V” private labels, in terms of using the following schemes: “product + advertising materials”, “metro units”, “mix packaging”, “bundles”, “product + gift”.

further developed:

– research methods for substantiating the choice of components for implementing the marketing strategy for promoting of LLC “TAVRIYA-V” private labels, the purpose of which is to determine the level of consumer satisfaction with own brands of “TAVRIYA-V”.

The practical significance of the obtained results lies in the fact that the theoretical findings of the master’s thesis have been transformed into methodological guidelines and applied recommendations for formation of a marketing strategy for promoting a retail enterprise’s “TAVRIYA-V” LLC private labels.

Individual provisions and research results have been presented at:

– the XIX International scientific and practical conference “Marketing technologies in the context of European integration processes”, December 19-20, 2024, Khmelnytskyi National University, Khmelnytskyi, Ukraine.

The qualification work consists of an introduction, three chapters, conclusions, a list of references, and appendices. The list of references includes 33 sources. The thesis contains 27 figures, 7 tables, 2 appendices, and calculations. The total volume of the work is 75 pages.

## 1 Theoretical foundations for developing marketing strategies for the promotion of retail enterprises trademarks

The primary challenge facing enterprises today lies in ensuring their survival and development. The acceleration of changes in the external environment, the emergence of new and evolving consumer needs, increasing competition, new business opportunities, and advancements in technological and informational networks, among other factors, have heightened the significance of strategic marketing. Its main function is to align a company's marketing goals with its internal capabilities, consumer demands, and the exploitation of competitors weaknesses and the company's own competitive advantages. Accordingly, enterprises must pay close attention to the development of marketing strategies.

The overall corporate strategy and the marketing strategy of an enterprise often overlap. According to international data, the marketing strategy comprises approximately 80% of the overall enterprise strategy [4]. Marketing addresses consumer needs and the enterprise's capacity to satisfy them – factors which also define the enterprise's objectives and tasks. Marketing plays a key role in several areas of strategic planning. Firstly, it provides the guiding methodological principles – a marketing concept focused on consumer needs. Secondly, it supplies essential input for strategic planning, enabling the identification of promising market opportunities and an assessment of the company's potential.

Today, numerous definitions of marketing strategy exist. For example: marketing strategy as the foundation of a company's actions under competitive conditions, determining the means of applying marketing tools to expand target markets and achieve effective results [4; 9]; marketing strategy as a set of marketing activities for the sustainable promotion of goods, encompassing goal-setting, analysis, planning, implementation, and monitoring [11; 15]; and marketing strategy as a rational, logical structure that an organizational unit uses to accomplish marketing objectives, including specific strategies for target markets, the marketing mix, and marketing expenditure levels [18; 21].

All definitions converge on the core objective – adapting the enterprise to modern market requirements. However, scholars interpret this “adaptation” differently. One group emphasizes the need to act effectively in competitive environments. Others underscore the importance of internal capacities and resources in securing advantageous market positions.

The formation of a marketing strategy is a critical phase of the marketing process, which involves identifying input and output elements [13]:

- input elements refer to factors analyzed prior to strategy development, namely the intermediate environment and corporate objectives;

- output elements refer to strategic decisions regarding the marketing mix, i.e., the components of marketing (product, price, distribution, and promotion).

Thus, the marketing strategy is subordinate to the enterprise’s corporate strategy. Its formulation depends on both external and internal factors, the most significant of which include the state of the industry, competitive conditions, and the enterprise’s capabilities, market position, and potential. It is also essential to consider the enterprise’s life cycle stage, the nature and intensity of the five competitive forces, and the scope of competitors’ operations.

The marketing strategy planning system is based on defining marketing objectives and measures to achieve them within a given timeframe, according to projected future conditions.

There are many approaches to marketing strategy formation. While they differ in implementation, they all share the same aim – enhancing enterprise performance. Each enterprise determines its own path. Most researchers agree that strategy formulation should begin with an analysis of market attractiveness. This is reasonable, as the market consists of a variety of buyers, products, and needs, and a commercial enterprise must determine which segments offer the best opportunities to achieve its objectives. Target segment selection includes assessing each market segment’s attractiveness and selecting one or more for entry. The next step is to determine the enterprise’s desired position within those segments.

A key stage in strategy formulation, according to [17; 29], is the identification of potential competitive advantages that will define the enterprise’s market position.

In the modern world, success depends on better satisfying target customer needs than competitors can. Many firms have recognized that retaining a customer is significantly more difficult than acquiring one. While offering high-quality products and services is essential, it is not sufficient to secure market leadership. A company must analyze the industry, determine its position within it, and then define how to position itself to gain a competitive edge.

Researchers also generally agree that sales promotion and pricing are critical components of strategy formation. These two elements are often treated as one stage, as pricing is considered a form of promotion aimed at winning over the consumer. Thus, scholars concur that marketing strategy is primarily directed at customer acquisition.

However, there is some divergence in opinion. For instance, J.-J. Lambin [14] emphasizes the importance of the final stage – continuing to engage the customer post-strategy implementation, particularly through after-sales promotion. In contrast, P. Kotler focuses on production organization, service delivery, and the powerful influence of advertising [30]. O.S. Teletov highlights the uniqueness, distinctiveness, and significance of the product itself [12]. Meanwhile, G. Day argues that the most critical stage is evaluation – identifying the advantages or shortcomings of the chosen strategy [6].

Each of the examined approaches to the development of a marketing strategy generally possesses certain advantages and clearly outlines the measures for implementing marketing strategies. However, these approaches often fail to adequately emphasize the importance of analyzing the internal environment of the enterprise. As a result, scholars tend to suggest that enterprises should adapt exclusively to the market, consumers and competitors, without thoroughly accounting for their own internal capabilities. Such an approach may not only lead to instability but also threaten the very survival of the enterprise. A balanced consideration of external demands and internal capacities is essential for the effective formulation and implementation of a marketing strategy.

Based on existing approaches, we propose a general structural and logical diagram of the process of forming a marketing strategy (figure 1.1).

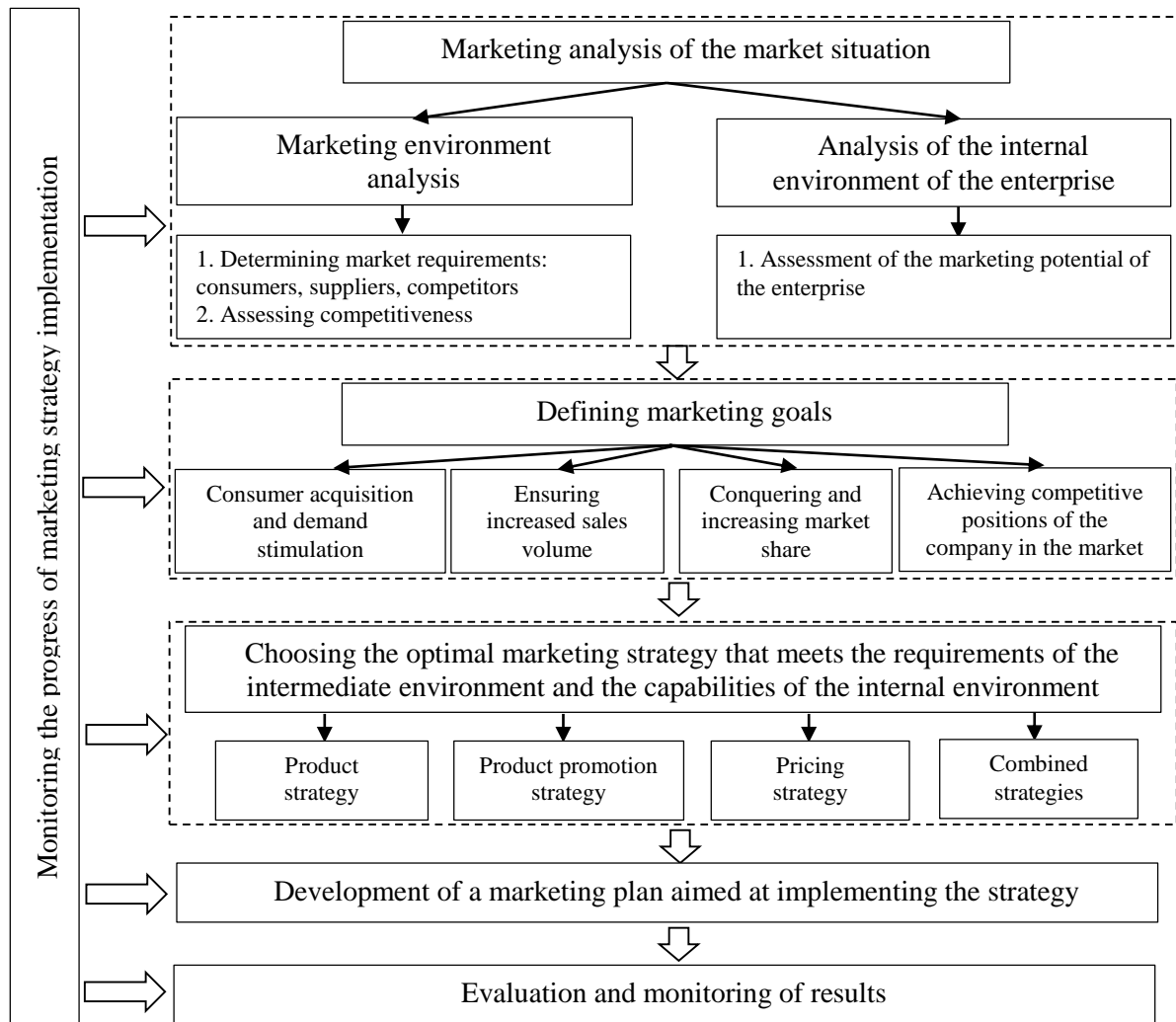


Figure 1.1 – The process of forming a marketing strategy

Source: [13]

Having studied existing definitions and taking into account the current economic conditions faced by enterprises, a marketing strategy should be understood as the formulation and realization of enterprise objectives and tasks for each individual market segment and product over a specific period of time. This strategy is developed based on market research and forecasting and constitutes a rational, logical framework through which the enterprise aims to accomplish its marketing goals.

The development of a marketing strategy should be viewed as a set of five interrelated processes [13]:

- strategic analysis of the market situation;
- determination of marketing objectives;
- selection of an optimal marketing strategy;

- development of a marketing plan aimed at the effective implementation of the strategy;

- evaluation and control of outcomes.

These processes logically follow one another. However, feedback mechanisms also exist, allowing for adjustments to marketing objectives or the strategy's implementation process, refinements of results, or even the development of a new marketing strategy. Thus, monitoring the implementation process is crucial to evaluate the effectiveness of the chosen marketing strategy and its realization.

The first stage in the process of forming a marketing strategy for a trading enterprise is the marketing analysis of the market situation. This stage can be divided into two analytical directions:

- analysis of the intermediary (marketing) environment;
- assessment of the enterprise's marketing potential.

The purpose of analyzing the intermediary environment is to determine the level of instability in the marketing context (e.g., market trends, consumer demands, competitor and supplier behavior). Such an analysis is essential for preparing the enterprise for future environmental changes and ensuring an adequate and timely response. This process also includes evaluating how well the enterprise has occupied its selected market niche and segments, as well as assessing its competitive position in terms of key competitiveness factors.

The analysis of the internal environment aims to identify the enterprise's available capacities and marketing potential, which it can rely on to achieve its marketing goals. This involves evaluating the overall economic system of the enterprise and its subsystems in terms of how they can utilize opportunities presented by the intermediary environment.

The combined analysis of intermediary and internal environments provides the basis for defining marketing objectives. Depending on the company's market position, available resources, and product turnover cycles, the main marketing goals may include: attracting consumers and stimulating demand, increasing sales volumes, gaining and expanding market share, and achieving competitive advantages. These developmental goals may be pursued through various means.

Therefore, at the third stage of strategy development, one of the existing marketing strategies is selected to achieve the set objectives. The enterprise determines which methods will be used to accomplish its goals. The following types of marketing strategies are distinguished [13]:

- product strategy;
- product promotion strategy (sales stimulation);
- pricing strategy;
- combined strategies.

The product strategy is a subsystem of the marketing strategy that focuses on the analysis, development, and strategic decision-making regarding the product assortment, quality, sales volume, and market coverage. It addresses issues related to the development (introduction) of new products, their support, and the withdrawal of obsolete products from the market.

The product promotion strategy encompasses various tools and methods aimed at influencing consumers, intermediaries, and sales personnel to stimulate a market response. Its primary goal is to boost demand through advertising, personal selling, and public relations.

The pricing strategy refers to long-term pricing policies that serve as tools for achieving marketing objectives. It facilitates the connection between production and consumption, supply and demand. Price fluctuations signal imbalances in production and distribution, necessitating adjustments in sales volumes, measures to overcome market disparities, and efforts to balance supply and demand. Market equilibrium may be reached by increasing or decreasing sales volumes, raising or lowering prices, or applying both approaches simultaneously. Price and pricing policy are therefore key elements of the enterprise's marketing strategy.

Combined strategies involve the coordinated use of multiple marketing tools simultaneously to enhance the effectiveness of one strategy through the reinforcement of another.

After selecting the appropriate marketing strategy, which transforms into the marketing concept, the next stage involves the development of a marketing plan. Within this stage, a system of programs is formed to ensure the most effective means

of achieving strategic marketing goals. At this point, target indicators are defined to create organizational conditions for the enterprise's activities and to outline marketing directions for enhancing performance through the efficient use of resources.

The final stage in the formation of a marketing strategy is the evaluation and control of results, which is conducted by comparing actual outcomes with the predefined goals. This process ensures stable feedback between the progress of goal achievement and the marketing objectives themselves, allowing timely adjustments.

In the case of a trading enterprise that promotes its own branded product, the following product branding strategies may be applied:

- umbrella branding strategy;
- multi-brand strategy;
- collective brand names for specific product lines;
- a combination of the corporate name with individual product brand names.

When developing a new brand, a trading enterprise must consider two key criteria:

- brand defensibility, meaning the ability to register the trademark legally and thus protect it from counterfeiting and unfair use;
- brand communicability, referring to the originality and memorability of the brand, which allows it to be clearly associated with a specific company or product in consumers' minds, and to be easily used in advertising materials.

Brands vary in their influence and market value, which determines their brand equity. Brand equity is measured by customer loyalty, brand awareness, perceived quality, strong brand associations, and other intangible assets. High brand equity provides competitive advantages, including increased customer recognition and loyalty.

A trading enterprise must make several branding decisions, specifically concerning:

- corporate symbols;
- brand philosophy;
- brand name selection;

- trademark usage principles.

Corporate symbols (company name, logos, product images) are integral to forming a cohesive corporate identity. Brand symbolism plays a critical role in creating associations and shaping the product's image.

The brand philosophy involves addressing the strategic question: "Should the product be branded or not?"

When selecting a brand name, the following criteria should be observed:

- the name should highlight the product's advantages;
- it should be easy to pronounce and recognize;
- for international businesses, the name should be easily translatable into other languages without losing its meaning.

Brand names may be formed using initials, invented words, mythological references, personal or geographical names, dictionary words, foreign terms, or combinations thereof.

Since a trademark is a valuable intangible asset of a trading enterprise, the assessment of brand equity becomes a relevant issue.

Functionally, a trademark is a multifaceted category:

- it is an important intangible asset with market value that may be recorded in the company's financial statements;
- it is also an objective product characteristic, thus necessitating differentiation between the product and its brand, as well as between various brand usage strategies;
- it lacks physical form, except for what consumers think, feel, or visualize upon encountering the brand symbol or name.

