

KHMELNYTSKYI NATIONAL UNIVERSITY  
FACULTY OF ECONOMICS AND MANAGEMENT  
DEPARTMENT OF MARKETING


## QUALIFICATION WORK (DIPLOMA THESIS)


Improvement of the Marketing Policy of the Enterprise (based on  
the materials of «Litma» LLC, Khmelnytskyi)

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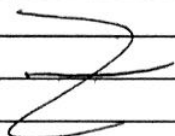
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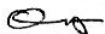
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**ABSTRACT**

of the qualification work (diploma thesis) of the master  
Improvement of the Marketing Policy of the Enterprise (based on the materials of  
«Litma» LLC, Khmelnytskyi)

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Total volume of work: 80 pages, 7 tables, 15 figures, 2 appendices, 37 references.

List of keywords: MARKETING POLICY, MARKETING STRATEGY, DIGITALIZATION, CUSTOMER ORIENTATION, SALES POLICY, COMPETITIVENESS, MARKETING COMMUNICATIONS, BUSINESS PERFORMANCE.


The qualification thesis examines the marketing policy of an enterprise as an integrated management subsystem under conditions of increasing competition, digitalization, and transformation of consumer behavior.

The first chapter explores the theoretical foundations of enterprise marketing policy, revealing its essence, functions, structure, and evolution in the modern economic environment.

The second chapter analyzes the current state of the light industry in Ukraine, identifying key development trends, challenges, and influencing factors. A comprehensive assessment of the activities of «Litma» LLC is conducted, including an analysis of its organizational structure, financial and economic indicators, and the effectiveness of its marketing policy.

The third chapter develops practical recommendations for improving the marketing policy of «Litma» LLC, taking into account modern market conditions. The proposed measures focus on strengthening sales policy, digitalizing marketing communications, improving customer interaction, and applying personalization and automation tools.

The practical significance of the thesis lies in the possibility of applying the proposed recommendations in the activities of «Litma» LLC.

Signature  \_\_\_\_\_

Date 19.12.2025

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## INTRODUCTION

The business world is more competitive and fast changing. The competition is tough. The role of marketing policy helps keep an enterprise growing. The market moves fast. The way customers act also changes. Companies must. Also look ahead to keep the company's place and reach long-term success. I see that many Ukrainian enterprises, for example the sized company «Litma» LLC feel the need to modernize and strengthen the marketing policy. The need to modernize the marketing policy comes from competition, digital changes and new economic conditions. I chose this topic because I see that marketing is not about promoting goods and services. Marketing now includes planning, market research, managing customer relationships, and creating value that meets the needs of the business and the audience. A clear marketing policy lets the organization build relationships with customers. The marketing policy improves how the organization positions its products. The marketing policy helps the organization sell more. The marketing policy makes the organization more able to compete in the market. «Litma» LLC operates in an environment that requires constant improvement of marketing tools and approaches. Although the company has a stable customer base and certain competitive advantages, the rapid changes occurring in the market highlight the need for a more systematic, innovative, and strategically grounded marketing policy. Strengthening the existing system and adapting it to modern requirements will enable the enterprise to improve its market position and enhance efficiency.

The purpose of this thesis is to analyze the current marketing activities of «Litma» LLC and develop practical recommendations for improving its marketing policy. To achieve this purpose, the following tasks have been set:

- to examine the theoretical foundations of marketing policy and its components;
- to analyze the internal and external environment of «Litma» LLC;
- to evaluate the effectiveness of the company's existing marketing activities;

- to identify current problems and shortcomings in the marketing policy;
- to propose directions for improving the marketing policy and justify their practicality.

The object of the research is the marketing activity of, while the subject is the theoretical and practical aspects of improving its marketing policy. The methodology of the study includes general scientific methods such as analysis and synthesis, comparison, systematization, as well as applied marketing tools including SWOT analysis and financial analysis of the enterprise.

The practical significance of this thesis lies in the fact that the proposed recommendations can be used by «Litma» LLC to enhance its marketing strategy, increase competitiveness, and improve overall operational results. The findings may also be applied in similar enterprises seeking to optimize their marketing activities.

Some provisions and research results were published at: II International Scientific and Practical Internet Conference «The Revolution of Creative Industries: How Marketing and Management Create the Future», Khmelnytskyi (October 23-24, 2025).

The master's qualification thesis consists of an introduction, three chapters, conclusions, a list of references, and appendices. The list of references includes 37 references. The thesis contains 15 figures, 7 tables, 2 appendices and calculations. The total volume of the work is 80 pages.

# 1 THEORETICAL FOUNDATIONS OF ENTERPRISE MARKETING POLICY

In trying to figure out how an enterprise may establish a good marketing policy that can be strengthened to cope with the contemporary problems, the theory behind what marketing is and what it does is crucial to begin by considering the very theoretical issues that define marketing. Marketing is one of the essential parts of enterprise control and has increased substantially in the past decades. Markets are getting more competitive, consumers are moving more quickly, and companies are always looking at new ways to communicate, to promote, and to win over and retain customers. No longer, with this, companies can depend on outdated processes, or, on intuition alone, operate them all. Clear and robust marketing policy has gained the essential place as the prerequisite of stability, growth, and long-term success. The theoretical basis of marketing policy as an embedded part of a corporate strategy and business operations is discussed here in the first chapter of this thesis. Before analyzing the practical marketing efforts of «Litma» LLC, it is necessary to understand how marketing policy is defined in the scientific literature, what elements it consists of and how these components interact with each other. This chapter elaborates on marketing policy as one of the most significant and pervasive components of corporate operation at every stage from building or launching products to setting prices for products to communications with customers, market strategies, and brand positioning. In this chapter, the second important goal is to understand how marketing policy is structured and what the major components are, product, price, distribution, and promotion. These aspects are commonly depicted in the literature as discrete elements but can be combined as a total system where alterations have an effect on one or more other elements. Knowing how these elements fit together would help to explain to the reader why enterprises should approach marketing as a whole approach, not just as a part of it. The chapter also hints at the concept of a big media-based marketing mix consisting of people, processes, quality of service and digital

tools that these days are key to how businesses are working – and becoming – with marketing in a very fast-paced world like today's. The chapter describes traditional marketing concepts, but it also covers modern trends and approaches influencing the way enterprises are currently molding and improving their policies in the marketing environment. Because of the rapid digital technology advancement and the rise of online shopping and increasing consumer demand is now making businesses alter business strategies accordingly. The ideas about personalization, customer experience management, omnichannel communication, data-driven business planning among other issues are now fundamental to a good marketing policy, when the business world sees it this way. These trends not only provide more opportunities for interaction with customers, but also grow the scope of enterprises to offer customers a consistent, quality service that transcends all touchpoints. Therefore, this chapter provides the conceptual foundation for the practical analysis in Chapter 2. Looking into the background, framework, and modern evolution of marketing policy, this will give us an indication of which of the theoretical concepts can be adapted to solve genuine issues encountered by «Litma» LLC. The theoretical understanding presented here is later going to be the basis for evaluating the current marketing policy of the company and for offering proposals for its improvement.

Marketing policy sits at the heart of the enterprise management system, as it directly influences a company's behavior in relation to its external environment, influences client demand and contributes to how durable business activity can ultimately be. With modern competitive settings, without such a clear marketing policy it is impossible for enterprise functions to be efficient, as it helps it set all the directions, priorities and principles in which firms operate in the market. But production (financing, logistics etc.) are internal processes that are relevant, in some way, marketing is the link between enterprise and consumer. So one is needed a little bit of thinking as to why marketing policy is important but not a decision itself. An enterprise's marketing policy can be described as the elaborate system of a group of activities to help one find, form and meet consumers' needs. These include creating the strategy at a tactical level at product development, price setting, distribution and

communication. Put another way, marketing policy is about making certain that the company's products are available, not to the wrong people, but to the right consumers, at the right time, in the right place, and under circumstances that meet their preferences. Marketing policies therefore go far beyond being the other way round; marketing policy becomes an enabler of strategic management, not a separate function. What marketing policy is primarily a systematic process, however, is one of its fundamental features. This implies that all marketing activities be it the pricing decisions, the promotional activities or the distribution strategies should not contradict each other but should operate collectively towards a common strategic objective. The problems a company does not consider when it builds its marketing efforts come from poor or random choices: erratic demand, poor advertising, unhappy customers and bad publicity. As such, large enterprise also try to form a consistent marketing system that reinforces the brand, develops the position, and guarantees stable sales for all the small business in the industry. Marketing policy is important strategically, as it drives how a company positions itself against others. They want to know if in the face of insufficient resources, the enterprise understands what part of the market is theirs, what kind of value a company can deliver and how that value will be spread. Even a company with top-quality products can not achieve the target market results without a clear marketing policy. Market orientation is one important part of the strategic importance of marketing policy. The industries that cater to consumer demands tend to be more successful. A market-oriented organization also looks for trends affecting it in consumer choice, compares what its competitors are doing, and adjusts its offerings accordingly through feedback. Through this system, businesses can satisfy existing desires and anticipate new demands, thus gaining competitive advantage (figure 1.1).