A trading enterprise has three options for bringing its product to market:

- under its own brand;
- under the intermediary's brand;
- simultaneously under both its own and the intermediary's brands.

Product branding is significant for a trading enterprise because it:

- facilitates direct relationships with consumers, minimizing intermediaries in distribution channels;

- effectively communicates product differentiation, enabling favorable conditions for price positioning based on brand trust and targeted influence on specific market segments;

- highlights the similarities of related products according to set criteria (quality, price category);

- symbolically conveys product benefits and value to customers;

- protects against counterfeiting and unfair use of brand similarities.

From a management perspective, the brand serves a dual role:

- as a management tool, it enables the enterprise to actively influence stakeholders (consumers, partners, the public), shape the company and product image, and achieve strategic goals;

- as a management object, it is subject to standard managerial procedures – goal setting, strategy selection, performance evaluation, etc.

There are different classifications of brand types. Depending on whether the brand is controlled by the manufacturer or the intermediary, and whether marketing support is planned, specific types of brands can be identified (table 1.1).

Table 1.1 – Classifications of trademark types

Types of brands	Description
Manufacturer brand	A brand created by the manufacturer and assigned a brand name.
Private label brand	A brand owned by a trading intermediary; also referred to as a dealer or store brand, created and managed by the intermediary.
Licensed brand	A brand name for a product or service offered by a licensee under authorization from the trademark owner.
Co-brand	A strategy involving the use of two brand names for a single product—typically combining the brand names of two different companies or the product's own name with those of its manufacturer or distributors.
Fighter brand	Low-cost brands controlled by the manufacturer, involving minimal promotional expenses.
Generic products	Products manufactured by producers, controlled by intermediaries, which lack a trademark and are not supported by advertising.

Source: [3]

Manufacturer brands contain the trade name of the enterprise that produces a given product. They are targeted at a wide audience of consumers and contribute to

forming a positive image of the company, which, in turn, ensures certain competitive advantages.

Private labels have gained popularity in such product categories as footwear, certain food items, and household appliances. Retailers (dealers) who own such brands are granted exclusive rights to use them and are responsible for logistics, distribution, and marketing promotion. However, the turnover of private labels is generally lower than that of manufacturer brands and requires significant investment for their development.

The licensing agreement must include a provision ensuring that the quality of goods or services produced or provided under the license is not inferior to that of the licensor's products or services, and that the licensor reserves the right to monitor compliance with this condition.

Co-branded products are most commonly found in categories of mass-consumption goods, such as cigarettes, beer, and vodka, and are typically aimed at less discerning consumers. Their prices are usually lower than similar products of other brands. In turn, brands owned by intermediaries can be classified as shown in table 1.2.

Table 1.2 – Classification of retailers brands

Types of brands	Description
Brand names	The retailer seeks to offer high-quality products, associating them with their own name.
Flagship brands	The brand is owned by the retailer but is not associated with their name. It is used for medium-quality products.
Counter-brands	These are presented by the retailer as regular brands without mentioning the company name, but they are available exclusively in its stores.
Low-priced new products	These are low-cost products introduced in response to discount retailing, without concern for brand identity.

Source: [3]

Depending on brand image (a set of consumer beliefs about the brand's attributes and related associations), retail brands can be grouped into three categories:

– attribute brand – builds a perception of reliability and conformance to the product’s functional characteristics. In saturated markets, where it is difficult for consumers to objectively assess product quality, they tend to choose brands they believe have demonstrated their claimed level of performance;

– aspiration brand – communicates not so much product attributes as a desirable lifestyle associated with ownership. Buyers believe they are purchasing not just a product, but an entry pass into the world of the “rich and famous”. Creating such an image reflects the understanding that many products are purchased not solely for their functional value, but to gain social status and recognition;

– experience brand – evokes associations and emotions, emphasizing individuality and relating to the personal or shared consumption experience.

In terms of how a brand differentiates and individualizes product characteristics, the following brand architecture models can be distinguished:

– product brand – each product is assigned a separate brand name that identifies a specific set of product attributes;

– corporate brand – a variation of the product brand where the commercial name of the manufacturer is used as a unified brand across multiple products. Such goods are often targeted at markets with diverse fundamental needs;

– range brand – applies a single name to a group of products aimed at satisfying the same basic need, which do not replace but complement one another. Consumers perceive shared specific qualities among all products in the range. These products represent different “vectors” of a unified product concept supported by a consistent market communication strategy;

– line brand – similar in structure to the range brand, it applies one name to a group of homogeneous products aimed at meeting the same basic need. However, in addition to common features, each product in the line exhibits distinct characteristics tailored to different consumer preferences;

– umbrella brand – used for a group of heterogeneous products that serve similar needs. These products share both common and specific brand-related attributes. Each product within an umbrella brand develops its own concept but remains part of a unified whole. Typically, such a brand includes a shared “surname”

(general brand identifiers) and a “given name” (distinctive individual features). This approach is often used by companies where the company name functions as the common “surname”, a practice particularly popular among Japanese and South Korean firms.

Depending on geographical scope and strategic orientation, brands can also be categorized as shown in table 1.3.

Table 1.3 – Classification of brands by geographical scope

Types of brands	Description
Global brands	Their area of influence covers the entire world or sufficiently large international markets.
Brands of national significance	The popularity and recognition of these brands extend across the entire national market.
Regional or local brands	The recognition of these brands is limited to a regional, local, or narrowly targeted market.

Source: [3]

Many manufacturers and retailers adopt a multi-brand strategy, selling both manufacturer and private labels. This dynamic leads to brand competition, where each type of brand seeks to gain market share, control marketing strategies, build consumer loyalty, and optimize shelf space usage.

Today, most companies operate in a highly competitive environment. For this reason, company leaders must implement effective management strategies aligned with global standards for strategic decision-making and capable of executing marketing initiatives to enhance competitiveness in the international economic arena.

In summary, the increasing volatility of external and consequently internal environments has heightened the importance of marketing strategy in the operations of retail enterprises. A well-developed strategy for promoting private labels enables companies to make effective marketing-related management decisions with long-term development in view. As a tool for business growth, such a strategy helps sustain the company’s potential at a high level.

## Conclusions to the first chapter

It has been established that the process of forming a marketing strategy is one of the key stages of marketing activity and involves consideration of both input (enterprise goals, external environmental factors) and output (decisions regarding elements of the marketing mix) components.

Taking into account the analysis of existing scientific approaches and the specifics of current economic conditions, it is appropriate to interpret a marketing strategy as a process of formulating and implementing the enterprise's goals and objectives for specific market segments and product groups over a defined period. This process is based on the research and forecasting of market conditions, while the strategy itself serves as a logically substantiated system of actions aimed at achieving the company's marketing objectives.

The development of a marketing strategy should be viewed as a sequence of five interrelated stages: strategic analysis of the market situation; determination of marketing goals; selection of the optimal marketing strategy; development of a marketing plan for strategy implementation; and evaluation and control of results.

In the context of a retail enterprise promoting its own branded product, the application of the following branding strategies is advisable: the group brand strategy; the multibrand approach; the collective branding strategy for specific product groups; and the combination strategy of a corporate brand with individual product names.

Various classifications of types of brands exist –many manufacturers and retail chains simultaneously operate with multiple brands, both proprietary and supplier-based.

A well-developed strategy for promoting private labels will facilitate informed managerial decision-making regarding the enterprise's long-term development, as it serves as a tool for growth and for maintaining a high level of the company's potential capabilities.

## 2 Analytical and diagnostic research of financial performance and the assortment of private labels of “TAVRIA-V” LLC in the grocery retail market

### 2.1 Ukraine’s retail market: formats, key players, performance results, major trends and development challenges

Retail trade plays a crucial role in the functioning of the national economy, driven by the scale of its operations and the significant level of employment within the sector. Its strategic importance stems from the orientation of retail activities towards meeting consumer needs through a wide range of goods.

An analysis of the performance of the main players in Ukraine’s retail market in 2024 shows positive dynamics: the number of operating retail outlets exceeded the figures of the previous period. According to the monthly survey by RAU [1], conducted among 110 members of the Retail Association of Ukraine, as of March 2025, the market included 23257 retail facilities across eight key segments of retail trade. For comparison, at the beginning of 2022, this number was 17396. The data covers both food and non-food retail, as well as pharmaceuticals, fashion retail, electronics and appliances, gas stations, jewelry, and the DIY format.

During 2024, the highest growth rates were observed in three retail segments. The leading segment was pharmacy retail, which accounted for 43% of all new outlets – a total of 977 pharmacies opened between January and October. The most active player in this segment was the “Podorozhnyk” chain, which launched 370 new locations. The second position belonged to the non-food segment, particularly drogerie and “one-price” stores. In total, 578 outlets were opened, of which 340 (over 58%) were part of the “Avrora” chain.

Food retail ranked third with 379 new stores (17% of the total new openings), including 67 locations under the “Domashniy Market” brand, which was rebranded as “Mashket” in 2023. Notable expansions were also achieved by the “SPAR” and “ATB” chains.

Industry experts note that consumer behavior has become more adaptive: customers more actively switch between price segments depending on the economic situation. Although the average receipt has increased in terms of the number of items purchased, the product structure has shifted towards more affordable goods (figure 2.1). However, quality remains a primary factor – approximately 25% of consumers focus on the price-to-quality ratio.

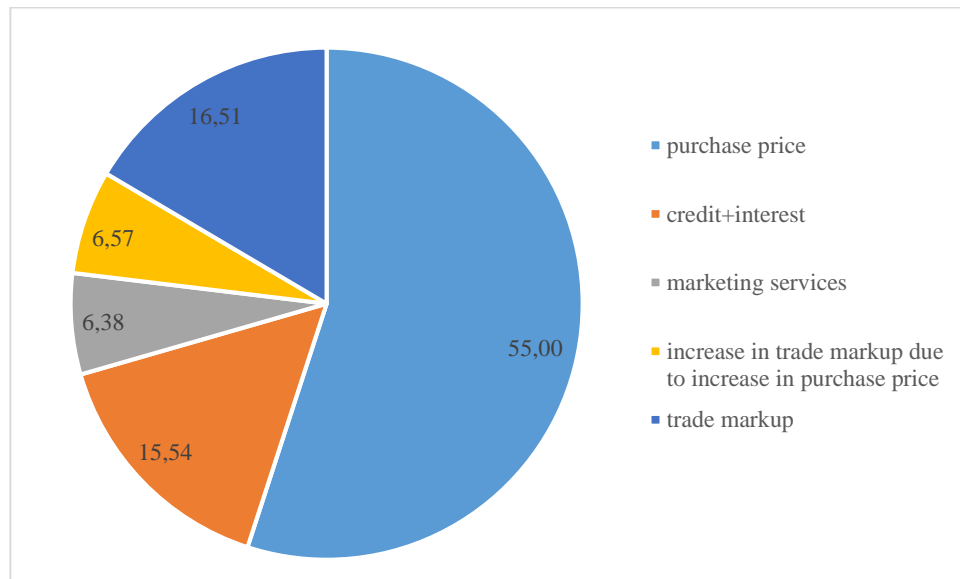


Figure 2.1 – Product price structure in Ukrainian chains

Source: [1]

At the same time, demand for ready-made meals and semi-finished products is growing. According to 34% of retail executives, the sale of semi-prepared meals will become one of the key growth areas in the coming years. It is expected that the segment of high-quality convenience foods will strengthen its position, countering the long-standing negative stereotypes about their quality.

Despite a decline in purchasing power, market players must expand their assortment – including eco-friendly products, increasing the share of private label goods, developing delivery services, and improving online sales channels – to remain competitive.

Retailers are actively seeking new interaction formats with consumers. These include launching “near-home” store formats and acquiring existing local chains. Failure to do so increases the risk of losing market position.

Among the most dynamic companies in grocery retail in 2024 was the regional chain “Mashket”, which topped the ranking in terms of growth. In 2025, it plans to open more than 100 new retail locations, focusing on scaling through franchising and regional partnerships.

As of December 2024, the “Mashket” retail chain operated nearly 70 stores across 16 cities in six regions of Ukraine. During the year, the company opened 67 new retail outlets, half of which were launched under a franchising model, while 10 others were rebranded from the former “Domashniy Market” chain.

“Mashket” positions itself within the mid-price segment, with store areas ranging from 50 to 350 m<sup>2</sup>. Many outlets include designated zones for preparing hot dogs, pizza, and coffee. The estimated investment for opening a single store starts at 20000 USD.

Retail chains that are expanding under the franchising model in Ukraine include “Box Express Market”, “Rodynna Kovbaska”, “Eko Lavka”, “Vlasna Ferma”, “Nash Kray” and “SPAR”.

The SPAR chain actively expanded its presence in various regions of Ukraine, opening modern supermarkets in Lviv, Ivano-Frankivsk, Poltava, Kyiv, Chernivtsi, and Dnipropetrovsk regions. These new stores offer a wide range of food and beverages, hygiene products, household items, fresh produce, as well as private label and imported goods.

Food zones under the “Food to Go” concept were introduced, offering hot snacks and coffee, culinary departments with ready meals, and in-store bakeries. An additional advantage is the loyalty program “Druzi”, which allows customers to earn points and receive discounts and promotional offers.

In November 2024, the “SPAR” chain expanded its presence in the Kyiv region by launching two new supermarkets, both opened by the same franchise partner. In particular, a new 150 m<sup>2</sup> store began operations in Vyshneve. On December 31, just before the New Year, another store in the “SPAR Express” format was opened in the village of Kryukivshchyna. This 55 m<sup>2</sup> store is equipped with a single checkout counter and offers a wide assortment of goods, including food,

beverages, hygiene items, and household products. Additionally, a “Food to Go” area is available, where customers can enjoy coffee and a quick snack.

The ATB Corporation reported strong financial results in 2024: investments reached 15 billion UAH (+25% compared to 2023), total tax payments amounted to 30,7 billion UAH (+22%), and turnover rose to 248,3 billion UAH (+15%). During the year, the company opened 47 new stores and renovated 11 more, reaching a total of 1257 locations.

Over the course of the year, retail companies created more than 3500 new jobs, bringing the total number of employees within the corporation to 56000. The “ATB” Corporation also implemented a number of strategically important projects in the fields of energy security, environmental sustainability, and digital transformation. Notably, 40 supermarkets were equipped with solar power stations, and an additional 180 are in the process of installation. A gas turbine unit was also deployed at the logistics center in Khmelnytskyi region.

In the environmental domain, the corporation transitioned its logistics operations to the use of returnable pooling containers, in collaboration with fruit and vegetable suppliers. These containers are designed to be durable and environmentally friendly, made from food-grade plastic suitable for contact with food products. As of late 2024, more than 400,000 crates and 15,000 pallets are in active use. The total investment in this project reached 185 million UAH.

The “Thrash!Trash!” chain introduced a new format, “EatUp”, focusing on an expanded food court area and a reduced traditional assortment. Its product range includes pizza, baked goods, ready-to-eat meals, coffee, desserts, exotic fruits, and Asian food products.

The “Varus Home” concept, combining the convenience of a supermarket with a cozy home-like atmosphere, was implemented through four newly opened stores featuring interior design elements such as woven baskets and warm lighting.

The OKKO gas station network expanded its “OKKO Drive” service – food delivery to the car. Several new locations were launched in 2024, with seven more planned for 2025.

According to GT Partners Ukraine, the 2024 retail turnover structure of FMCG chains by format was as follows (figure 2.2): premium segment – 1%, supermarkets – 39%, discounters – 24%, hypermarkets – 18%, convenience stores – 8%, and Cash & Carry – 10% [33].