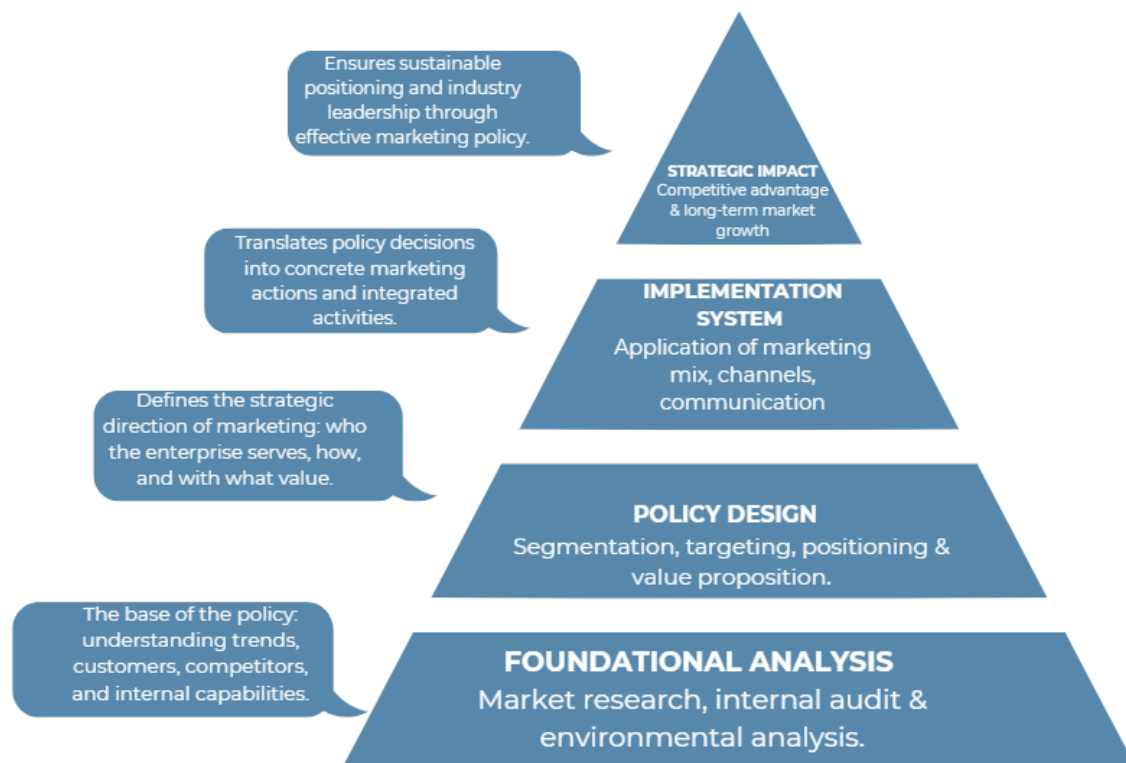


Figure 1.1 – Hierarchy of Marketing Policy Development Levels

Source: created by the author on [15; 16]

The impact of marketing policy on consumers is also key. The company establishes the perception of its products by means of product design, branding, communication tactics, or pricing decisions. The most common type of premium positioning is for a product such as the brand's high quality branding associated with high-end packaging and design, which is accompanied by a very high price that reflects the brand's status. Products meant for a larger, mainstream market usually prioritize affordability, simplicity and a fast distribution. How marketing policy works, however, is how well you will manage consumer expectations. Contemporary consumers are well aware, have plenty of options, look for functional as well as emotional benefits. Hence, enterprises pay a lot of attention on service quality, transparency, and uniformity across all interaction channels.

As competition among manufacturers rises, companies need to consistently work on enhancing and strengthening their competitive advantage. Marketing policy is a key aspect of this. It serves to distinguish the company from rivals, articulate what the company is good at/its ability at/its abilities, and communicate these advantages to consumers. Competitive advantages can be in the form of [14]:

- unique product features;
- high level of customer service;
- innovative technologies;
- strong brand recognition;
- flexible pricing strategy;
- wide distribution network.

Marketing policy is the lens through which these advantages are generated, developed, and communicated. For instance, an organization that makes huge investments in innovation should also focus on having a marketing policy that focuses more on product distinctiveness and leveraging mediums that identify early adopters. Marketing Policy for Planning and Forecasting. Marketing policy is also very useful for planning and forecasting. With marketing research and consumer preference analysis (and market dynamics), companies can come up with realistic plans for sales and quantity of production, and for investment. Additionally, marketing policy affects financial projections. Organizations can plan long term through the marketing budget, financial forecast, and asset management planning. How can marketing policy impact an enterprise's image? As for instance pricing decisions; how much advertising money should be spent; which markets to enter and so forth all affect the projected revenues. The right marketing policy ensures that financial plans reflect the market and do not rely on assumptions. To create a very positive brand image, a good marketing policy should keep lines of communication open and the level of value that a customer can receive during the process of interaction with the product. Competitive pressure also has an impact on brand image, where buyers often select not only on utility value, but trust with the organization, strong emotional connection and overall

company image. So each individual part of marketing policy from product label to customers' service must help produce a cohesive, positive image.

The nature and function of marketing policy have developed considerably over the past years. Historically, marketing was all about selling goods. Its roles have evolved to encompass long-term relationship building, personalization, customer experience management, and digital communication. Empowered and innovative technologies, such as CRM systems, artificial intelligence, online analytics and AI have developed marketing into an effective and more accurate tool of marketing. Today's companies know that the thing that drives consumer purchases is not just the product itself, but the whole experience of how the purchase is [12]. Thus, omnichannel communication, fast service, transparency, and personalization become part of marketing policy. This means that a coordinated marketing policy guarantees all the enterprise's activities are in alignment with the strategic direction of one big plan. In action this means that they are: sales departments know the target customer and know how best to relate to them, marketing teams formulate strategies and conduct campaigns based on data and strategy, product manufacturers incorporate market inputs into item design, financial departments allocate resources effectively. Such coordination mitigates danger, raises operational efficiency and enables the company to respond swiftly to shifts on the market (figure 1.2).

Therefore, marketing policy is one of the core tools that ensure effective functions and expansion of the enterprise. It shows how the company positions itself in the market, how it talks to its consumers, and how it prepares its long-term strategy. A properly constructed marketing policy helps to craft competitive advantages, builds the brand, stabilizes financial health, and lays the essential base to grow even further. Nowadays, however, it becomes necessary for a business to be flexible, innovative, and customer-oriented since, as in the contemporary period, consumer preferences transform in accordance to fast-changing times and competition grows fierce, the role of marketing policy becomes vital and needs to be highly strategic.

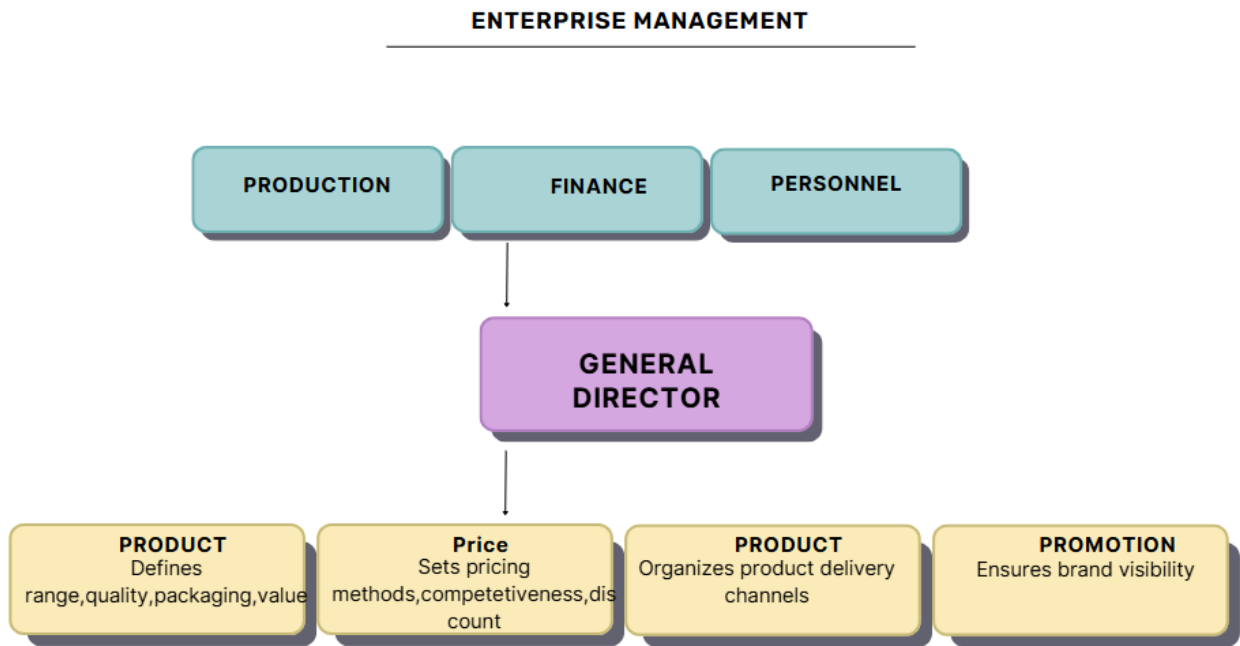


Figure 1.2 – The Relationship Between Enterprise Management and Marketing Policy

Source: created by the author on [12; 14]

This theoretical understanding provides a basis for the following sections, where the practical aspects of marketing policy and its application in the activities of «Litma» LLC will be examined.