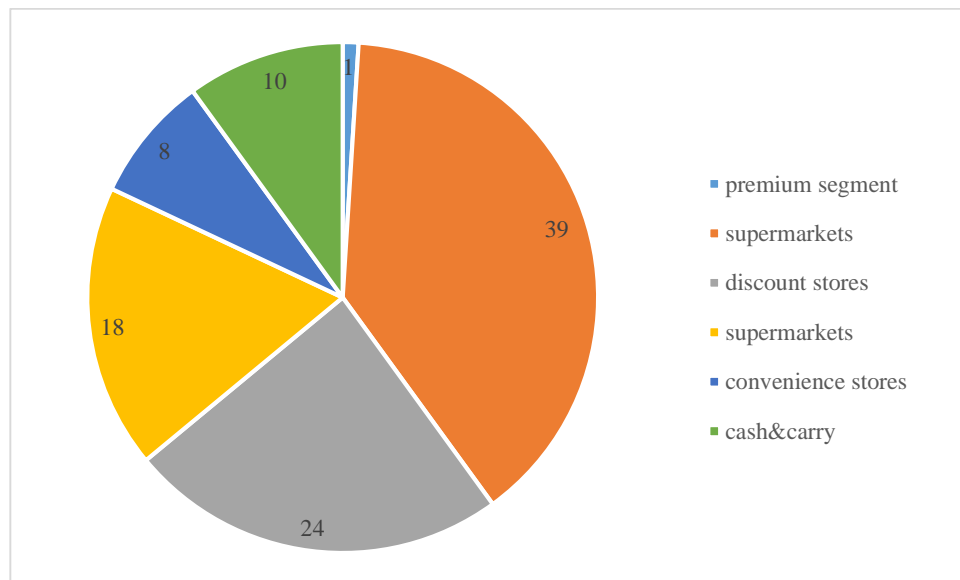


Figure 2.2 – Consumer shopping preferences in FMCG chains by store formats

Source: [2]

In 2024, technological innovation emerged as a defining trend in the grocery retail sector. It is anticipated that in 2025, key tools for enhancing retailers competitiveness will include self-service checkouts, advanced online platforms, automated product labeling, robotic shopping carts, and the digitalization of business processes aimed at optimizing operational performance.

There is a growing interest in implementing systems for collecting and analyzing large volumes of data, which creates new opportunities for personalizing the customer experience across retail chains. The use of advanced analytical approaches can contribute to a sales increase of up to 6%. Artificial intelligence, machine learning, and big data processing tools enable retailers to effectively handle information derived from both social media activity and in-store interactions. These technologies allow for deeper insights into customer preferences, pain points, and

the stages of the decision-making journey, ultimately increasing customer satisfaction.

In the current market context, a traditional website with a product catalog no longer provides a significant competitive advantage. According to analytics by “Inteli Style”, 2025 will be marked by the growing importance of delivering a quality digital customer experience. As a result, retail chains are actively integrating digital solutions that improve both customer service and internal business efficiency.

One of the promising models is the “Click & Collect” system, which combines online ordering with in-store pickup. This approach proved effective during the pandemic, helping retailers reduce logistics costs while maintaining sales. It also provides customers with the benefit of receiving their orders without waiting for delivery. By the end of 2024, over 50% of consumers are expected to increasingly use contactless shopping methods. To meet this demand, retailers will need to implement mobile order management systems and integrated data analytics tools.

Another key direction of digitalization is the growth of cashless purchasing. Following the successful launch of the Amazon Go concept in 2018, an increasing number of retailers have begun adopting similar technologies. Such stores are equipped with cameras and sensors that track shoppers’ actions, while payment is processed automatically as customers exit the store. Initially tested in convenience store formats, these technologies began to expand into larger supermarkets in 2024.

Alongside these digital transformations, one of the most pressing challenges in 2024 was a labor shortage caused by mobilization and workforce emigration. According to survey data, 61% of entrepreneurs identified the lack of staff as their primary concern. For the first time since May 2022, the labor shortage topped the list of barriers to doing business in Ukraine. The need for qualified specialists proved especially critical, with 55,1% of respondents reporting difficulties in this area. Although the situation with unskilled labor was slightly better, 39,2% of companies still experienced challenges. In this context, employment expectations also deteriorated: only 12,1% of businesses planned to expand their staff over the next three to four months, while 9,8% anticipated staff reductions.

Future development in grocery retail is expected to involve the diversification of retail formats and increased competition among those formats, rather than between individual brands. In the long term, there will likely be continued consolidation and expansion of retail operators, allowing for improved logistics and standardized network-wide practices. At the same time, significant emphasis will be placed on enhancing the performance and efficiency of retail store operations.

## 2.2 Organizational and economic characteristics and analysis of the main financial indicators of the activities of “TAVRIA-V” LLC

The “TAVRIA-V” retail chain operates in a multi-format model, encompassing hypermarkets, traditional supermarkets, and convenience stores. This approach enables the company to serve various consumer segments by adapting its pricing strategies to meet the immediate needs of its clientele.

The company “TAVRIA V” focuses on creating conditions for shopping in modern retail outlets that provide consumers with access to high-quality products at competitive prices. In addition, the supermarket chain offers a wide range of supplementary services through its well-developed social infrastructure, which includes utility payment centers, currency exchange points, dry cleaning services, pharmacies, payment terminals, and other facilities.

The company was founded in Odesa in 1992. Initially, its development was based on small-scale retail formats, such as kiosks and food pavilions. Starting in 1998, the company shifted its focus toward modernizing former Soviet department stores, which led to the establishment of “TAVRIA-V” supermarkets in Odesa.

In 2006, the company entered a new regional market by opening its first store in Kharkiv. In subsequent years, the network expanded to new cities: Mykolaiv in 2007, Khmelnytskyi in 2008, Kyiv in 2011, and Ivano-Frankivsk in 2019. As of April 2025, the “TAVRIA-V” chain includes 135 retail outlets operating across six regions of Ukraine [24].

In the city of Khmelnytskyi, the chain comprises seven supermarkets located in the most accessible and convenient areas for customers (figure 2.3).

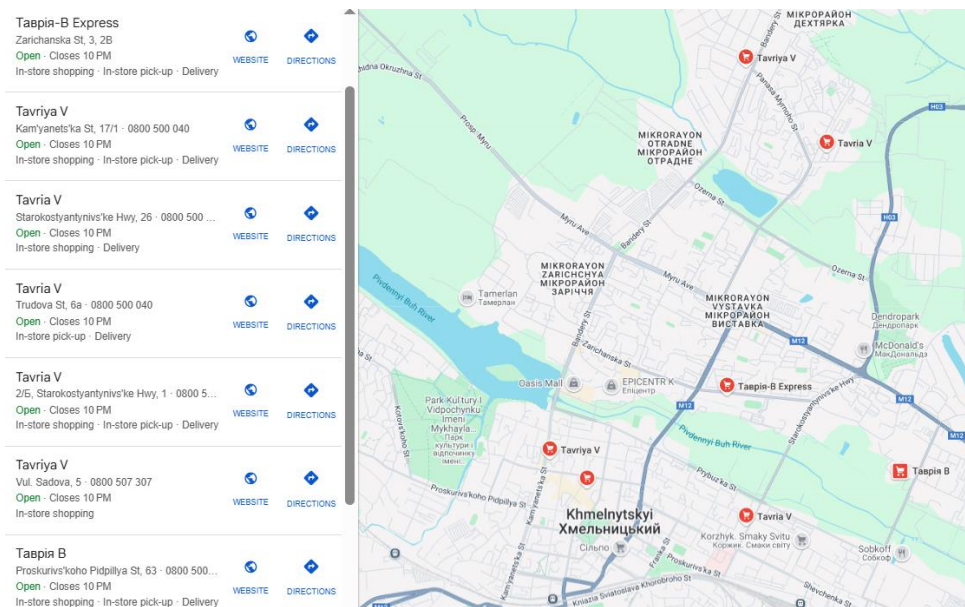


Figure 2.3 – “TAVRIA-V” network in Khmelnytskyi

Source: [24]

“TAVRIA-V” actively implements e-commerce technologies into its operations. It was among the first companies in Ukraine to offer consumers the opportunity to shop via a virtual grocery store. The delivery service from “TAVRIA-V” supermarkets currently operates in six cities across the country, with customers able to choose between scheduled and express delivery. The online catalogue available on the official website (tavriav.ua) features approximately 70000 product items, including a wide range of discounted offers on the most popular goods.

Since 2005, the company has also been developing its private label projects within its retail facilities. The “TAVRIA-V” brand portfolio comprises ten private label brands, with the flagship lines being products under the trademarks “Subota”, “Simka”, and “Eurogroup”. Other notable brands include “Ukrainska Zirka”, “Didie”, “Sekretni tekhnolohii” and “Natkhennyya”.

The company’s portfolio encompasses a wide range of retail formats, including large shopping and entertainment centers, supermarkets, and convenience stores operating under the “TAVRIA-V” brand, as well as premium-segment

supermarkets branded “Kosmos”. It also includes specialized stores offering cosmetics, household chemicals, and non-food products under the “Blysk & Vidro” name, and discount stores branded “PYURE”. In addition, the company operates a network of foodservice establishments, including fast food cafés and VIP-class restaurants. The company also owns production facilities for meat and fish semi-finished products, confectionery and culinary workshops, bakeries, a brewery, and a garment manufacturing unit. Its operations further extend to construction and development services, an online store (tavriav.ua), a home delivery service, and a luxury boutique gallery. (figure 2.4).

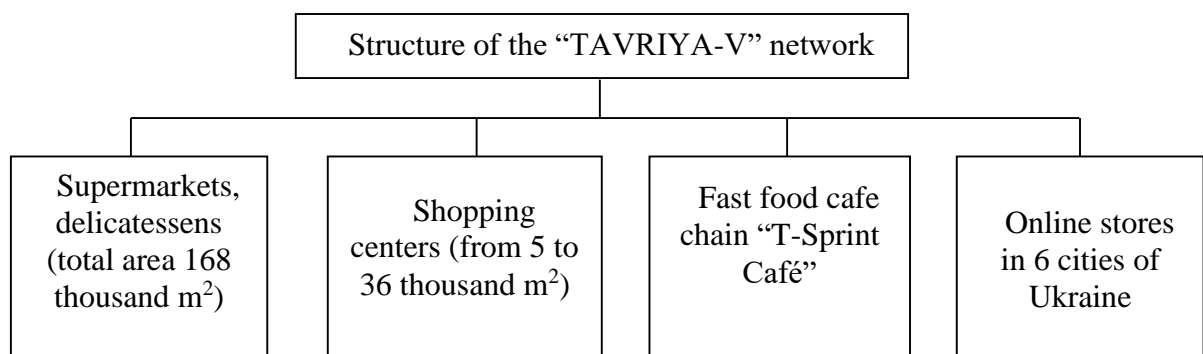


Figure 2.4 – Structure of the “TAVRIYA-V” network

Source: [24]

The target audience of the “TAVRIYA-V” retail chain comprises urban residents with income levels ranging from average to above average. The product assortment is structured to meet the needs of both consumers with high purchasing power and those from lower-income segments.

“TAVRIYA-V” employs approximately 1000 individuals across its enterprises. Supporting employee’s professional development is one of the company’s strategic priorities. Specialized training programs and professional development courses are regularly implemented to maintain a high level of staff competence and ensure quality customer service. A dedicated training center has been successfully operating for several years under the company’s HR department, providing initial and ongoing training to hundreds of employees through specially designed methodologies.

The total annual turnover of the “TAVRIYA-V” chain around 2 billion UAH. The key financial indicators of LLC “TAVRIYA-V” for the period 2021-2023 are presented in table 2.1.

Table 2.1 – Analysis of the main financial indicators of the activities of “TAVRIYA-V” LLC in 2021-2023

Indicator	Year			Growth rates, %	
	2021	2022	2023	2023/ 2022 yy.	2024/ 2023 yy.
Net income from sales of products (goods, works, services), thousand UAH	1613604	1559582	1746446	96,65	111,98
Cost of goods sold (goods, works, services), thousand UAH	1576960	1481255	1729979	93,93	116,79
Gross profit, thousand UAH	36644	78327	16467	213,75	21,02
Other operating income, thousand UAH	735914	668978	826166	90,90	123,50
Administrative costs, thousand UAH	78107	72631	83142	92,99	114,47
Selling expenses, thousand UAH	404160	410216	448678	101,50	109,38
Other operating expenses, thousand UAH	83804	68760	89511	82,05	130,18
Financial result from operating activities, thousand UAH	206487	195698	221302	94,77	113,08
Other financial income, thousand UAH	1244	5732	2608	460,77	45,50
Financial expenses, thousand UAH	158512	179552	218497	113,27	121,69
Financial result before tax, thousand UAH	49219	21878	5413	44,45	24,74
Income tax, thousand UAH	10030	4338	3418	43,25	78,79
Net profit, thousand UAH	39189	17540	1995	44,76	11,37

Source: developed based on the company’s financial statements [8]

Based on a comprehensive analysis of the indicators presented in table 2.1, it can be concluded that during the analyzed period, there was an overall decline in the profitability of “TAVRIA-V” LLC. As shown in figure 2.5, the revenue dynamics of the company exhibit a variable upward trend. The largest share of revenue structure is represented by net sales revenue from products (goods, works, services). In 2022, this indicator decreased by 3,35% compared to 2021 – from 1613604 thousand UAH to 1559582 thousand UAH. In 2023, however, net revenue increased to 1746446 thousand UAH, reflecting a 12% growth compared to 2022. A similar trend is observed in other operating and financial income of the enterprise.

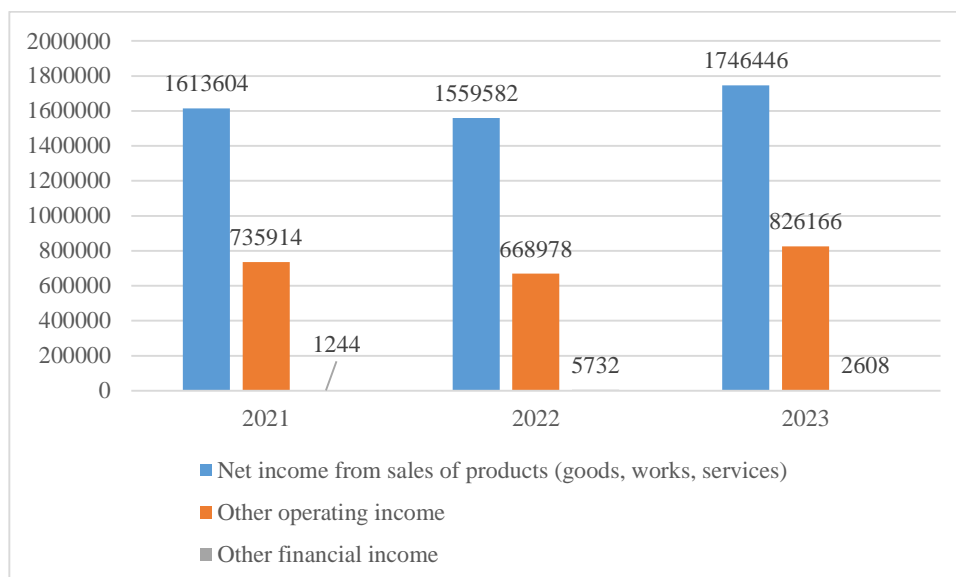


Figure 2.5 – Revenue dynamics “TAVRIYA-V” LLC  
for 2021-2023, thousand UAH

Source: developed based on the company’s financial statements

The revenue growth in 2023 was mainly driven by price factors. On the one hand, price increases were influenced by inflation – over 30% during the analyzed period – and on the other hand, by the depreciation of the national currency against major foreign currencies.

Figure 2.6 shows the dynamics of the “TAVRIYA-V” expenditures.