Marketing policy is a subsystem of enterprise management, linking the organizational internal capabilities with the external environment, at the core. Marketing policy, rooted in its fundamentals, ensures that enterprises take advantage of the fact that they should not only know what customers want, but also convert this understanding into coherent management decisions, allocation of resources effectively, and long-term strategy. The evolution of digitalization, globalization, and technical innovation-led market conditions has also created many different elements; this has greatly transformed the development of the organizational marketing policy framework. With these analytical, strategic, operational, and communication-based components, marketing policy today represents an integrated and interrelated system that promotes enterprise competitiveness and sustainable development. In this section, we provide a more extended, in-depth explanation of the core elements of

marketing policy, their interaction, and the most prominent marketing strategies by which enterprises strengthen their competitiveness in the market [27].

The components of marketing policy are interconnected, and they together influence the operational and strategic orientations of the enterprise. A classical organizational analysis of the business is usually classified into five categories: analytical, strategic, operational, communication, and control. The analytical component of the structural model forms the basis for marketing policy. It is research involving market research, competitive analysis, consumer behaviour studies, demand forecasting, and the analysis of internal resources and capabilities. Analyzing information needs to be accurate because all marketing strategies going forward will also run the risk of becoming misaligned with the true market realities if they are not analyzed properly [26]. During the analytical stage, the enterprise can discover market segmentation, find out target audiences better, and create an appropriate value proposition. The strategic aspect of marketing policy converts such analytical results into long-term strategies and priorities. It specifies the enterprise's positioning in the market, competitive advantages and product development direction, pricing principles and distribution logic, as well as where the enterprise will play a very important role in that process. Moreover, part of this comprises marketing strategies that outline the way an enterprise will behave to further establish its competitiveness in the marketplace. The operational level involves the realization of the strategy within the daily operations. It includes product design and development; pricing; distribution; and promotional activities. It translates strategy into actions at an operational level, facilitating the enterprise's ability to offer something to a consumer and then satisfy that requirement. Marketing communications is yet another key building block helping the company meet customers at the face value level. This is advertising, digital marketing, public relations, personal selling, content strategies, sponsorship, and communication on social media. For this reason, communication coherence is needed to maintain the enterprise providing value messages in all mediums. Lastly, the control element monitors if marketing actions are successful, and if their results are in the direction of the enterprise goals. This involves monitoring

key performance indicators, evaluation of return on marketing investment, as well as consumer feedback analysis. Control methods of marketing policy provide marketing policy with the basis for adaptation and adjustment to be able to react to internal and external factors (figure 1.3).

COMPONENTS OF MARKETING POLICY	SHORT-TERM EFFECTS	LONG-TERM EFFECTS
Product Policy	Quality improvement, product acceptance	Brand strength, Innovation image
Pricing Policy	Sales volume changes and customer reactions	Market position, price leadership
Distribution Policy	Availability, speed of delivery	Logistics optimization
Communication Policy	Customer attention, visibility	Corporate reputation
Digital Policy	Online reach, engagement	Digital transformation

Figure 1.3 – Matrix of Marketing Policy Components and Strategic Effects

Source: created by the author on [14; 15; 16]

Each of the structural elements of marketing policy might be approached separately; however, they are part of an integrated system. Analytical research informs strategy; strategy determines operational actions; operational results influence communication needs; communication outcomes generate feedback; and feedback informs further analysis. Through this cyclic interaction, marketing policy drives ongoing self-improvement. This is a systemic interrelation, critical to enhancing business competitiveness. One such case in point is that effective market research allows the company to spot its unmet customer requirements earlier than competitors [14]. A properly formulated strategy gives the enterprise more meaningful distinction. Distribution efficiency adds to customer convenience and

communication that improves understanding and brand value. And when these things all work, the business can get itself in a good place in the market and sustain long-term growth. Marketing policy also influences financial health. Clear positioning and strategic perspective can help organizations to effectively manage pricing by optimizing pricing, minimizing unnecessary promotion costs, and inventory management through efficient positioning and strategic focus. In addition, an integrated communication strategy is able to make the cost of acquiring new customers more rational, as it facilitates effective customer acquisition as well as new clients. As digital technologies continue to become more important, the relationship between marketing policy elements becomes even stronger because of digital technology. Digital analysis, automated communication, data-driven decision-making, and omnichannel strategies all need seamless integration. Enterprises with such full integration gain a demonstrable lead in customer perception, customer loyalty, and competitive strength [24].

Traditional strategies, or the former kind, of enterprise communication technologies, digitalization, a shift of consumers, new media channels, and new technologies in communication are all transforming corporate marketing policy as a field. In the age of globalization, the conventional techniques that were once primarily concerned with production, distribution and mere promotion are no longer adequate, and the new normal is no longer such: customers want what you can give them in the form of personalized service, easy interaction between different channels, and instant real-time service [25]. Consequently, modern marketing policy is a matter of implementing new conceptualisation devices, new ways of thinking of technological interfaces, new ways to set strategic priorities to be able to respond rapidly to the demands of the market and to build an ongoing value relationship with customers. Nowadays, marketing improvement is much more than a matter with one or two tools. It's a matter of reviewing the enterprise's communication system as a complete whole product strategy, product positioning, data architecture, and its internal organizational process. Global trends show that businesses aspiring to competitive standards, need to be more dependent on digital platforms, automation, analytics systems, and original

communication models focused on the customer experience that replace transactional ones. The following discusses contemporary strategies to optimize marketing policy: data-driven marketing, CRM technology, content strategies, cross-functional coordination and the transition from multichannel to omnichannel communications (figure 1.4).

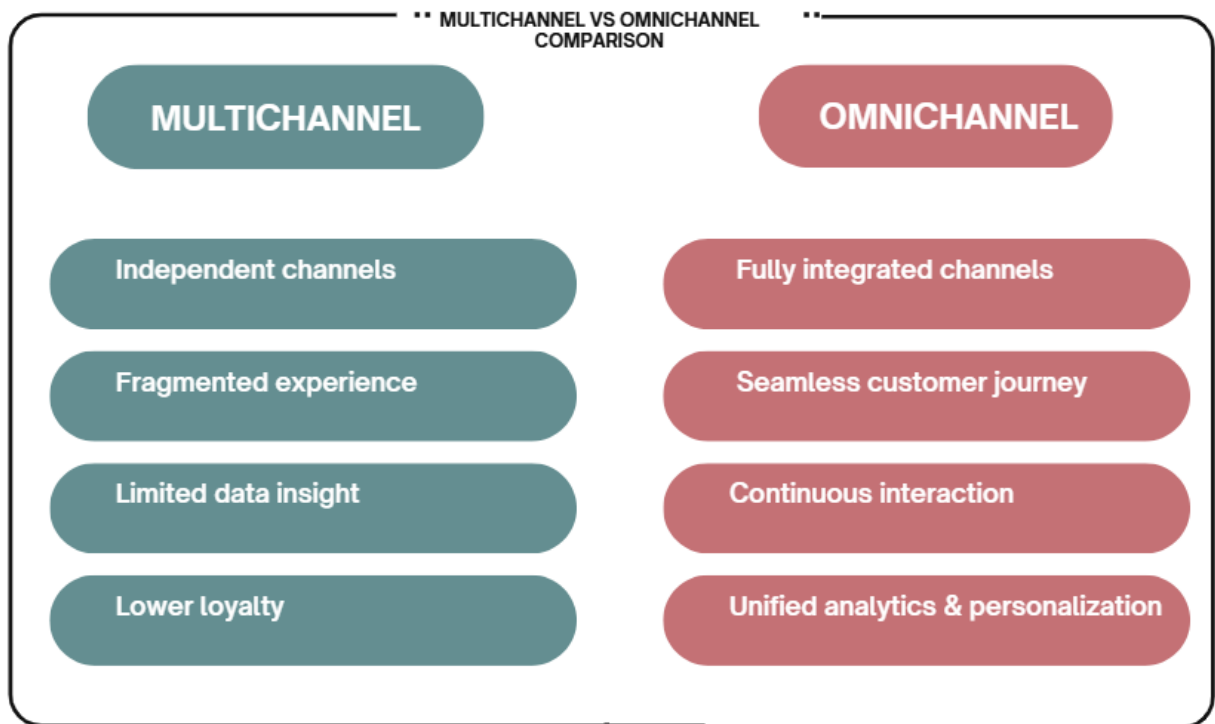


Figure1.4 – Multichannel and Omnichannel Comparison

Source: created by the author on [31; 32]

A move to Customer-centric Business Models is among the most important contemporary strategies for enhancing marketing policy. Customer-centricity is focused on redesigning the entire marketing structure of the organization by customer behavior, needs, and expectations. Rather than marketing about what the company does, the modern marketing is about figuring out what the customer needs and finds that makes the company successful, how the enterprise can bring a better value to the customer. Marketing theory needs to be improved in this context to make businesses have to look more deeply into their customer segments, create a tailored value proposition, and the communication patterns. Such an approach turns marketing from

being an assistive to a strategic engine of ongoing customer relations [33]. Not just any communication channels, but the product development process, pricing, service model, or feedback of products, product development, and service models and channels for this feedback are shaped by a customer-centric orientation. The company needs to start gathering data continuously, checking trends, track usage trends, keep tracking progress and change marketing tactics depending on future business needs as well to meet competitive trends to find out whether the market needs an appropriate way to stay current in changing market circumstances.