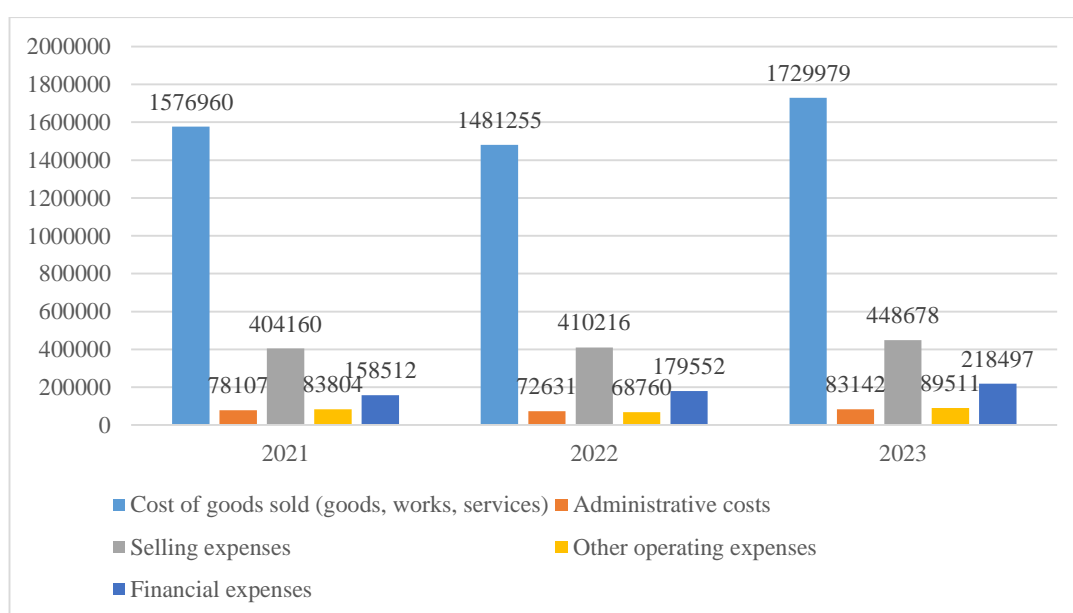


Figure 2.6 – Cost dynamics “TAVRIYA-V” LLC for 2021-2023, thousand UAH

Source: developed based on the company’s financial statements

The expenditures of LLC “TAVRIA-V” also demonstrated a variable upward trend, increasing from 2301543 thousand UAH in 2021 to 2569807 thousand UAH in 2023, which represents a 10% rise. Notably, in 2022, the company’s expenditures were at their lowest, amounting to 2212414 thousand UAH. The most significant component of total expenses is the cost of goods sold, which grew by nearly 17% in 2023 compared to 2022.

Figure 2.7 presents the dynamics of the financial result before tax and corporate income tax of LLC “TAVRIA-V” for 2021-2023.

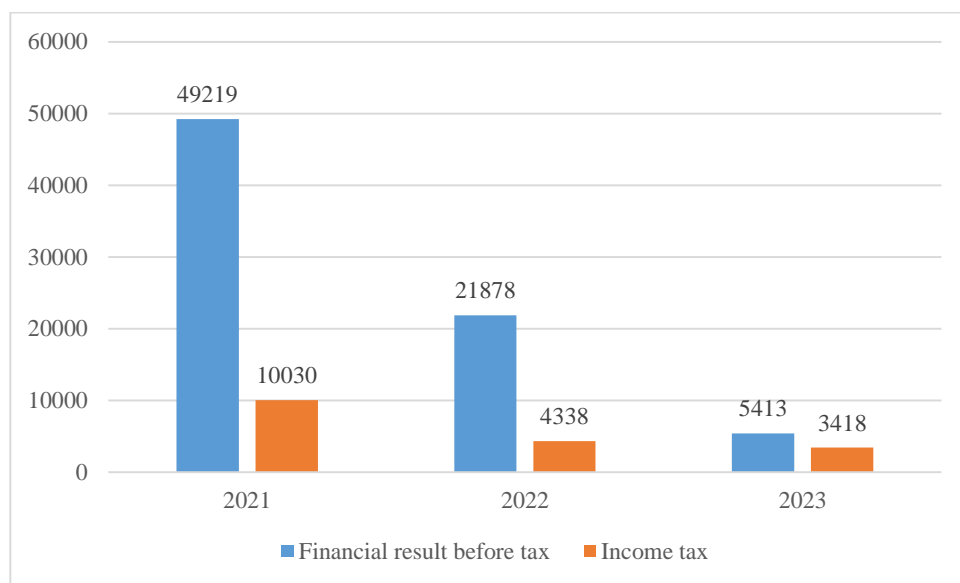


Figure 2.7 – Dynamics of financial result before tax and income tax “TAVRIYA-V” LLC for 2021-2023, thousand UAH

Source: developed based on the company’s financial statements

As the figure 2.7 shows, the company’s pre-tax financial result declined more than nine fold during the analyzed period, while the amount of income tax paid decreased threefold. The highest financial result before taxation was recorded in 2021 – 49219 thousand UAH, and the lowest in 2023 – 5413 thousand UAH. In 2022, the company reported a pre-tax profit of 21878 thousand UAH. The largest amount of corporate income tax was paid in 2021 – 10030 thousand UAH, while the lowest was in 2023 – 3418 thousand UAH. These data indicate a significant deterioration in the company’s profitability indicators.

Figure 2.8 shows the dynamics of net profit of “TAVRIA-V” for 2021–2023.

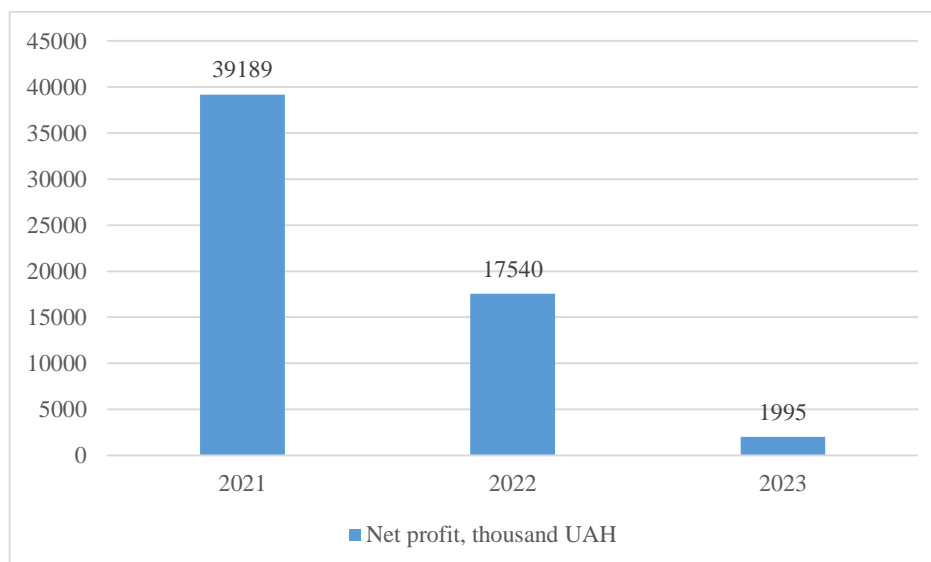


Figure 2.8 – Net profit dynamics “TAVRIYA-V” LLC for 2021-2023

Source: developed based on the company’s financial statements

It is worth noting that the rate of decrease in this indicator mirrors the dynamics of the pre-tax financial result. In particular, the company achieved its highest net profit in 2021 – 39189 thousand UAH. In 2022, the net profit amounted to 17540 thousand UAH, and in 2023, a record low net profit of 1995 thousand UAH was recorded. If this trend continues, the company may incur losses in 2024.

To gain a deeper understanding of the financial standing of LLC “TAVRIA-V”, the main financial indicators were calculated and are presented in table 2.2.

Table 2.2 – Main financial indicators of LLC “TAVRIA-V”

Indicator	Years		
	2021	2022	2023
Revenue, thousand UAH	1613604	1559582	1746446
Net profit, thousand UAH	39189	17540	1995
Assets, thousand UAH	5170447	5460069	5881290
Cash and cash equivalents, thousand UAH	17892	23130	25706
Long-term liabilities, thousand UAH	1137461	799506	1031386
Current liabilities, thousand UAH	1630368	2240435	2427781
Equity, thousand UAH	2402588	2420128	2422123
Current liquidity ratio	0,98	0,85	0,90
Autonomy ratio	0,46	0,44	0,41
Non-current assets coverage ratio	0,67	0,68	0,65
Debt ratio	0,32	0,41	0,41

Source: developed based on the company’s financial statements [8]

The data analysis of table 2.2 indicates that the company maintained a relatively stable financial position during 2021-2023. However, the rising debt ratio in 2022 and 2023 raises concerns.

Thus, over the analyzed period, LLC “TAVRIA-V” demonstrated an increase in sales volume in monetary terms, primarily due to inflationary pressures and currency fluctuations. Nevertheless, the company’s profitability indicators declined significantly. Therefore, it is advisable for the management of LLC “TAVRIA-V” to explore additional opportunities for enhancing business profitability. In our view, one of the potential strategies to improve financial performance is to place greater emphasis on promoting the company’s own private labels.

### 2.3 Analysis of the assortment of private labels and the marketing promotion policy of LLC “TAVRIA-V”

The assortment policy of LLC “TAVRIA-V” plays a crucial role in influencing sales performance. Each product category requires a tailored strategic approach to management. Within the company, a dedicated specialist is assigned to each product group and is responsible for making decisions regarding the structure of the assortment and the selection of specific product items. The company’s assortment is characterized by stability, and there has been consistently high demand for specific product categories and items over an extended period.

Detailed information on the products marketed under LLC “TAVRIA-V”’s private labels can be found in addition A.

The “Eurogroup” brand includes both food and non-food products. The food category comprises essential goods such as water, milk, oil, and canned products. The non-food category includes 7 items, such as pens, napkins, and roasting sleeves.

The “Simka” private label also includes both food and non-food categories. The food group consists of a wide range of products, including chocolate, pasta, oil, chips, and others, while the non-food group includes household chemical goods.

Products under the “Subota” private label follow a similar structure. The food group includes 27 items, such as water, juice, oil, chips, and chocolate, and the non-food group comprises 10 items, mainly household chemicals.

Compared to the aforementioned brands, “Ukrainska Zirka” features a more limited assortment, with only six items in each of the food and non-food categories.

The “Sekretni tekhnologii” and “Didie” brands specialize exclusively in non-food products such as windshield washer fluid, batteries, sockets, bed linen, and similar items.

The “Nathnennia” brand is focused on alcoholic beverages, primarily budget wines such as Muscat, Saperavi, Cabernet, Chardonnay, and others.

The share of private label products in the overall sales volume of LLC “TAVRIA-V” amounts to 6%. A visual representation of the percentage distribution of private label products across the retail space of “TAVRIA-V” supermarkets is provided in figure 2.9.

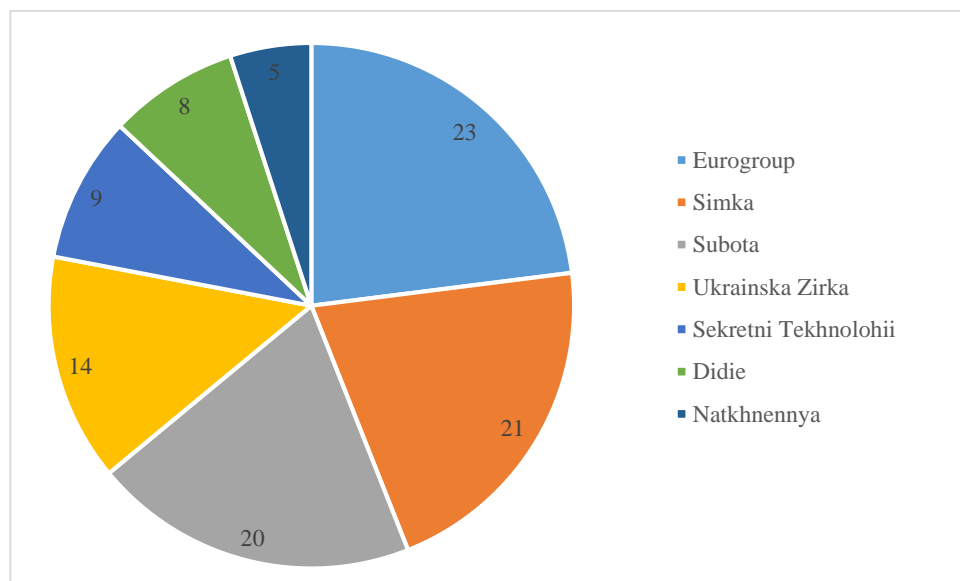


Figure 2.9 – Structure of the assortment of TAVRIA-V’s private labels, %

Source: developed based on the company’s financial statements

The largest share of own-brand products sold both in physical and online stores of the “TAVRIA-V” retail chain belongs to goods under the “Eurogroup” trademark. The second largest segment is represented by products under the “Simka”

brand, while the smallest number of items is associated with the “Didie” and “Natkhnennia” trademarks.

However, achieving the desired sales outcomes requires more than just developing a high-quality product under a successful trademark, setting an appropriate price, and ensuring convenient product placement for consumers. It is also essential to communicate effectively with the target audience – to inform them about the brand, create a need for purchasing the specific product, stimulate the buying decision, and encourage repeat purchases in the future. With this in mind, individual logos have been developed for each of TAVRIA-V’s private labels to enhance their identification and memorability (Figure 2.10).



Figure 2.10 – Logos of TAVRIA-V’s private labels

Source: developed based on the company’s brand book [8]

By focusing on promoting products under its own brands, “TAVRIA-V” is implementing a strategy aimed at increasing in-house sales. The creation and maintenance of a strong brand image – one that helps consumers distinguish the company’s products among a wide range of similar goods – constitutes a key objective of the company’s brand promotion policy.

The promotion policy for private label products serves the following objectives:

- establishing the image of private label brands;
- informing consumers about product characteristics, benefits, and unique features;

- maintaining brand awareness and popularity;
- supporting participants within the product distribution channel;
- conveying a favorable image of the “TAVRIA-V” company.

As part of its efforts to implement an effective promotion strategy, “TAVRIA-V” actively engages in marketing activities, allocating significant financial resources. In particular, the company’s supermarkets make extensive use of visual advertising media such as signage, banners, lightboxes, in-store promotional structures, and outdoor advertising installations near the retail premises. All advertising materials are branded with the company’s logo, which enhances the efficiency of the promotion strategy by informing consumers not only about promotions and discounts, but also by shaping a strong and recognizable image of the “TAVRIA-V” brand in their minds (figure 2.11).



Figure 2.11 – TAVRIA-V’s logo

Source: [24]

LLC “TAVRIA-V” views the Internet as an effective tool for attracting new customers and increasing the loyalty of existing ones. To this end, the company actively utilizes its online store, accounts on popular social networks (Facebook, Instagram, YouTube), mobile applications, and an online loyalty program.

The official website of the company (<https://tavriav.org/>) is designed in the brand’s corporate colors (white and red) and contains the following main sections: “About the Company”, “News”, “Promotions”, “Careers”, and “Partnership” [24].

The “About the Company” section provides general information about the company’s operating principles, wholesale and retail trade, store locations, café network, private label brands, production activities, contact details, and feedback

form. The “News” section features announcements about new product arrivals and updates on company operations, such as the launch of a mobile app or the opening of a new store. The “Promotions” section presents up-to-date information on current promotional campaigns and the outcomes of prize drawings. However, it should be noted that the frequency of updates in this section does not always reflect the actual number of promotions running in the supermarket network. The “Careers” section allows job seekers to submit their resumes via a convenient web form directly on the page. The “Partnership” section contains information regarding meeting arrangements with company managers, guidelines for advertising placement within the supermarket network, a submission form for potential supplier-partners, and contact details for the departments of leasing, foreign economic relations, development, and construction.