The process of digital transformation in marketing policy involves automation, AI and bringing digital touchpoints together into a single system. The use of tools like CRM (customer relationship management) systems, marketing automation systems, chatbots, email workflow systems, data synchronization systems etc. all play a crucial role as marketing tools which greatly help in developing effective marketing. In addition, automation allows for fast messaging speeds, lowers the possibility of human error, guarantees a continuous message delivery system, and allows scalable personalization. For instance, you see automated email sequences, retargeting ads, activated SMS alerts and even smarter interactive dialogue with chatbots make for easier customer engagement. In addition, the integration of digital communication platforms like social media networks, websites, messengers, marketplaces and mobile applications allows enterprises to manage interactions more effectively. By means of automation, organizations standardize the quality of customer service, get faster response time, and increase brand loyal customers [36].

Content refers to one of the major elements in upgrading modern marketing policy. Enterprises are trading in advertising for value-based content that teaches, motivates, and entertains customers. Today, content is comprised of traditional content-based techniques such as storytelling, user-generated content, expert articles, brand journalism, interactive formats, product demonstrations, and personalized recommendations. A robust content strategy fosters faith, separates the organization from its competition, and strengthens the relationship between a brand and its consumer as well as the supplier. It is also an important part of digital lead generation,

social media presence and loyalty creation. That is exactly why companies invest in content production teams and then use data to find the best-suited formats for their people. Content marketing policy can be further improved if the communication architecture has been redesigned; that is, content objectives are defined, optimal platforms are selected, semantic cores are designed, and long-term content calendars are developed. These activities provide uniformity and reinforce the positioning of the company in our competitive landscape [33].

To advance modern marketing policies, marketing and other departments – sales, logistics, customer service, IT, and product development – need to be more closely integrated. Success in marketing is largely contingent upon an internal coordinated effort: the quality of data transfer, the speed of task completion and shared strategic objectives across departments. Cross-functional integration facilitates enterprise level seamless customer experience. For example: Marketing campaigns are more successful if sales teams have a deep understanding of the customer profiles being marketed at, logistics enables speedy delivery, and customer service aligns with advertising promises. It allows enterprises to develop project-based management structures and digital task trackers, combine their CRM systems with customer journey frameworks, and enhance cross-unit integration. In this fashion, marketing does not become a stand-alone division but an enterprise system [28].

### Conclusions to the first chapter

Chapter 1 established the theoretical foundations of enterprise marketing policy and demonstrated why marketing today must be viewed as an integrated, strategic subsystem of enterprise management rather than a narrow operational function. In modern competitive and digitized markets, enterprises cannot rely on intuition or fragmented activities; instead, they require a coherent marketing policy that aligns

internal capabilities with external market dynamics and ensures sustainable value creation for consumers.

The chapter emphasized that marketing policy defines how an enterprise positions itself, communicates with its customers, manages its product offering, and builds long-term market orientation. By outlining marketing policy as a system of interrelated decisions – product, price, distribution, and promotion – it became clear that effective marketing policy ensures consistency across all business processes. These elements function as a unified mechanism: the right product must reach the right consumer at the right time, through the right channels, and with a clear value message. Additionally, the expanded marketing mix, which includes people, processes, service quality, and digital tools, reflects the growing importance of customer experience and technological integration in achieving competitiveness.

The chapter also demonstrated how digitalization and technological progress have transformed the nature of marketing. Modern enterprises increasingly rely on data-driven decision-making, CRM systems, automation, personalization, and omnichannel communication. These tools allow businesses to understand customer behaviour more accurately, respond faster to market changes, and optimize resource allocation. Marketing has shifted from simply promoting products to managing customer relationships, shaping brand experiences, and supporting strategic planning.

Furthermore, marketing policy is shown as a systemic cycle composed of analytical, strategic, operational, communication, and control components. Each component influences the next: analysis informs strategy, strategy guides operations, operations shape communication, and communication outcomes generate feedback for further analysis. This interdependence ensures that marketing policy remains adaptive, coherent, and aligned with enterprise objectives. Such integration also strengthens financial planning, operational efficiency, and the enterprise's ability to respond to risks and market fluctuations.

Another essential idea in Chapter 1 is the transition to customer-centric models. Customer needs, expectations, and behaviours now determine product development, pricing, service processes, and communication strategies. A customer-oriented

marketing policy enhances loyalty, increases perceived value, and contributes to long-term profitability. Continuous data collection, monitoring, and adaptation become necessary to retain relevance in fast-changing markets.

In summary, Chapter 1 demonstrated that marketing policy is a central tool for ensuring effective enterprise functioning and strategic development. It determines how well an organization attracts, satisfies, and retains customers, while shaping competitive positioning and long-term growth. The theoretical insights presented form the conceptual foundation for the practical evaluation of the marketing policy of «Litma» LLC in the following chapter. They provide a structured framework for identifying the strengths and weaknesses of the company's current practices and for developing grounded recommendations for their further improvement.

## 2 ANALYSIS OF THE MARKETING POLICY OF «LITMA» LLC

### 2.1 Analysis of the current state of the light industry in Ukraine

Light industry in Ukraine occupies a historically significant place within the national economic system, serving as a sector that combines production traditions, regional specialization, and a relatively high share of labor-intensive processes. Despite facing a series of structural, political, and economic disruptions over the past decade, the industry continues to demonstrate resilience and remains an important component of Ukraine's manufacturing capabilities. The analysis of its current state requires a comprehensive examination of production dynamics, market structure, regional distribution, external influences, technological modernization, and the challenges that shape contemporary development trends. The general structure of Ukraine's light industry segments is illustrated in Figure 2.1, which highlights the proportions of textile, apparel, footwear, and related auxiliary activities [29].

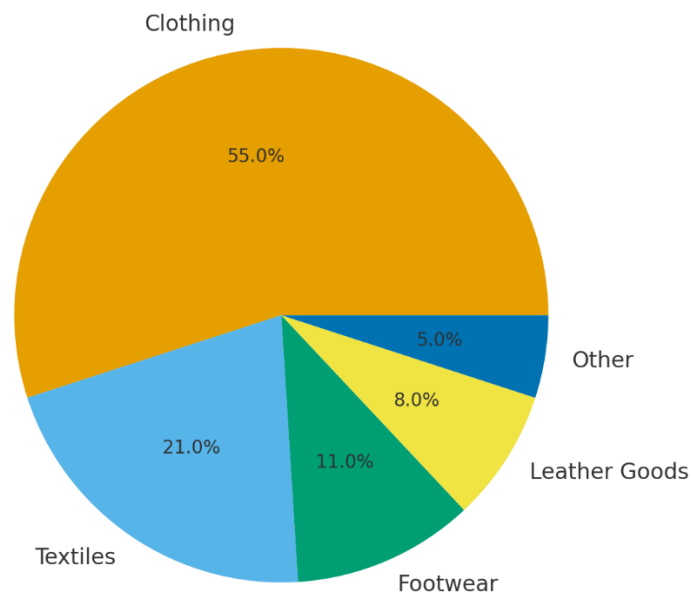


Figure 2.1 – General Output Dynamics of Ukrainian Light Industry

Source: [29]

The role of light industry in Ukraine has changed significantly since the early 2000s, transitioning from a largely export-oriented sector with strong ties to European and CIS markets to an industry undergoing transformation and partial reorientation toward domestic consumption. Before 2014, the sector benefited from relatively stable export channels. However, after the geopolitical shifts of 2014 and especially following the escalation of aggression in 2022, Ukrainian enterprises were forced to rapidly adapt to new challenges. Despite disruptions, many regions preserved a substantial share of their industrial potential [29].

A schematic overview of regional concentration is presented in Figure 2.2, demonstrating the clustering of production capacities across western and central-western regions.