The company’s online store (<https://tavriav.ua/>) features the entire range of products available across the “TAVRIA-V” supermarket chain. For ease of navigation, products are categorized by type. Consumers can purchase goods with delivery at their own expense, which serves as an additional incentive to place orders through the online store (figure 2.12).

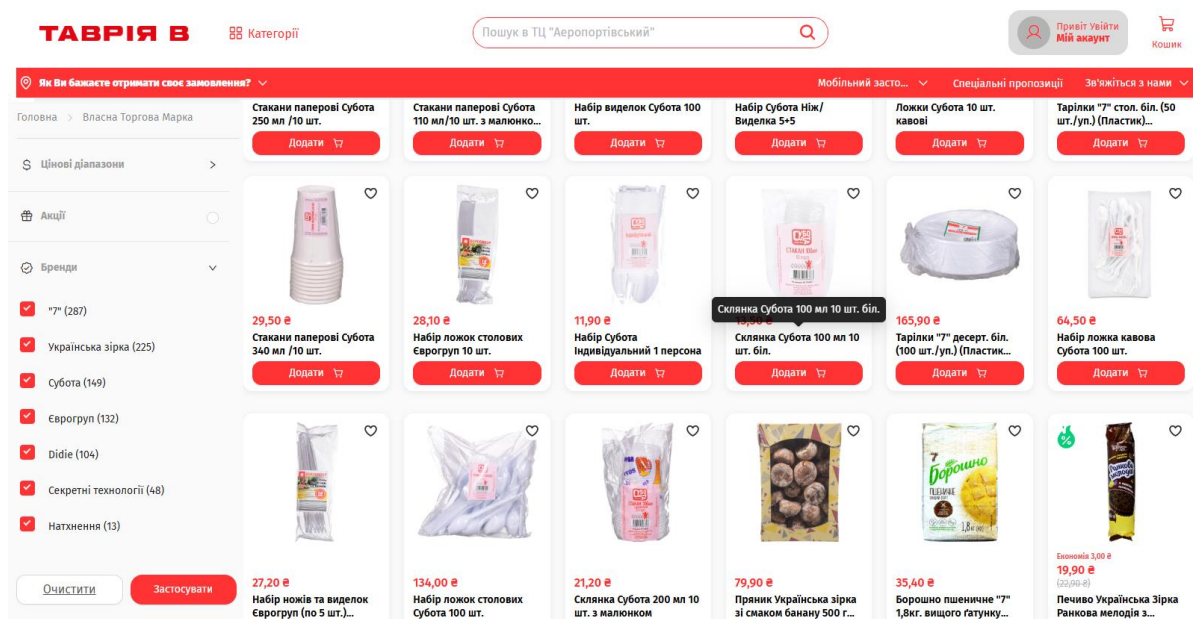


Figure 2.12 – Home page of the online store “TAVRIA-V”

Source: [23]

A separate category called private label brands is available for consumer familiarity and selection; however, it lacks specific prompts or tools to actively direct consumers toward this section.

The company maintains an active presence on Facebook, using it to share updates on new promotions and product launches. The page is updated regularly and enjoys popularity, as indicated by the number of likes and interactions [26].

“TAVRIA-V” also operates an Instagram account (figure 2.13), which is used to post advertisements and photographs from its stores. The page is updated regularly and has more than 40000 followers.

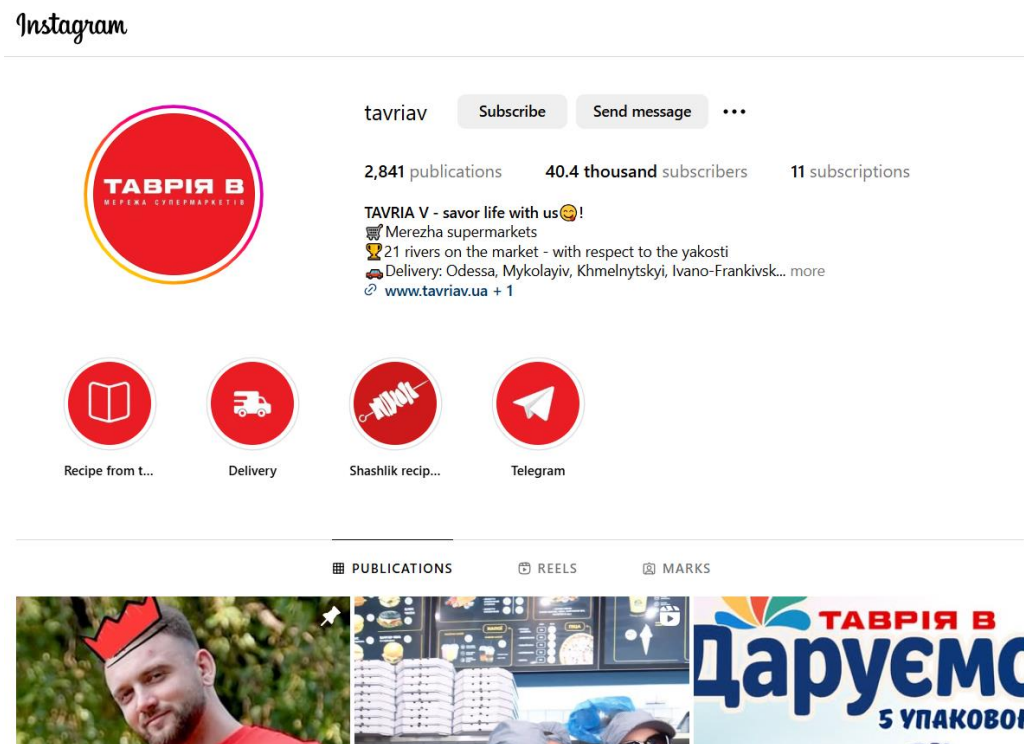


Figure 2.13 – “TAVRIA-V” Instagram account

Source: [25]

Some posts on both Facebook and Instagram are aimed specifically at promoting private label products, particularly the “Subota” brand.

An important element of the company’s marketing strategy is the availability of a proprietary mobile application for Android and iOS operating systems. Installing the “TAVRIA-V” mobile app provides users with convenient access to the online store and its catalog of over 60000 food and non-food items, which mirrors

the offerings on the main e-commerce site. The app also contains descriptions of current promotions and special offers, store addresses, operating hours, and route maps. The mobile app offers additional benefits for loyal customers who hold the “KleverBonus” card. Notably, they are not required to carry a physical card – users can simply install the app, register, and show the QR code of their virtual card at checkout in any “TAVRIA-V” supermarket to earn loyalty points (figure 2.14).

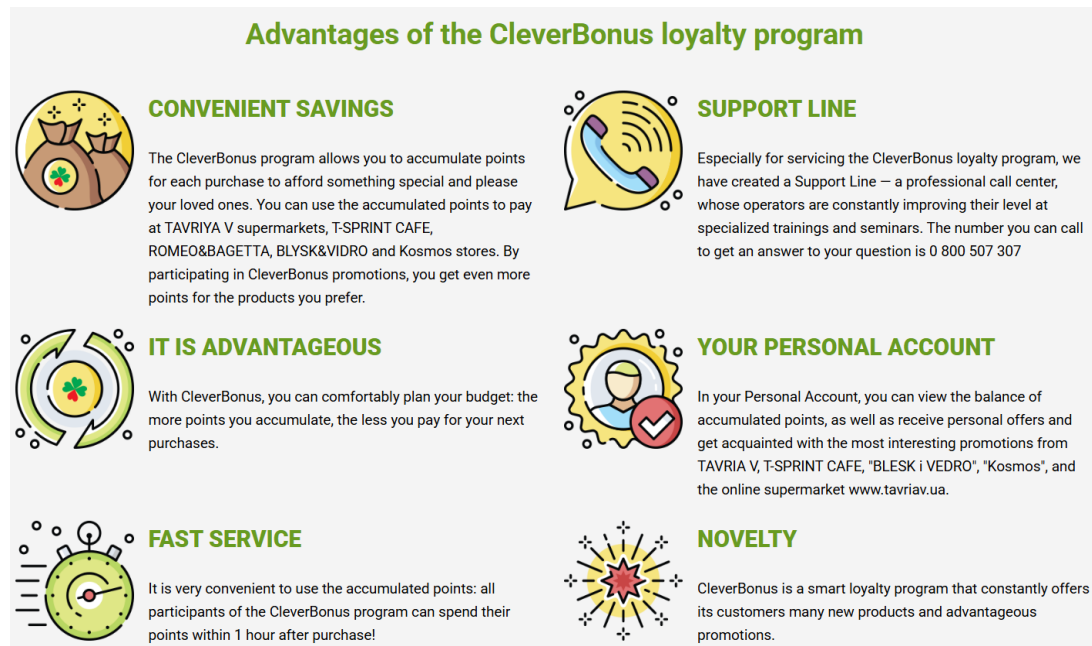


Figure 2.14 – Website of the loyalty program “CleverBonus”

Source: [24]

The “KleverBonus” loyalty program is an effective tool within the implementation of TAVRIA-V’s marketing promotion strategy. It enables consumers to accumulate bonus points for each purchase, which can later be used to acquire goods or services, thus providing additional motivation for repeated customer engagement. Accumulated points can be redeemed in TAVRIA-V supermarkets, as well as in affiliated establishments such as T-Sprint Café, “Romeo&Bagetta”, “Blysk i Vidro”, and “Kosmos” stores. Participation in special promotional offers within the “KleverBonus” program allows customers to earn extra points for preferred products, thereby enhancing the efficiency of interaction

with the target audience. The possibility to use the points not only in supermarkets but also in cafés and affiliated stores broadens the program's customer reach.

Enrollment in the loyalty program is available both in-store and online – through the mobile application or the program's official website. The online platform provides comprehensive information about the terms and conditions of participation, presented in a user-friendly and customer-oriented manner, which contributes to forming a positive company image. However, it should be noted that the current loyalty scheme does not provide additional bonuses for the company's private label products, which may be regarded as an area for improvement.

In conclusion, the analysis of TAVRIA-V's private label assortment and promotional strategy confirms the company's active application of branding tools, with private label products accounting for 6% of total sales. TAVRIA-V invests in external advertising while also maintaining a strong online and social media presence. Nevertheless, the conducted analysis revealed several weaknesses in the promotion of private labels, which should be addressed in order to enhance the effectiveness of the company's marketing efforts.

## Conclusions to the second chapter

The analysis of the performance of the main players in the Ukrainian retail market has shown a positive development trend. As of March 2025, 23257 retail outlets operated across eight key segments of the retail trade. During 2024, the highest rates of expansion were observed in three segments: pharmaceutical retail, non-food retail, and food retail. In 2024, technological innovations became a defining trend in the food retail segment. In 2025, key tools expected to enhance the competitiveness of retailers include self-service systems, advanced online platforms, automated product labeling, robotic shopping carts, and the digitalization of business processes aimed at optimizing operational activities.

An analysis of the key financial indicators of “TAVRIA-V” LLC over the period 2021-2023 showed an increase in sales volumes in monetary terms. This growth was primarily driven by inflationary processes and currency fluctuations. However, the company’s financial results significantly deteriorated. In this context, it is advisable for the management to focus on identifying reserves for increasing profitability. One potential area for improving financial performance is the intensification of marketing efforts related to the promotion of private label products.

The conducted analysis of the assortment of private label products and the specifics of their promotion policy at “TAVRIA-V” LLC confirmed the active use of marketing tools, with private label goods accounting for 6% of total sales. Since 2005, the company has also been developing its private label projects within its retail facilities. The “TAVRIA-V” brand portfolio comprises ten private label brands, with the flagship lines being products under the trademarks “Subota”, “Simka”, and “Eurogroup”. Other notable brands include “Ukrainska Zirka”, “Didie”, “Sekretni tekhnolohii” and “Natkhnennya”. The company invests in external advertising while maintaining a strong online presence, particularly on social media platforms. However, the analysis also revealed several weaknesses in the promotion system for private label products, which require improvement to enhance the overall effectiveness of the company’s marketing activities.

### 3 Development of a marketing strategy for the promotion of private labels by LLC “TAVRIA-V”

#### 3.1 Justification of the selection of components for the implementation of the private labels promotion strategy based on a consumer survey in LLC “TAVRIA-V” stores

Under current market conditions, businesses increasingly require reliable and relevant information concerning the processes taking place within specific market segments. Therefore, to substantiate the choice of components for implementing a marketing strategy to promote private labels, it is appropriate to investigate the level of customer satisfaction with private label products offered in “TAVRIA-V” stores.

The level of customer satisfaction was assessed through the organization and conduct of a marketing survey among customers of the “TAVRIA-V” supermarket located on Zarichanska Street (object 1 in figure 2.3). For this purpose, a questionnaire was developed (addition B) and offered to customers upon leaving the supermarket via a QR code. Respondents could complete the questionnaire at a convenient time. The survey was considered complete after 150 responses were collected, representing 5% of the store’s average daily traffic (3,000 visitors).

At the preparatory stage, a key research question was formulated: “What motivates consumers to choose TAVRIA-V’s private label products?” The hypotheses posed included the following factors: product quality, product assortment, pricing policy, purchasing habits, and brand awareness.

The main objective of the survey was to assess the current level of consumer satisfaction with the store’s assortment, pricing, and product quality; to determine how familiar customers are with TAVRIA-V’s private labels; and to evaluate their overall attitude toward these products.

The analysis of the respondents answers to the key questionnaire items is presented in a detailed manner.

The first question aimed to determine how frequently customers shop at the “TAVRIA-V” supermarket. The results show that 40% of respondents visit the store daily, 20% do so several times a week, while 13,3% make purchases once a week or once a month. Another 6,7% visit the store several times a month, and the same percentage reported visiting the store for the first time. Detailed data on visit frequency are presented in figure 3.1.

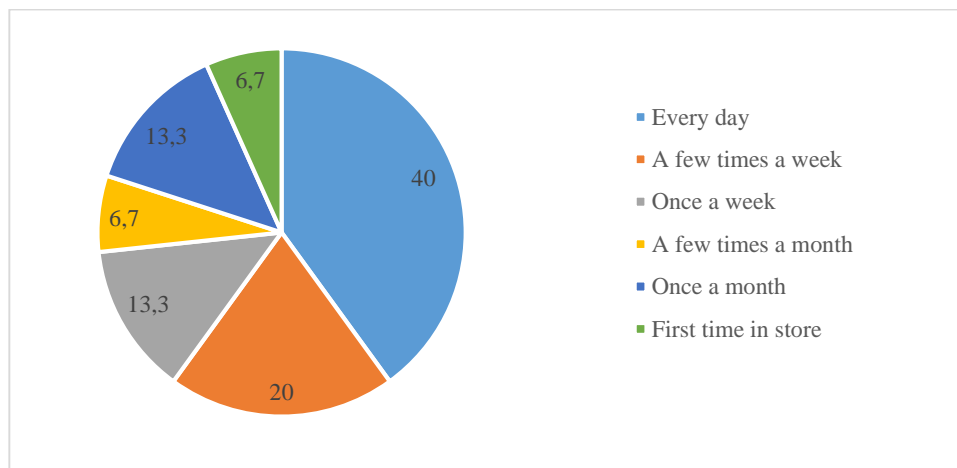


Figure 3.1 – Answers regarding shopping frequency, %

Source: author’s research

To deepen the analysis, respondents were asked: “What prompted you to choose this particular supermarket?” The responses are shown in figure 3.2.

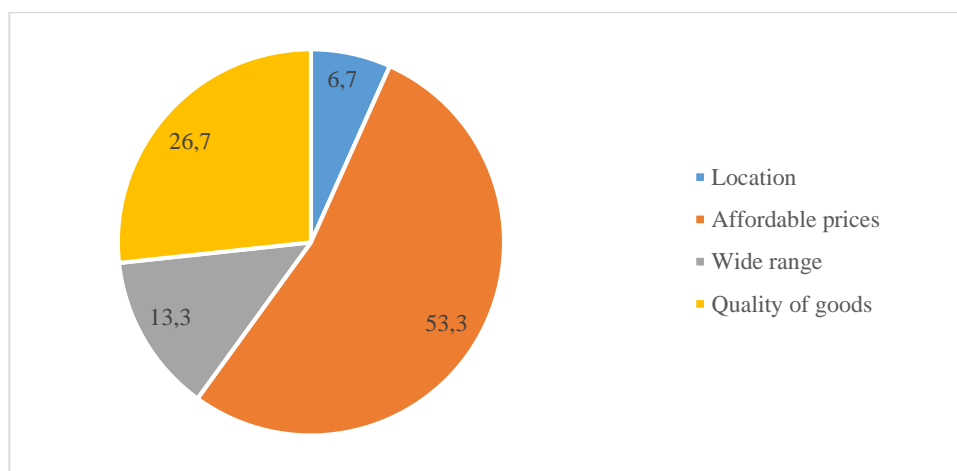


Figure 3.2 – Answers regarding factors in choosing a store, %

Source: author’s research

The most significant factor influencing customer choice was affordable pricing – highlighted by 53,3% of respondents. Product quality was noted by 26,7%, while a wide product assortment was considered important by 13,3%. Only 6,7% indicated the store’s location as a decisive factor. Notably, none of the respondents selected “consultation services” or “service quality” as influential criteria.

In response to the request: “Please indicate your level of satisfaction with the products of the “TAVRIA-V” supermarket based on the proposed indicators”, respondents provided answers summarized in figure 3.3.

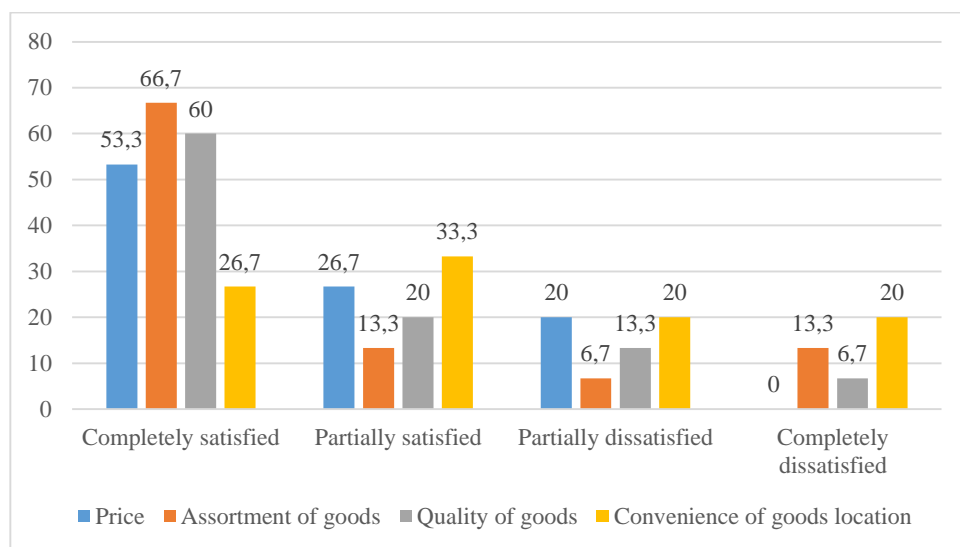


Figure 3.3 – Responses regarding satisfaction with supermarket products, %

Source: author’s research

According to the data presented in figure 3.3, the majority of respondents reported being fully satisfied with the product assortment offered by the supermarket (66,7%), the quality of goods (60%), and the affordability of prices (53,3%). Regarding other evaluated attributes, the responses “completely satisfied” and “partially satisfied” showed relatively balanced proportions. For instance, product quality received 20% and 13,3%, respectively. As for pricing, a significant portion of respondents (26,7%) expressed partial satisfaction with the price levels. In the “partially dissatisfied” category, the highest percentage (20%) of respondents identified price and store location as factors of concern, while 13,3% were partially dissatisfied with product quality. In the “completely dissatisfied” category, the most

frequently mentioned factor was store location (20%), followed by product assortment (13,3%).

The fourth question of the survey aimed to assess consumer awareness of the availability of private label products in the “TAVRIA-V” supermarket. The majority of participants (86.7%) confirmed that they were aware of such products. However, when asked a clarifying question, only 25 respondents reported having private label items in their shopping baskets. The primary reasons for purchasing such products included habit, acceptable quality, and pricing. Meanwhile, the main reasons for not purchasing them were: the products were not visible, there was a lack of trust in quality, no purchase incentives were present, and there were no reminders about these products.

The following question asked respondents to indicate which “TAVRIA-V” private labels they preferred (figure 3.4).

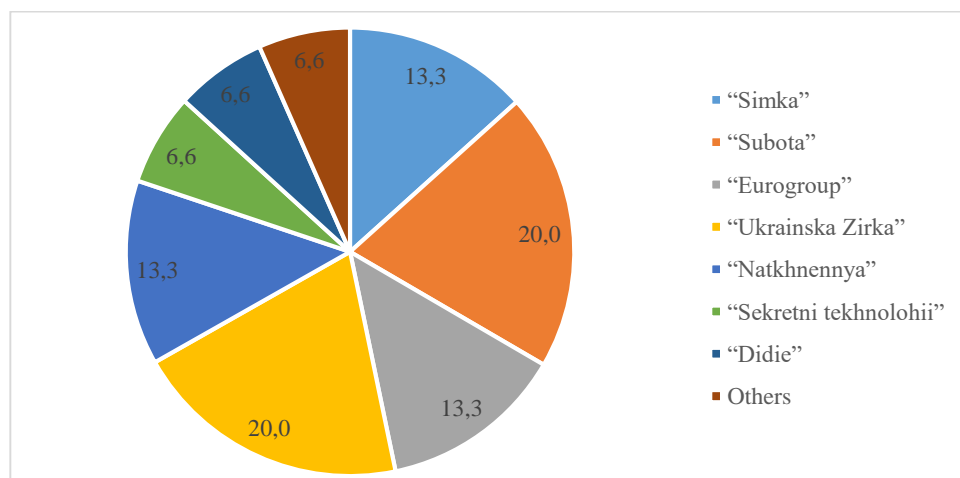


Figure 3.4 – Answers on the advantages of buying private labels, %

Source: author’s research

As shown in figure 3.4, the highest level of consumer preference was recorded for the “Subota” and “Ukrainska Zirka” brands, each receiving 20% of the responses. Slightly fewer respondents favored the “Simka”, “Evrogroup”, and “Nathnennia” brands (13,3% each). The “Sekretni tekhnologii” and “DIDIE” brands were each chosen by 6,6% of respondents, the same share as those who preferred other brands available in the store.

The next question of the survey explored the level of customer engagement with promotional campaigns conducted by the supermarket (figure 3.5).

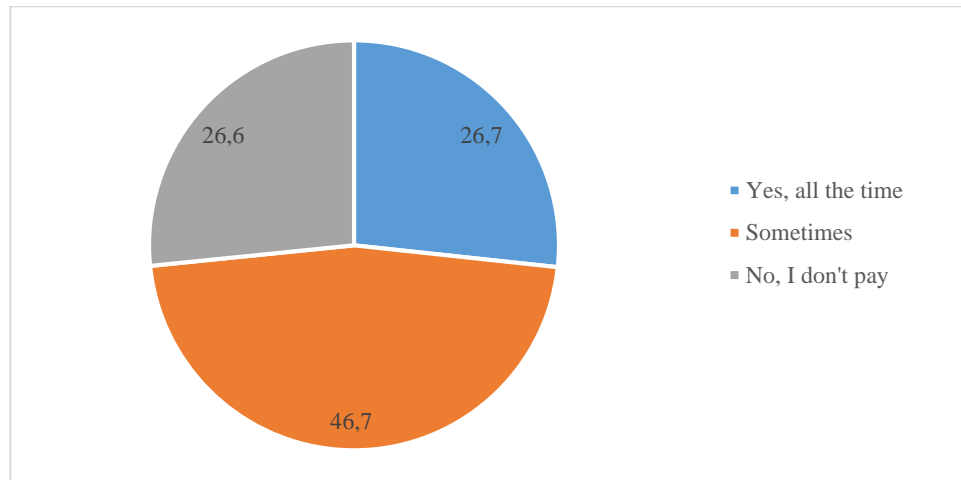


Figure 3.5 – Answers about tracking stocks, %

Source: author's research

According to the results presented in figure 3.5, 46,7% of respondents indicated that they occasionally pay attention to such promotions. Meanwhile, 26,7% reported always following the campaigns, and another 26,7% stated they do not pay attention to promotions at all.

The final question was aimed at identifying customer preferences regarding the expansion of the assortment of private label products. The analytical summary of the responses is presented in figure 3.6.

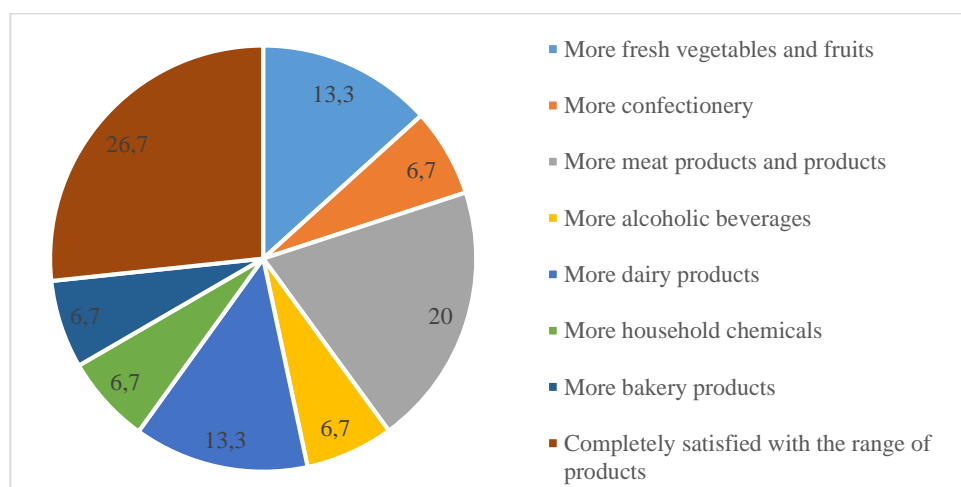


Figure 3.6 – Answers regarding expanding the product range, %

Source: author's research

The survey results indicate that the largest proportion of respondents (26,7%) expressed complete satisfaction with the assortment of private label products. At the same time, a certain level of dissatisfaction was also recorded. Specifically, 20% of respondents expressed a desire to see an expanded range of meat products, while 13% indicated interest in a broader selection of dairy products. An additional 6,7% of respondents expressed the need to expand the assortment of bakery goods, household chemicals, alcoholic beverages, and confectionery items.

To further explore customer satisfaction with private label goods, respondents were asked to evaluate several indicators on a five-point scale. These indicators included: level of customer service, product quality, product assortment, price level in comparison to competitors, variety of additional services, and overall store atmosphere. The results of this evaluation are presented in figure 3.7.

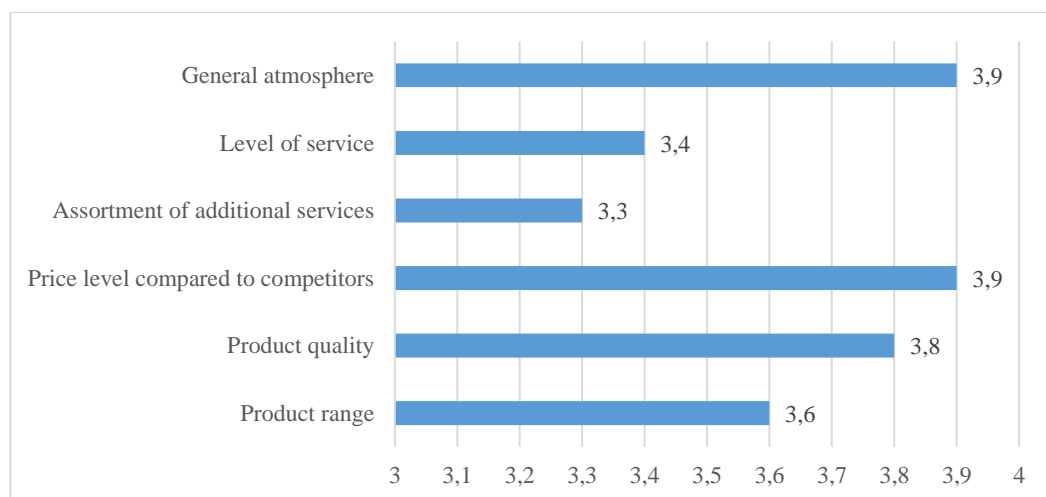


Figure 3.7 – Customer evaluation of supermarket criteria, %

Source: author's research

All indicators fell within the “satisfactory” range, although product quality, pricing policy, and overall store atmosphere were close to being rated as “good”. This suggests the need for improvements in all the evaluated areas of the supermarket's operations.

Based on the findings of the conducted marketing research, it can be concluded that the management of the “TAVRIA-V” supermarket must reconsider their approach to shaping consumer perception of the quality of private label

products. There is a need to diversify the range of supplementary services and to enhance the professional competence of the staff. At the same time, it is essential to maintain affordable pricing, continue expanding the product assortment, and ensure adherence to high quality standards.

Special attention should be given to promoting private label products through effective in-store sales promotion tools, as a key component of implementing the private label marketing strategy of LLC “TAVRIA-V”.

### 3.2. Designing a marketing strategy for promoting of private labels by LLC “TAVRIA-V”

The conducted consumer survey at the “TAVRIA-V” supermarket, aimed at assessing the level of customer satisfaction with private label products, enabled the substantiation of the core components for implementing the marketing strategy of promoting private labels. Primarily, these components include promotion methods to be applied directly within the retail space of the chain.

However, effective planning of promotional activities requires the prior formulation of clear objectives. In other words, LLC “TAVRIA-V” must precisely define the expected outcomes of implementing its promotion strategy.

Possible goals of promoting LLC “TAVRIA-V” private labels include:

- informing consumers about the company, its products, quality, price reductions, locations of purchase, new products, as well as regular reminders about the company and its offerings;
- stimulating product sales;
- shaping a positive brand image;
- building and maintaining customer loyalty;
- influencing consumer behavior and habits;
- informing the public about the company's activities;

- ensuring effective communication and mutual understanding between business partners, as well as between the company and the public;
- motivating consumers to take specific actions.

The next step involves evaluating the factors that influence the choice of promotional mix tools. Key influencing factors include:

- target audience – the group of consumers at whom the promotional efforts are aimed. For LLC “TAVRIA-V”, this includes both end consumers and product manufacturers. Advertising and sales promotion are most suitable for reaching consumers, while negotiation-based methods are more effective for interacting with producers;

- type of product. In the consumer goods market, the effectiveness of promotional mix elements typically follows this order: advertising → sales promotion → personal selling → public relations. In industrial markets, the order changes: personal selling → sales promotion → advertising → public relations;

- product life cycle stage, which determines the content and structure of promotional activities. For instance, during the product introduction stage, the main goal of advertising is to inform consumers about the new product or brand. Sales promotion at this stage is usually directed either at consumers or manufacturers, with preference often given to the latter. Promotion budgets at this stage are generally high. During the growth stage, the focus shifts to persuading consumers of the product’s advantages and encouraging repeat purchases. At the maturity stage, the priority becomes maintaining customer loyalty and enticing competitor’s customers. The decline stage requires maintaining brand awareness, with minimal expenditures on sales promotion;

- availability of resources and cost of promotion tools. Even if a national advertising campaign is the optimal solution in terms of audience reach, budget constraints may necessitate focusing on more affordable methods such as in-store promotions and local public relations activities.