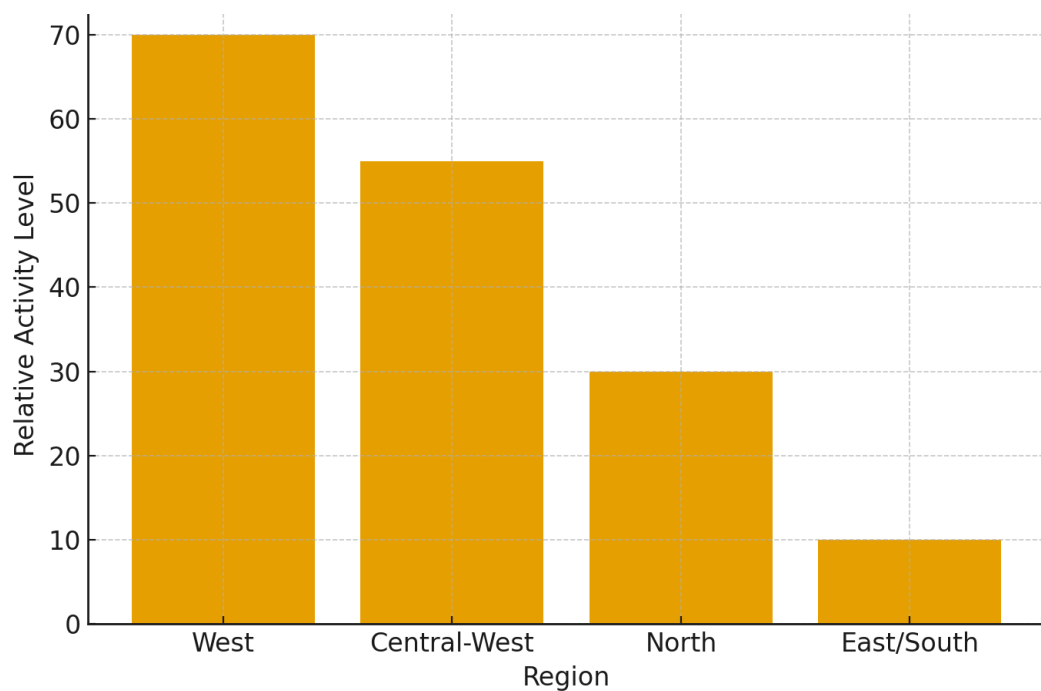


Figure 2.2 – Regional Concentration (schematic)

Source: [29]

Light industry traditionally includes textile production, apparel manufacturing, leather processing, footwear production, and auxiliary sectors. Garment manufacturing remains the largest segment due to its compatibility with small and medium-sized enterprises and the widespread use of the tolling (contract

manufacturing) model. This model ensures stable orders but limits domestic value-added and restricts brand development.

The structure of production has shifted significantly over the past decade. Textile output has declined due to macroeconomic conditions and damage to industrial facilities, while apparel manufacturing has proven more adaptable. Footwear production, although smaller in scale, continues to serve both domestic and export markets, particularly in high-quality niche segments [29]. Regional distribution reveals that historically light industry clusters formed in Khmelnytskyi, Lviv, Ternopil, Vinnytsia, and Chernihiv regions. Western Ukraine became a concentration zone for garment and footwear production due to its proximity to the EU. Export activity remains a crucial dimension of the industry's performance. The EU's preferential trade regime has supported producers throughout 2022–2025. Despite logistical disruptions caused by the war, many enterprises preserved or even expanded export operations. Figure 2.3 visualizes key export destinations and provides insight into the geographical structure of Ukrainian light industry exports.

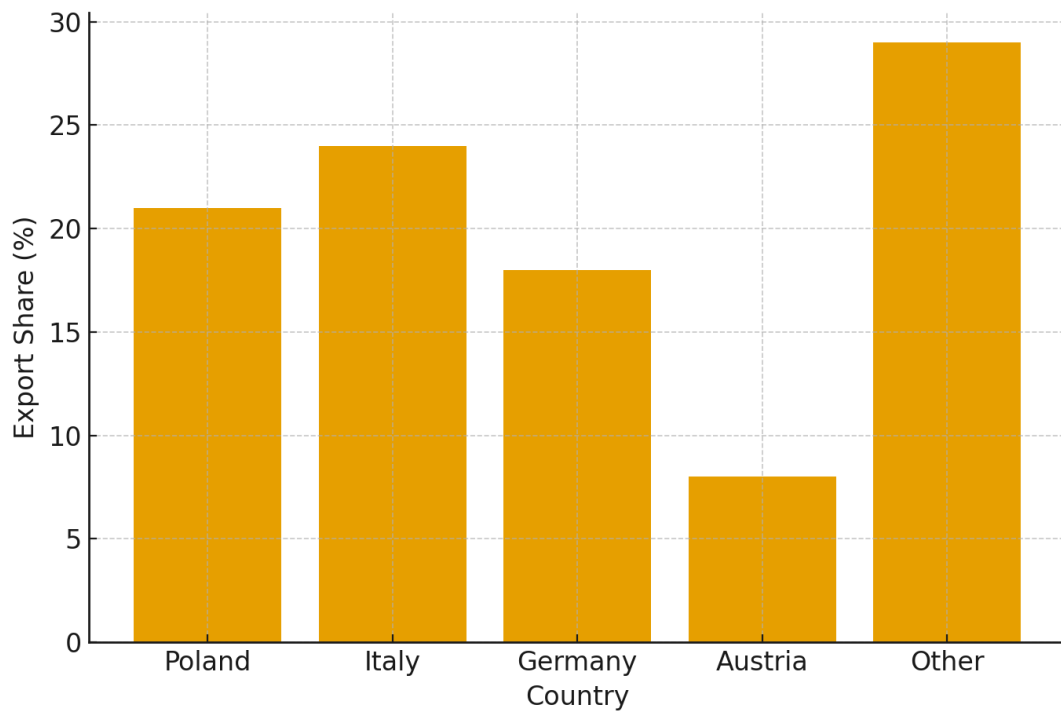


Figure 2.3 – Structural Breakdown of Ukrainian Light Industry Segments

Source: [23; 29]

Technological development varies greatly across enterprises. While larger firms and those integrated into European supply chains invest in advanced equipment and automation, smaller producers tend to adopt digital tools selectively. Closing the technological gap is essential for long-term competitiveness [11].

The institutional environment also plays a major role. While the sector benefits from SME support and simplified EU market access, it still faces financial constraints, administrative barriers, and infrastructure-related challenges, especially during wartime [35].

The main factors influencing the current development trajectory of the industry are summarized in Figure 2.4, which outlines economic, institutional, technological, and geopolitical drivers.

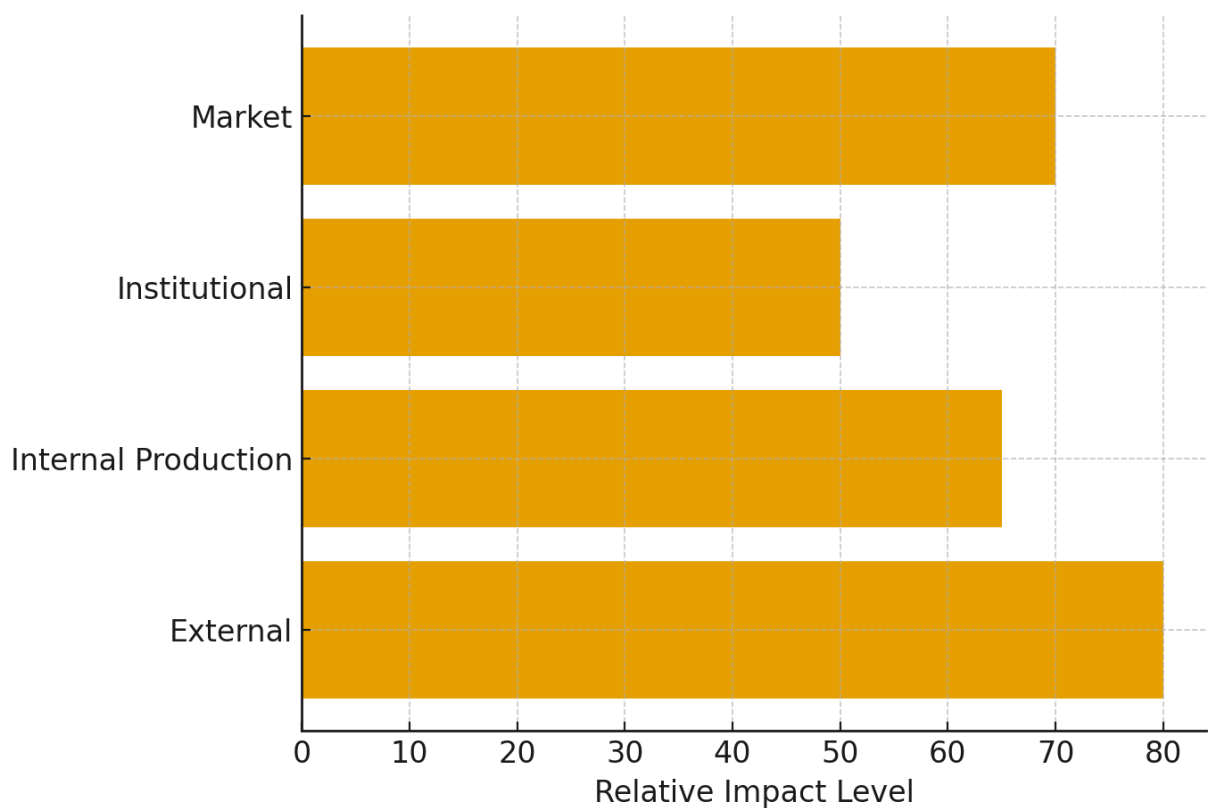


Figure 2.4 – Production Concentration by Key Regions of Ukraine

Source: [29; 35]

The war has driven structural changes: some enterprises shifted to producing military goods; others relocated to safer regions. Consumer behavior also shifted toward supporting domestic brands out of economic and patriotic motivations [35].

From an academic perspective, Ukraine's light industry is currently in a transitional stage between structural contraction and modernization-driven regeneration. Its strengths – skilled labor, adaptability, geographic proximity to the EU, and integration into international supply chains – form a foundation for future competitive growth. With sufficient institutional support, investment, and technological modernization, the sector can continue expanding even under current conditions.

Regional distribution reveals additional insights. Historically, light industry formed clusters in Khmelnytskyi, Lviv, Ternopil, Vinnytsia, and Chernihiv, each specializing in different segments of production. Western Ukraine in particular became a concentration zone for garment and footwear production due to its proximity to EU markets, which facilitated cooperation with European brands. Lviv region, for example, has become a hub for contract manufacturing of leather goods and premium footwear, often supplying well-known European retailers. Khmelnytskyi region (relevant for Litma LLC), in turn, is known for a large number of sewing workshops, clothing distribution centers, and small textile producers that operate within interconnected supply chains. The regional landscape has changed after 2022 as some eastern and central enterprises temporarily shut down or relocated; however, western and central-western regions absorbed part of this production, enabling continuity and partial restoration of supply chains [29].

The labor market in light industry is characterized by a combination of stability and structural challenges. The industry remains relatively labor-intensive compared to other manufacturing sectors, which creates continued demand for skilled workers such as seamstresses, technologists, pattern makers, machine operators, and designers. However, demographic factors such as labor migration to EU countries have created shortages in certain specializations. This shortage motivates enterprises to invest in internal training, simplified onboarding processes, and, increasingly,

automation of specific production phases. Despite labor migration, many Ukrainian workers retain strong industry-specific skills, which has allowed the sector to maintain a competitive position in contract manufacturing. Wage levels in the industry remain lower than in EU countries, which continues to attract international partners seeking cost-effective production without sacrificing quality [29].

Domestic market demand for light industry goods remains influenced by several factors, including consumer purchasing power, cultural preferences, import competition, and the rise of domestic brands. Before 2022, the Ukrainian market experienced growth in domestic fashion brands and small designers who promoted locally produced clothing. This trend continued even during wartime, as many consumers deliberately support Ukrainian manufacturers as a form of economic solidarity. At the same time, imported goods especially low-cost apparel and textiles from Turkey, China, and Poland remain strong competitors in the domestic market, partly due to price sensitivity among Ukrainian consumers. However, domestic producers maintain an advantage in product customization, flexibility, and responsiveness to local preferences, which helps them retain market share despite import pressure [35].

The export environment presents another important dimension of the industry's condition. Light industry exports are traditionally oriented toward European countries, with Italy, Germany, Poland, and Austria being key partners. The EU's preferential trade regime for Ukraine, extended through 2024–2025, has supported Ukrainian exporters by eliminating tariffs and simplifying access to the European market. As a result, despite wartime disruptions, several enterprises managed not only to preserve but even expand their export activities. Nevertheless, logistics remain a significant challenge. Blocked Black Sea ports, increased transportation costs, and rerouting through western borders have increased delivery times and reduced export efficiency. Enterprises that heavily rely on tolling contracts continue to operate steadily, but those with independent export strategies must navigate more complex logistics and competitive pressures. In some cases, producers diversified their markets

by exploring opportunities in the Baltic states, Scandinavia, and North America, although these markets require stricter certification and marketing efforts [29].

Technological and innovative development in the sector varies widely across enterprises. Larger firms, as well as those integrated into European supply chains, tend to invest more actively in modern equipment, digital design tools, automated cutting systems, and quality control technologies. Smaller enterprises often lack the resources for large-scale modernization, yet many adopt accessible improvements such as computer-aided design (CAD) software, social-media-based marketing, and small-batch prototyping technologies. Digitalization is gradually becoming a defining feature of competitive enterprises, enabling faster design cycles, improved quality consistency, and reduced material waste. Even so, a substantial technological gap remains between advanced export-oriented producers and smaller, domestically focused workshops. Closing this gap is essential for strengthening the industry's long-term competitiveness [35].

Another crucial factor shaping the current state of the industry is the institutional and regulatory environment. The sector benefits from programs supporting small and medium-sized enterprises, export facilitation initiatives, and simplified access to EU markets. However, challenges remain, including tax pressure, administrative complexities, limited access to affordable financing, and fragmented state policies for industrial development. In addition, the destruction of infrastructure, unstable electricity supply in some regions, and security risks create constraints on production planning. Despite these difficulties, Ukrainian enterprises repeatedly demonstrate adaptability by reorganizing work schedules, diversifying suppliers, and forming cooperative networks to reduce costs and share resources [29].

The war has had profound structural consequences on light industry, resulting in both contraction and transformation. Several enterprises shifted production to military goods such as uniforms, tactical equipment, and protective apparel, supplying both the Armed Forces and volunteer organizations. This shift created new market niches and contributed to the preservation of production capacity [35]. Additionally, the relocation of internally displaced persons contributed to a redistribution of labor

resources, with some regions gaining access to additional skilled workers who previously lived in more industrialized areas. The psychological factor of supporting the national economy has also motivated businesses and consumers to prioritize domestic production, reinforcing the sector's resilience. Despite the challenges, the light industry retains significant potential for future development. The growing recognition of Ukrainian brands both domestically and abroad provides opportunities for expanding independent design and retail initiatives. European fashion markets increasingly value sustainability, ethical production, and traceability areas where Ukrainian producers can compete by emphasizing local materials, responsible production methods, and artisanship. Furthermore, the gradual digitalization of marketing, sales, and production processes opens pathways for scaling operations and entering international marketplaces.

From an academic perspective, the industry's current state can be interpreted as a transitional phase between structural decline and modernization-driven regeneration. The sector continues to face substantial external threats, but internal strengths such as skilled labor, adaptability, strategic geographic position, and integration with European supply chains serve as a foundation for future competitive positioning. Whether the sector will successfully leverage these strengths depends on its ability to modernize, brand effectively, secure investments, and navigate the complex geopolitical environment. The analysis presented in this subsection indicates that the light industry of Ukraine is characterized by heterogeneous development, mixed structural trends, and gradual movement toward modernization, with a strong emphasis on flexibility and resilience. The sector's current dynamics reflect a combination of external shocks, internal resourcefulness, and evolving market conditions. While long-term transformation will require institutional support, financial stability, and technological modernization, the current state of the industry, especially in relatively stable regions such as Khmelnytskyi, remains sufficiently robust to support further strategic development [29].

## 2.2 General Characteristics and analysis of technical and economic indicators of «Litma» LLC

«Litma» LLC is a modern Ukrainian retail-trade enterprise that operates within the consumer goods market, specializing in the distribution and sale of everyday products. The company has developed gradually, responding to market conditions, shifts in consumer preferences, and the evolution of retail formats in Ukraine. From its origins as a small trading business, it has grown into a structured enterprise characterized by stable supplier relationships, a broad assortment of products, and a focus on customer satisfaction.

The history of «Litma» LLC reflects the broader economic changes in the Ukrainian retail sector. Over time, the company has built a competitive identity by emphasizing affordability, accessibility, and reliability. Its business model rests on offering a combination of essential and seasonal goods with a pricing policy adapted to the economic capabilities of its target audience. As competition in retail intensified, «Litma» LLC increasingly incorporated modern management techniques and marketing tools to remain relevant [18].

The company's main activities include wholesale and retail sales, managing partnerships with suppliers, and maintaining a strong network of branded stores. Its product assortment covers household goods, personal care items, cleaning materials, small accessories, and seasonal merchandise. This wide assortment ensures stable demand throughout the year and supports revenue diversification. The company also focuses on maintaining optimal stock levels through efficient logistics and warehouse processes.

The organizational structure of «Litma» LLC consists of management and operational units, including a General Director, a marketing and sales division, procurement, logistics, finance and HR. These departments work together to support strategic planning and daily operations. The enterprise's management style is

functional, allowing each division to focus on specific tasks while maintaining coordination across the organization (figure 2.5).