Depending on the type of private label product, the promotional mix may include a range of activities: product demonstrations, public relations events, or customer reward programs.

An equally important step is developing and allocating the promotion budget. Two main approaches are applied:

- top-down approach – the total budget for the promotional mix is determined first and then allocated among the various tools;
- bottom-up approach – individual budgets for advertising, sales promotion, personal selling, and public relations are created separately and then combined into a total promotion budget.

Five common methods for budgeting promotional activities include: objective-and-task method, percentage-of-sales method, competitive parity method, unit-of-sales method, available funds method.

The objective-and-task method is considered the most accurate and effective, as it aligns clearly defined objectives with the necessary financial resources and allows for easier control over implementation.

A sample budget for promoting private labels at one of the “TAVRIA-V” supermarkets is presented in table 3.1.

Table 3.1 – Budget for promoting private labels at one of the “TAVRIA-V” supermarkets

Marketing activities	Cost, UAH
Consultation (promoter)	135-150 per hour (3 hours per day)
Distribution of leaflets	110-135 per day
Sampling	150-170 per day
Tastings	300 per day
Poster at the entrance	from 500 per day
Postcard at the cash registers	from 1500 per month
Pocket (next to the product), wobblers, sheltokers	from 320 per month
Cash register display	from 505 per month
Stickers on the floor	from 1010 per month
Light box	from 1270 per month
Advertising on shopping carts and baskets	10 for 1 per month (10 pcs.)
Placement of coin boxes at the cash registers	from 30 per pc. per month (5 cash registers)
Advertising on packages	20000-35000 per place
Advertising on the back of the receipt	2700 per month
Total:	90000

Source: author’s development

An analysis of the proposed marketing toolkit indicates that, first and foremost, attention should be paid to those activities requiring the involvement of specialized personnel. In particular, initiatives such as consumer consultations (by promoters), leaflet distribution, sampling, and product tasting necessitate prior staff training. All other listed marketing activities require financial resources for the production of advertising media. Among effective and relatively low-cost marketing communication tools are the placement of POS materials, wobblers, shelf talkers, and highlighted price tags – these elements efficiently attract customer attention without significant budget expenditures.

The final stage in implementing the promotional mix involves evaluating its effectiveness. Since promotional objectives are subordinate to the broader marketing objectives, one potential performance indicator may be the increase in sales volume. However, directly attributing sales growth to promotional efforts alone is methodologically flawed due to the influence of numerous additional factors, including competitive activity, consumer purchasing power, seasonal demand fluctuations, pricing, and other external and internal variables. Therefore, it is more reasonable to evaluate the effectiveness of individual promotional mix elements by measuring consumer awareness, brand loyalty, and related metrics.

Currently, “TAVRIA-V” primarily relies on comparative analysis of sales volumes during promotional campaigns versus non-promotional periods. Nevertheless, such analysis is insufficient for a comprehensive assessment of the promotional strategy’s effectiveness. A more objective evaluation can be obtained through calculating the CPI (Cost-Per-Impression) indicator, which shows how many consumers were reached relative to the total promotional expenditure [5]:

$$CPI_{ii} = \frac{NC_{ii}}{PV_{ii}}, \quad (3.1)$$

where,  $NC_{ii}$  – number of store visitors (number of checks) during the  $i$ -th period of time;

$PV_{ii}$  – the cost of carrying out activities during the  $i$ -th period in the store.

According to table 3.1, the monthly reach may include all supermarket visitors – approximately 90,000 individuals.

The development of a marketing strategy for the promotion of TAVRIA-V's private label brands should begin with the identification of key strategic principles:

- private labels must be perceived by consumers as reliable, high-quality, affordable, and exclusive;
- this perception can be formed through production technologies, customer reviews, packaging design, product display in stores, and promotional efforts (e.g., campaigns and events);
- the main criteria for reputation include the constant availability of private label products in sufficient quantities, creative design, and non-standard in-store placement.

To achieve sales growth and profit generation, it is essential to communicate the value proposition of TAVRIA-V's private label products to consumers. Based on the aspects discussed above and the analysis of the company's operations, both qualitative and quantitative promotional objectives can be identified.

Qualitative objectives include:

- enhancing the competitiveness of private labels by increasing their market rating;
- informing the target audience about promotional campaigns;
- announcing the launch of new products;
- highlighting private label offerings on the online store platform.

Quantitative objectives include:

- reaching at least 70% of the target audience;
- increasing awareness of private labels in the online store by 30%;
- increasing turnover by 15%.

Once the objectives are defined, it is necessary to determine the most appropriate communication methods tailored to the target audience, considering their characteristics, consumer expectations, and external factors that may influence promotional effectiveness. Survey results show that the target audience of "TAVRIA-V" is segmented across different market groups, which implies that a

single marketing program would be insufficient. A differentiated approach is required, targeting various age categories and levels of purchasing power.

In this regard, the use of in-store audio advertising via corporate radio can be effective, allowing for the communication of product offers and discounts to a broad customer base. Another efficient promotional tool could be the implementation of “daily discounts,” with information displayed on large banners placed at the supermarket entrance (updated weekly) and through printed booklets distributed to customers.

A strategic method for increasing the market share of private labels may also include the development of an innovative, exclusive brand aimed at satisfying a niche segment of discerning customers – offering high-quality products at moderate prices. Given the scale and reputation of the “TAVRIA-V” retail chain, the production of private label goods is cost-effective due to lower expenditures on procurement, logistics, and warehousing. Additionally, in-store placement is free of charge.

The image of private label products should be formed through the following consumer perceptions:

- the products undergo regular and thorough quality control;
- the assortment meets the expectations of even the most demanding customers;
- pricing is affordable for the general population.

Taking into account the key elements involved in designing the marketing strategy for the promotion of TAVRIA-V’s private labels, the following strategic directions can be identified [10]:

Strategy for modifying advertising and sales promotion, which includes:

- intensifying advertising within retail premises;
- developing effective consumer stimulation tools;
- ensuring comprehensive information support.

Strategy for improving personal selling, which includes:

- introducing a performance-based incentive system for sales consultants;
- hiring additional sales personnel;

– intensifying efforts to increase sales volumes among core customers.

In summary, the objectives of the promotion strategy for TAVRIA-V's private label brands – “Eurogroup”, “Subota”, “Simka”, “Ukrainska Zirka”, “Sekretni Tekhnologii”, “Didie”, and “Nathnennia” – are to cultivate consumer habits of purchasing and consuming private label products, to establish brand image, and to achieve brand recognition among consumers.

### 3.3 Implementation of co-packing as a component of the marketing strategy for promoting private labels of LLC “TAVRIA-V”

Within the framework of implementing the marketing strategy aimed at promoting the private label products of LLC “TAVRIA-V”, co-packing is considered a relevant and effective tool for stimulating consumer demand.

Co-packing (complect – to combine, and packing – packaging) refers to the process of bundling several different or identical products into a single sales unit.

Currently, co-packing remains a significant instrument for retailers, given that approximately 70% of purchasing decisions are made by consumers directly in the sales area. At the same time, traditional promotional activities involve considerable expenses related to the engagement of promo staff, production of informational materials, and training sessions. Thus, attracting consumer attention in this way often requires substantial financial resources, and even market leaders typically limit promotional events to just a few hours on peak days like Fridays, Saturdays, and Sundays [4].

Shelf discounts, on the other hand, do not always result in real savings for the consumer and may rather serve as a hidden benefit for the retailer. Against this background, co-packing emerges as a cost-effective and accessible promotional tool, even for companies with limited marketing budgets.

The key objectives of co-packing include:

- introducing new products to consumers by attaching sample units to existing market items;
- increasing shelf sales through bundled packaging (e.g., “5+1” offers);
- offering a gift with purchase (souvenirs, bonuses, etc.);
- providing additional informational or promotional content on packaging;
- creating gift sets from complementary goods, especially relevant during holiday seasons.

Despite its effectiveness, organizing co-packing on-site is often resource-intensive and complex due to the rigid and streamlined nature of large-scale production processes. Meanwhile, marketing department demands are highly dynamic: today mini packages may be needed, tomorrow – seasonal gift sets. This requires constant adaptation of staffing, workflows, and technology.

Strategic purposes of co-packing include: launching new brands, gaining competitive advantage, boosting sales turnover, reducing inventory levels, selling products approaching expiration, driving demand during seasonal peaks, maintaining steady sales during low-demand seasons, enhancing customer loyalty.

Co-packing, especially in the “gift with purchase” format, is a cost-effective method for rapidly increasing sales. It allows companies to avoid expenses on promo staff, tastings, free samples, and advertising, while also helping to sell older inventory or products nearing expiration. Moreover, it captures consumer attention and creates positive brand impressions through added value.

However, the success of co-packing depends on the appropriate pairing of products within the bundle. The items should be logically complementary and aligned with consumer expectations. For example, pairing beer with peanuts or crackers, tea with chocolate, or juice with biscuits. Such combinations are often used to accelerate the sale of products nearing their shelf-life limit.

Co-packing is also effective when launching new products or during competitive market activity. A less popular product may be attached to a well-known item, thus promoting trial. Beverage manufacturers, for instance, frequently offer co-packs in December (e.g., two or three items for the price of one) to secure shelf presence during the festive season, even if sold at a lower margin.

Key types of co-packing include:

- “product + promotional or informational materials” such as wobblers, leaflets, and mini brochures. For LLC “TAVRIA-V”, attaching flyers with discounts or special offers to private label items could be an effective tactic;

- “metro-units” – multiple identical items in one package. For consumers, this provides a “bulk discount”; for retailers – reduced logistical and operational costs.

A specific example of co-packing for “TAVRIA-V” could be a promotional bundle of the private label “Subota” fabric softener: three units sold at the price of two.



Figure 3.8 – Co-packing of “metro-units” of private label “Subota”

Source: author’s research based on [23]

- “mix packs” involve combining several different products in a single package, offering consumers a more cost-effective purchase resembling a wholesale deal, while simultaneously allowing retailers to increase the sales volume of their product assortment. For promoting “TAVRIA-V” LLC’s private label products, a viable mix pack example could include: Muscat wine under the “Natkhnennia” brand, “Tartaletky” cookies by “Eurogroupe”, and paper cups by “Subota” (figure 3.9).

Important consideration is avoiding the inclusion of out-of-season items, as this may lead consumers to believe the retailer is attempting to get rid of unsold inventory.



Figure 3.9 – Co-packing of “mix-packs” of private labels  
“Natkhennia”, “Eurogroupe” and “Subota”

Source: author’s research based on [23]

Another successful mix-pack option could be the combination of “Simka” brand tea with “Ukrainska Zirka” and “Subota” cookies, creating a tasty and economical offer for consumers (figure 3.10).



Figure 3.10 – Co-packing of “mix-packs” of private labels “Simka”,  
“Ukrainska Zirka” and “Subota”

Source: author’s research based on [23]

– “bundles” (product A + product B), unlike metro units, facilitate cross-selling or the distribution of free samples of an additional product. For example, a shaving razor bundled with replacement blades, or toothpaste paired with a toothbrush. “TAVRIA-V” LLC may also apply this approach for promoting non-food private label items.

– “Product + gift” is a promotional technique that helps increase sales without involving additional promo staff or associated costs. The bonus can be a physical product, a promotional card, or a discount coupon.

Figure 3.11 illustrates an example of such a co-packaging strategy, where a pack of wet wipes under the “Eurogroupe” brand is bundled with a complimentary bar of soap by “Simka”.



Figure 3.11 – Co-packaging of “product + gift” of private labels “Eurogroupe” and “Simka”

Source: author’s research based on [23]

Another interesting “product + gift” co-pack concept could involve combining two packs of frozen products from the “Ukrainska Zirka” brand: the first weighing 1 kg. offered at full price, and the second weighing 400 g. included as a gift. This offer would be especially appealing to large families and takes into account proper frozen storage conditions (figure 3.12).



Figure 3.12 – Co-packaging of “product + gift” of private label “Ukrainska Zirka”

Source: author’s research based on [23]

Co-packing can also serve as a means to draw attention to a product, such as highlighting a feature or a special price with a bright sticker. It is crucial, however, to select complementary items that fall within the same price category (e.g., pairing cheap cheese with expensive wine is not ideal), share similar storage requirements (e.g., cheese must be refrigerated while wine may not), and are targeted at the same consumer audience. Pairing vodka with a bag of grains, for example, may appear illogical to consumers.

The supplementary product should enhance the primary one – for instance, pairing snacks with wet wipes is logical since the latter is useful immediately after consumption. If the add-on is a new product, it must be genuinely useful so that the consumer develops a need for it. The key goal of co-packing in this case is not merely to give a gift but to drive future demand for the new item.

It is also essential to consider technical aspects: the wrapping tape must be durable and not tear easily, logos should remain visible, and packaging should not obscure branding when items are combined. For new product promotions, it is critical not to attempt recouping costs by inflating the bundle price – consumers familiar with market prices may perceive this as deceptive.

Marketers actively use co-packing to stimulate demand. Similar to new product promotions, methods include taping products together or organizing “three for the price of two” promotions in special packaging. Generally, the former approach is preferred since it provides a truly beneficial bonus. In contrast, offering three identical products for the price of two may raise concerns that the retailer is trying to offload near-expiry stock.

When co-packing is used to increase sales volume, the link between the paired items should be clear and logical. Pairs such as coffee and chocolate, coffee and milk, cognac and cigars, or vodka and cigarettes have a natural consumer connection based on usage context.

It is advisable to create product bundles in such a way that the additional item logically complements the main product, particularly if it is intended to be used after the primary product is consumed. For instance, combining a bottle of vodka with an alcohol test kit for drivers, a carpet with a cleaning solution, a computer with a

mouse, or a dishware set with a cookbook can be seen as rational and user-friendly pairings.

However, there are cases where the bundled products are not functionally related, yet their combination may offer emotional or aesthetic value to the consumer. Examples include kitchen furniture and decorative paintings, premium coffee and quality music, or shampoo and a hairbrush. In such cases, it is important to test consumer reactions to these combinations in advance. If the offer generates interest and demand, further sales of such bundles should be pursued. If not, it is more appropriate to avoid such practices.

Research findings indicate that the implementation of co-packaging can have a significant positive impact on the sales performance of private label products by LLC “TAVRIA-V”. In particular, the expected outcomes include [31]:

- an increase in revenue from private label products by 10-30%, as bundled offers are often perceived by consumers as more cost-effective;
- a 20% increase in the average purchase value, since consumers tend to spend more when buying bundled goods;
- a 15% rise in conversion rate due to impulse purchases, as consumers recognize added value in the set;
- improved inventory turnover, as co-packaging strategies contribute to faster movement of goods from the warehouse.

For LLC “TAVRIA-V”, a company actively developing its private labels, co-packaging can serve as an effective tool for [32]:

- enhancing brand recognition through the use of distinctive packaging designs;
- stimulating repeat purchases by introducing customers to a broader assortment of products within a single set;
- promoting new product launches efficiently by including them in already popular bundles.