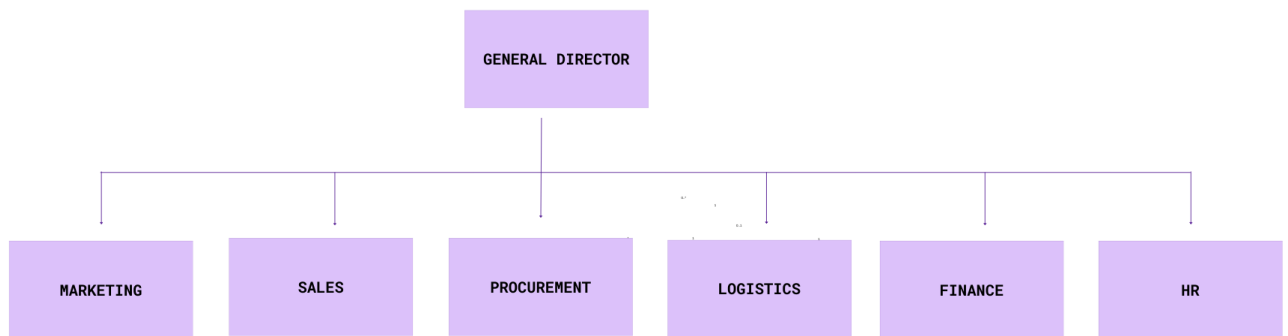


Figure 2.5 – Simplified Organizational Structure

Source: created by the author on [18]

«Litma» LLC operates in a highly competitive environment, influenced by economic fluctuations, changes in consumer purchasing power, and the growing presence of digital channels. Despite strong competition from national retail chains and online platforms, the company maintains a stable market position due to its flexible product assortment, competitive pricing, and customer-oriented approach. Its close relationships with suppliers enable timely restocking and product variety, which contributes to customer loyalty.

The business environment of «Litma» LLC is shaped by both macroeconomic and local market factors. Economic instability, inflation, and fluctuations in consumer income affect the demand for everyday goods. However, the company adapts through pricing strategies, inventory optimization, and periodic promotional offers. Social and technological factors also influence business operations, with growing digital literacy among consumers pushing retail enterprises toward digitalization and marketing innovation [18].

Table 2.1 presents the key technical and economic indicators of «Litma» LLC for the period 2022–2024, providing a comprehensive overview of the company’s financial condition and operational efficiency. Analyzing these indicators is essential for understanding the dynamics of income, costs, profitability, resource utilization, and overall business performance.

Table 2.1 – Key technical and economic indicators of «Litma» LLC, 2022-2024

Indicator	Year			Relative deviation, %		
	2022	2023	2024	2022/ 2021	2023/ 2022	2024/ 2023
1	2	3	4	5	6	7
Income (revenue) from sales of products (goods, works, services), thousand UAH	73 860,90	99 756,10	103 635,90	89,04	35,06	3,89
Cost of products (goods, works, services) sold, thousand UAH	65 513,60	89 319,40	91 246,30	82,58	36,34	2,16
Gross profit, thousand UAH	8 347,30	10 436,70	12 389,60	161,74	25,03	18,71
Other operating expenses, thousand UAH	6 570,10	5 538,20	7 633,10	20,80	-15,71	37,83
Other operating income, thousand UAH	747,50	94,20	362,50	-63,67	-87,40	284,82
Average annual cost of fixed assets, thousand UAH	13 008,30	11 347,20	11 393,50	26,20	-12,77	0,41
Average number of full-time employees, persons	54	62	62	-30,77	14,81	0,00
Payroll of full-time employees, thousand UAH	1457,7	1 758,30	1 934,13	2,32	20,62	10,00
Labor productivity per employee, thousand UAH /person	1367,79	1608,97	1671,55	173,06	17,63	3,89
Funds return, UAH	5,68	8,79	9,10	49,80	54,83	3,47
Capital intensity, UAH	0,18	0,11	0,11	-30,77	-36,81	-3,35
Financial result before taxation, thousand UAH	2 524,70	4 992,70	5 119,00	799,43	97,75	2,53
Net profit, thousand UAH	2 070,10	4 094,00	4 197,60	800,04	97,77	2,53
Costs per 1 UAH of products, works and services sold, UAH	0,89	0,90	0,88	-3,42	0,95	-1,67
Profitability (unprofitability), %	3,16	4,58	4,60	-	-	-
Return on sales, %	2,8	4,10	4,05	-	-	-

Source: developed by the author on the basis of the company's financial statements

Table 2.1 reflects how the main technical and economic indicators of «Litma» LLC evolved between 2022 and 2024, showing a business that has generally strengthened its financial performance despite fluctuations in some operational components. The first thing that stands out is the steady growth in revenue: the jump from 2022 to 2023 was particularly strong, which can be explained by the post-crisis revival of consumer activity, expansion of Litma’s assortment, and more consistent marketing and sales efforts. By contrast, the smaller increase in 2024 suggests that the market became more stable and competitive, slowing the pace of growth even though demand remained generally positive. Costs of production followed a similar trajectory: they rose sharply in 2023 largely due to inflationary pressure on raw materials, fuel, and logistics, but their much smaller increase in 2024 indicates that the company had already implemented more disciplined procurement and production planning, which helped contain further cost growth.

Figure 2.6 illustrates the changes in the company’s income (revenue) and the cost of products sold over the period 2022–2024.

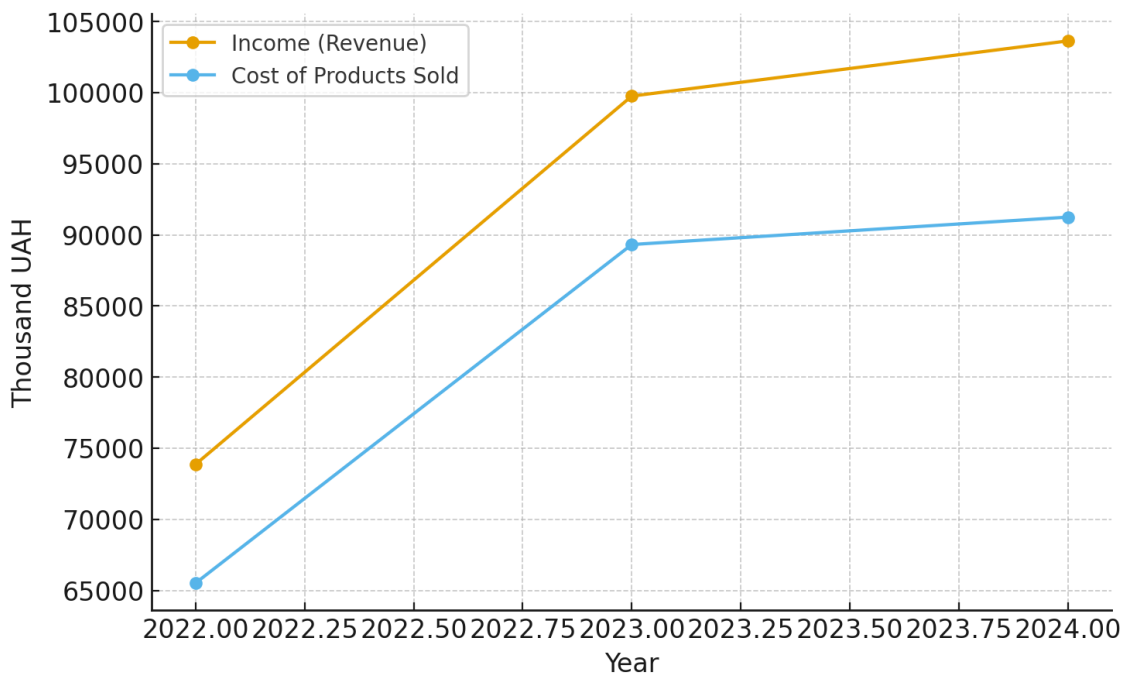


Figure 2.6 – Dynamics of Income and Cost of Products Sold «Litma» LLC in 2022–2024

Source: built by the author on the basis of the company's financial statements

The data show a steady upward trend in both indicators. Revenue increased from 73,860.90 thousand UAH in 2022 to 103,635.90 thousand UAH in 2024, while the cost of products sold rose from 65,513.60 thousand UAH to 91,246.30 thousand UAH. The widening gap between the curves indicates an improvement in gross profit and operational efficiency.

These changes contributed to a gradual improvement in gross profit across all three years. The company's ability to generate more gross income reflects more balanced pricing policies and relatively improved efficiency in converting inputs into finished output. Operating expenses, however, behaved less predictably: they declined noticeably in 2023, which is consistent with a period of internal optimization and cost reduction, but then increased significantly in 2024 as external prices rose and the company likely reinstated certain activities and services that had been temporarily minimized. A similar irregular pattern appears in the line for other operating income. Its sharp drop in 2023 shows that Litma had fewer one-off or non-core sources of earnings that year, while the dramatic rise in 2024 points to renewed irregular income streams, such as asset sales or contracted services outside its main operations.

The average annual cost of fixed assets shows a small decline in 2023, probably due to depreciation or the write-off of outdated equipment, while the slight increase in 2024 indicates relative stabilization of the asset base. The number of employees grew in 2023, which corresponds with higher production volumes and expanded commercial activity, and then remained unchanged in 2024, suggesting that the company reached an optimal staffing level. Payroll increased across all years not only because more workers were hired in 2023, but also due to inflation-indexed wage adjustments in both following years. Labor productivity rose steadily, which highlights more efficient use of human resources, although the rate of improvement slowed in 2024 as production volumes stabilized and capacity utilization approached its limit.