To better present the results of the proposed recommendations for shaping the marketing strategy of promoting TAVRIA-V’s private labels, a summary of these recommendations is provided in table 3.2.

Table 3.2 – Summary of recommendations for shaping the marketing strategy of promoting TAVRIA-V’s private labels

Name of recommended activity	Goal being achieved	Methods, achieving goals	Performance indicators characterizing the result
Designing a marketing strategy for promoting private labels of LLC “TAVRIA-V”	Development of consumer habits related to the purchase and consumption of private label products. Formation of a strong brand image for private labels. Achieving high brand recognition of private label products.	Strategy for modifying advertising and sales promotion activities. Strategy for reorganizing personal selling processes.	Reaching at least 70% of the target audience. Increasing consumer awareness of private label product placement on supermarket shelves and in the online store by 30%. Increasing the turnover of private label products by 15%.
Implementation of a co-packing system for the private labels of LLC “TAVRIA-V”	Ensuring fast turnover of private label goods. Encouraging repeat purchases of private label products. More effective promotion of new private label items.	Combining in-house manufactured products into a single packaging unit using various schemes: “product + promotional materials”, “metro units”, “mix-packs”, “bundles”, “product + gift”.	Increasing revenue from private label products by 10-30%. Raising the average transaction value by 20%. Boosting conversion rates by 15%.

Source: built on the basis of enterprise information

Thus, the proposed recommendations will enable adjustments to the promotion policy of private label products by LLC “TAVRIA-V” and, based on the suggested improvements, enhance the overall efficiency of the TAVRIA-V retail chain.

### Conclusions to the third chapter

The consumer survey conducted in the stores of LLC “TAVRIA-V” provided valuable insights into customer satisfaction with the company’s private labels products. In particular, it examined key aspects such as product assortment, pricing,

quality, and service level. The survey also assessed consumer awareness of the company's private labels and their attitudes toward these products. It was found that the most popular brands among respondents were "Subota" and "Ukrainska Zirka". However, only about 20% of consumers reported purchasing private label products on a daily basis.

The main factors influencing purchases of private label goods included habit, competitive pricing, and satisfactory quality. On the other hand, the reasons for not choosing such products were: lack of visibility on shelves, distrust in quality, absence of purchase incentives, and insufficient reminders.

The findings highlight the necessity for LLC "TAVRIA-V" to strengthen the promotion of its private labels, with particular focus on in-store marketing, which should serve as a primary channel for implementing the company's promotional strategy.

The development of a marketing strategy for promoting LLC "TAVRIA-V" private labels has identified two core strategic directions: a strategy for modifying advertising and sales promotion, which includes intensifying in-store advertising efforts, implementing consumer stimulation tools, and providing comprehensive informational support; a strategy for improving personal selling, involving the introduction of performance-based incentive systems for sales consultants, recruitment of additional staff, and intensified efforts to promote products to key consumer segments.

The use of co-packing as a consumer promotion tool within this marketing strategy can contribute to: enhancing the recognition of private labels, fostering consumer loyalty through repeat purchases, effectively introducing new private label products to the market.

Implementation of these recommendations will support the refinement of the private label promotion policy at LLC "TAVRIA-V" and improve the overall effectiveness of the company's retail network.

## Conclusions

The qualification work considers current problems related to improving the formation of a marketing strategy for promoting a retail enterprise's private labels.

In the first chapter of the qualification work it has been established that the process of forming a marketing strategy is one of the key stages of marketing activity and involves consideration of both input (enterprise goals, external environmental factors) and output (decisions regarding elements of the marketing mix) components.

Taking into account the analysis of existing scientific approaches and the specifics of current economic conditions, it is appropriate to interpret a marketing strategy as a process of formulating and implementing the enterprise's goals and objectives for specific market segments and product groups over a defined period. This process is based on the research and forecasting of market conditions, while the strategy itself serves as a logically substantiated system of actions aimed at achieving the company's marketing objectives.

The development of a marketing strategy should be viewed as a sequence of five interrelated stages: strategic analysis of the market situation; determination of marketing goals; selection of the optimal marketing strategy; development of a marketing plan for strategy implementation; and evaluation and control of results.

In the context of a retail enterprise promoting its own branded product, the application of the following branding strategies is advisable: the group brand strategy; the multibrand approach; the collective branding strategy for specific product groups; and the combination strategy of a corporate brand with individual product names.

Various classifications of types of brands exist –many manufacturers and retail chains simultaneously operate with multiple brands, both proprietary and supplier-based.

A well-developed strategy for promoting private labels will facilitate informed managerial decision-making regarding the enterprise's long-term

development, as it serves as a tool for growth and for maintaining a high level of the company's potential capabilities.

In the second chapter of the qualification work it has been established that, the analysis of the performance of the main players in the Ukrainian retail market has shown a positive development trend. As of March 2025, 23257 retail outlets operated across eight key segments of the retail trade. During 2024, the highest rates of expansion were observed in three segments: pharmaceutical retail, non-food retail, and food retail. In 2024, technological innovations became a defining trend in the food retail segment. In 2025, key tools expected to enhance the competitiveness of retailers include self-service systems, advanced online platforms, automated product labeling, robotic shopping carts, and the digitalization of business processes aimed at optimizing operational activities.

An analysis of the key financial indicators of "TAVRIA-V" LLC over the period 2021-2023 showed an increase in sales volumes in monetary terms. This growth was primarily driven by inflationary processes and currency fluctuations. However, the company's financial results significantly deteriorated. In this context, it is advisable for the management to focus on identifying reserves for increasing.

The conducted analysis of the assortment of private label products and the specifics of their promotion policy at "TAVRIA-V" LLC confirmed the active use of marketing tools, with private label goods accounting for 6% of total sales. Since 2005, the company has also been developing its private label projects within its retail facilities. The "TAVRIA-V" brand portfolio comprises ten private label brands, with the flagship lines being products under the trademarks "Subota", "Simka", and "Eurogroup". Other notable brands include "Ukrainska Zirka", "Didie", "Sekretni tekhnolohii" and "Natkhnennya". The company invests in external advertising while maintaining a strong online presence, particularly on social media platforms. However, the analysis also revealed several weaknesses in the promotion system for private label products, which require improvement to enhance the overall effectiveness of the company's marketing activities.

In the third chapter of the qualification work it has been consumer survey conducted in the stores of LLC "TAVRIA-V", which provided valuable insights into

customer satisfaction with the company's private labels products. In particular, it examined key aspects such as product assortment, pricing, quality, and service level. The survey also assessed consumer awareness of the company's private labels and their attitudes toward these products. It was found that the most popular brands among respondents were "Subota" and "Ukrainska Zirka". However, only about 20% of consumers reported purchasing private label products on a daily basis.

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The findings highlight the necessity for LLC "TAVRIA-V" to strengthen the promotion of its private labels, with particular focus on in-store marketing, which should serve as a primary channel for implementing the company's promotional strategy.

The development of a marketing strategy for promoting LLC "TAVRIA-V" private labels has identified two core strategic directions: a strategy for modifying advertising and sales promotion, which includes intensifying in-store advertising efforts, implementing consumer stimulation tools, and providing comprehensive informational support; a strategy for improving personal selling, involving the introduction of performance-based incentive systems for sales consultants, recruitment of additional staff, and intensified efforts to promote products to key consumer segments.

The use of co-packing as a consumer promotion tool within this marketing strategy can contribute to: enhancing the recognition of private labels, fostering consumer loyalty through repeat purchases, effectively introducing new private label products to the market.

Implementation of these recommendations will support the refinement of the private label promotion policy at LLC "TAVRIA-V" and improve the overall effectiveness of the company's retail network.

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## APPENDICES

## Addition A

Table A.1 – Products of the private label “Eurogroup”

Trademark	Food products	Non-food products
“EUROGROUP”	Eurogroup Jam	Gel pen Eurogroup
	Eurogroup Water for Children	Dishwasher Eurogroup
	Eurogroup Water for Mykolina	Garbage bag Eurogroup
	Eurogroup Mustard 130 g	Condoms Eurogroup 3 pcs.
	Eurogroup Salted Nuts	Baking sleeve Eurogroup
	Eurogroup Nuts Pistachios	Wet wipes Eurogroup 10 pcs.
	Eurogroup Mushrooms	Wet wipes Eurogroup 10 pcs.
	Eurogroup Kvass Classic	
	Eurogroup Canned Pineapple	
	Eurogroup Canned Peppers	
	Eurogroup Canned Lechos	
	Eurogroup Canned Cucumbers	
	Eurogroup Shrimps	
	Eurogroup Mayonnaise 200 g pack	
	Eurogroup Olives	
	Eurogroup Micropopcorn	
	Eurogroup Milk	
	Eurogroup Condensed Milk	
	Eurogroup Ice Cream Horn	
	Eurogroup Sunflower Seeds	
	Eurogroup Corn Oil	
	Eurogroup Sunflower Oil	
	Eurogroup Olive Oil	
	Eurogroup Pate	
	Fresh-frozen Eurogroup vegetables, fruits	
	Eurogroup syrup	
	Eurogroup Tkemali sauce 250 ml	
	Eurogroup spread	
	Eurogroup tea	
Eurogroup tea 50 g		

Table A.2 – Products of the private label “Ukrainska Zirka”

Trademark	Food products	Non-food products
“UKRAINSKA ZIRKA”	Pasta Ukrainska Zirka	Napkins Ukrainska Zirka
	Water Ukrainska Zirka	Toilet Paper Ukrainska Zirka
	Dough Ukrainska Zirka	Parchment for baking Ukrainska Zirka
	Preserved Assorted Vegetables Ukrainska Zirka	Baking foil Ukrainska Zirka
	Canned Fish Ukrainska Zirka 240 g	Garbage bag Ukrainska Zirka
	Canned Sardines Ukrainska Zirka 240 g	Napkins Ukrainska Zirka

Table A.3 – Products of the private label “Simka”

Trademark	Food products	Non-food products
“SIMKA”	Water Simka 1 l	Linen Simka 1 l
	Nuts Simka Peanuts 40 g	Dishwashing liquid Simka 500 g
	Mushrooms Simka	Simka detergent 1 l Santri
	Simka Instant Coffee	Simka cleaning powder 500 g
	Kisil Simka 180 g	Fresher for air conditioners Simka spare parts
	Canned Sardines Simka	Air freshener Simka 300 ml
	Canned Pineapple Simka	Simka powder 2.4 kg automatic
	Custard Cream Simka 200 g	
	Corn Flakes Simka 170 g	
	Bay Leaf Simka 10 g	
	Mayonnaise Simka	
	Pasta Simka	
	Marmalade Simka 240 g	
	Honey Simka Sunflower	
	Ice Cream Simka	
	Sunflower Seeds Simka	
	Sunflower Oil Simka 1 l	
	Oat Flakes Simka 780 g	
	Juice Simka 3 l	
	Spread Simka 200 g	
	Soup Simka 160 g	
	Crusod Simka 50 g	
	Puff Dough Simka	
	Tomato Paste Simka 530 g	
	Candy Dragees Simka Peanuts in cocoa	
	Simka Tea	
	Simka Chips	
	Simka Chocolate Cream with Hazelnuts	
Simka Sprats in Oil		

Table A.4 – Products of the private label “Subota”

Trademark	Food products	Non-food products
“SUBOTA”	Cotton candy Subota 20 g	Linen Subota 1 l
	Waffles Subota	Dishwasher Subota 500 ml
	Water Subota for children	Dishwasher Subota for washing black things 1 l
	Mushrooms Subota	Dishwasher Subota for glass 0.5 l
	Chewing marshmallows Subota	Dishwasher Subota Mole
	Zucchini caviar Subota 500 g	Dishwasher Subota furniture polish 430 g
	Coffee Subota 200 g Grain	Dishwasher Subota Santri-gel 0.5 l

	Cupcake Subota 210 g	Dishwasher Subota universal 1 l
	Canned Tomatoes Subota	Rinse aid Subota 1 l
	Canned Apples Subota 500 g	Wet wipes Subota
	Butter Subota 73% cream 400 g	
	Muesli Subota 500 g	
	Muesli Subota 500 g	
	Salted dried meat Saturday	
	Sunflower seeds Subota	
	Oil Subota	
	Flakes Subota	
	Popcorn Subota	
	Roll Subota 170 g	
	Juice Subota	
	Crussod Subota	
	Puff pastry Subota	
	Waffle cake Subota 200 g	
	Crisps Subota	
	Chocolate Subota 100 g	

Table A.5 – Products of the private labels “Didie”, “Sekretni Tekhnolohii”

Trademark	Non-food products
“SEKRETN TEKHNOLOHII”	Batteries Sekretni Tekhnolohii LR03
	Switch Sekretni Tekhnolohii
	Sponge Sekretni Tekhnolohii for cars
	Socket Fino Sekretni Tekhnolohii
	Windscreen cleaner Sekretni Tekhnolohii 1 l
	Toilet paper Sekretni Tekhnolohii
“DIDIE”	Antibacterial hand gel Didie
	Shower gel Didie 250 ml
	Tights Didie 20 den
	PL set Didie
	Cream Didie 50 ml
	Gift bag Didie
	Socks Didie

## Addition B

### Questionnaire for the survey of buyers of the supermarket chain “TAVRIA-V”

**Dear customer!**

**Thank you for your attention and interest in the TAVRIYA-V chain of stores. It is very important for us to know your opinion about our stores and our brands, and therefore we ask you to complete this questionnaire. All information will be used only in a generalized form. We guarantee your confidentiality and thank you for your time.**

**1. How often do you shop at this supermarket?**

- Every day
- A few times a week
- Once a week
- A few times a month
- Once a month
- First time in store

**2. Why did you choose this supermarket?**

- Location
- Affordable prices
- Wide range
- Quality of goods
- Level of service
- Consulting services

**3. Are you satisfied with the supermarket products?**

Answer options	Completely satisfied	Partially satisfied	Partially dissatisfied	Completely dissatisfied
Price				
Assortment of goods				
Quality of goods				
Convenience of goods location				

**4. Do you know about the own brands of TAVRIYA-V stores?**

- Yes
- No

**5. Have you bought any private label products today?**

- Yes
- No

**6. Why did you buy or not buy private label products?**

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**7. Do you pay attention to the promotional campaigns held by the TAVRIYA-V supermarket?**

- Yes, constantly
- Sometimes
- No, I don't

**8. Did you participate in the promotions held by the TAVRIYA-V supermarket?**

- Yes
- No

**9. Which private labels of TAVRIYA-V stores do you prefer?**

- “Simka”
- “Subota”
- «Eurogroup»
- “Ukrainska Zirka”
- “Natkhennyya”
- “Sekretni tekhnolohii”
- “Didie”
- Others

**10. Do you buy products of private labels in an online store? If so, why? If not, why?**

- Yes, because: \_\_\_\_\_
- No, because: \_\_\_\_\_

**11. Which range of private labels would you like to see expanded?**

- More fresh vegetables and fruits
- More confectionery
- More meat products
- More alcoholic beverages
- More dairy products
- More household chemicals
- More bakery products
- Completely satisfied with the range of products

**12. What is your opinion on the eventual replacement of plastic bags with eco-friendly ones?**

- Positively
- Negatively
- Indifferently

**13. What is the average amount you spend on supermarket shopping during the week?**

\_\_\_\_\_

**14. Do you use the “CleverBonus” loyalty program?**

- Yes
- No

**15. Would you participate in tastings of private label products held at “TAVRIYA-V” supermarkets?**

- Yes
- No

**16. Please indicate your age, gender, and field of activity.**

\_\_\_\_\_

**17. Are you satisfied (rate from 1 to 5):**

- Product range
- Product quality
- Price level compared to competitors
- Assortment of additional services
- Level of service
- General atmosphere

**Thank you!**