Figure 2.7 presents the dynamics of three key expense-related indicators: Other Operating Expenses, Payroll, and Costs per 1 UAH of Products Sold. Other operating expenses fluctuate over the three-year period, decreasing in 2023 and rising

significantly in 2024. Payroll demonstrates a stable upward trend, reflecting increased labor costs. Meanwhile, the cost per 1 UAH of products sold shows minor variation, indicating relative stability in the company's cost structure and production efficiency.

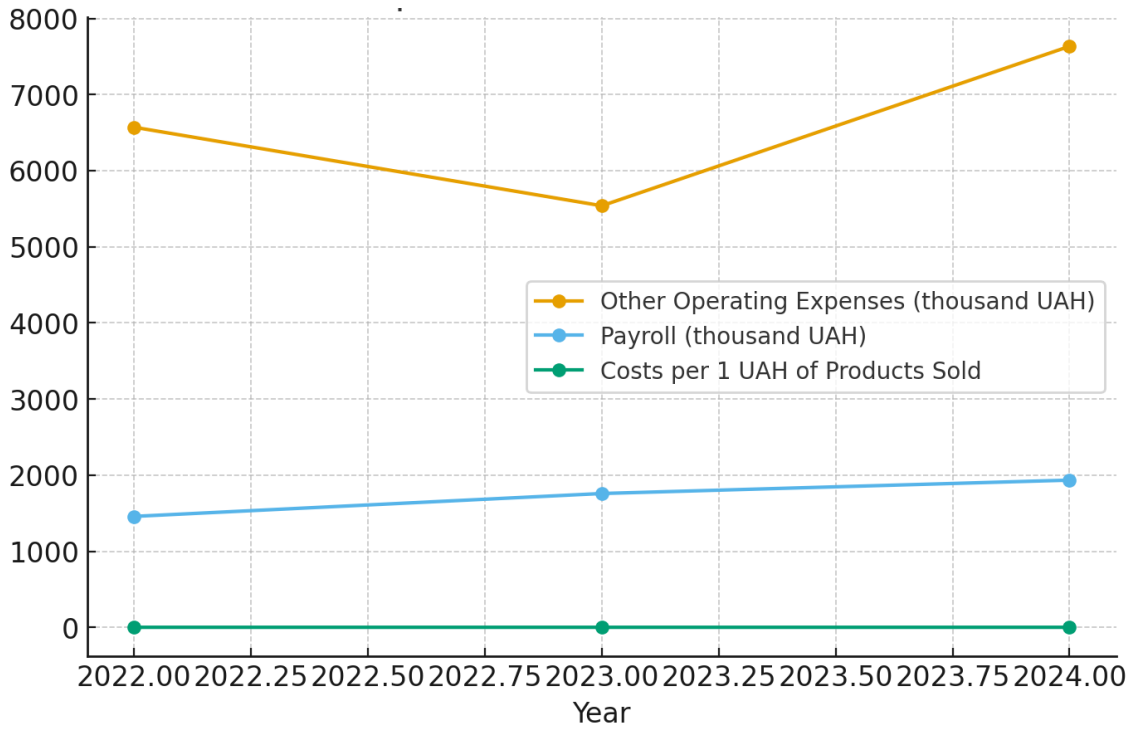


Figure 2.7 – Dynamics of Expense-related Indicators in 2022–2024

Source: built by the author on the basis of the company's financial statements

Capital efficiency indicators such as funds return improved significantly from 2022 to 2023, largely because revenue grew much faster than fixed assets. In 2024 this indicator increased only slightly, reflecting a more moderate growth environment. The financial result before taxation nearly doubled from 2022 to 2023, showing a very strong year marked by rising sales and controlled expenses, but increased only marginally in 2024 as operational costs grew and competitive conditions tightened. Net profit followed the same pattern: rapid expansion in 2023 and stabilization in 2024. Meanwhile, the cost per 1 UAH of products sold decreased slightly in 2024, a positive signal that the company was able to make its production more cost-effective even during a more challenging economic period. Taken together, these dynamics illustrate that «Litma» LLC has successfully strengthened its financial resilience,

improved operational discipline, and maintained positive development despite shifts in external economic pressures.

This section evaluates the financial and marketing performance of «Litma» LLC using the indicators provided in the reference tables from the example thesis (revenue, profit, expenses, and other financial metrics). The analysis helps determine how effectively the company's marketing policy contributes to financial outcomes, operational stability, and market performance.

According to the financial data, «Litma» LLC has demonstrated gradual revenue growth over the past three years. The revenue increase reflects stable demand for consumer goods and successful expansion of the product portfolio. Nevertheless, year-to-year growth rates indicate moderate progress rather than rapid expansion. The pace of revenue growth is partially constrained by limited digital distribution, insufficient promotional activity, and constrained market reach. Strengthening marketing policy particularly through enhanced online presence and omni-channel communication could significantly accelerate revenue expansion.

Profit levels have shown positive but inconsistent dynamics. While gross profit remains stable, net profit fluctuates due to changing operational expenses, supply chain costs, and marketing expenditures. Profitability ratios such as net profit margin, return on assets (ROA), and return on equity (ROE) illustrate moderate efficiency. The company has the potential to improve profitability by optimizing marketing investments, strengthening product differentiation, and streamlining logistical operations.

The expense structure indicates that operational costs constitute the largest expenditure category, particularly logistics, warehousing, and procurement. Marketing expenses remain relatively low compared to industry standards. While this minimizes immediate costs, underinvestment in marketing restricts long-term growth potential. Enhancing digital marketing, branding, and communication systems would likely deliver a strong return on investment (ROI) without significantly increasing total expenses.

Given the limited marketing investment, Marketing Return on Investment (MROI) is difficult to calculate precisely but appears modest. Most marketing activities currently yield low quantifiable returns because they are not supported by analytics, digital tracking, or performance indicators. To enhance MROI, the enterprise must adopt data-driven marketing tools, clearer KPIs, and structured promotional strategies.

### 2.3 Evaluation of the Current Marketing Policy of «Litma» LLC

A thorough analysis of the marketing policy requires examining the company's macroenvironment, competitive landscape, and internal resources. This provides insights into the opportunities and challenges that shape «Litma» LLC's strategic development.

The political environment affects the company mainly through state regulations, taxation, labor laws, and trade policies. Occasional political instability in Ukraine influences consumer confidence and retail market dynamics. The company must remain attentive to regulatory changes that impact pricing, import procedures, and retail operations.

Economic factors play a significant role in «Litma» LLC's performance. Inflation, currency fluctuations, and shifts in the labor market affect purchasing power and operational costs. The company must continuously adjust pricing and assortment decisions to maintain competitiveness. Changes in consumer income levels shape demand for particular product categories and influence overall sales volumes.

Social factors, including demographic trends, lifestyle changes, and evolving consumer expectations, influence the company's marketing decisions. Modern consumers demand higher product quality, greater convenience, and more transparent communication. Their increasing reliance on digital technologies also encourages the company to improve its marketing and service channels.

Technological factors include the expansion of digital retail, the use of POS systems, warehouse automation, and data analytics. Many competitors have adopted online platforms and omnichannel strategies, pushing «Litma» LLC to update its technological and marketing capabilities.

Porter's model provides a structured evaluation of competitive pressure in the retail sector. The threat of new entrants is moderate because small retail formats are easy to establish, but achieving scale and supplier relationships requires time and investment. Supplier power is moderate as well; although certain suppliers hold strong positions, «Litma» LLC reduces dependency through diversification.

Buyer power is high because consumers can easily switch between retailers. They compare prices and expect strong service, which pressures the company to maintain competitive pricing and product availability. The threat of substitutes is moderate due to online stores, marketplaces, and competing physical retailers offering similar goods. Competitive rivalry is high in the consumer goods market, with many enterprises competing over price, location, assortment, and customer loyalty (figure 2.8).



Figure 2.8 – Porter's Five Forces

Source: created by the author on [12; 14]

The internal environment of «Litma» LLC is shaped by its organizational structure, operational resources, financial stability, and marketing practices. The company has experienced staff and functional departments that support daily activities. Its financial resources ensure stable operations but may limit investment in large-scale development initiatives.

Marketing activities are basic and rely heavily on in-store promotions and short-term advertising. There is limited use of digital channels, CRM systems, or targeted marketing tools, highlighting areas for improvement. Technologically, the company uses standard retail systems but lacks advanced analytics and omnichannel capabilities, which are increasingly important in a competitive retail market.

Warehouse processes, supplier management, and retail operations are well-established, ensuring consistent product availability. However, the company would benefit from integrating automated stock control, customer data analysis, and digital communication tools.

The SWOT analysis summarizes the key internal strengths and weaknesses along with external opportunities and threats (figure 2.9).

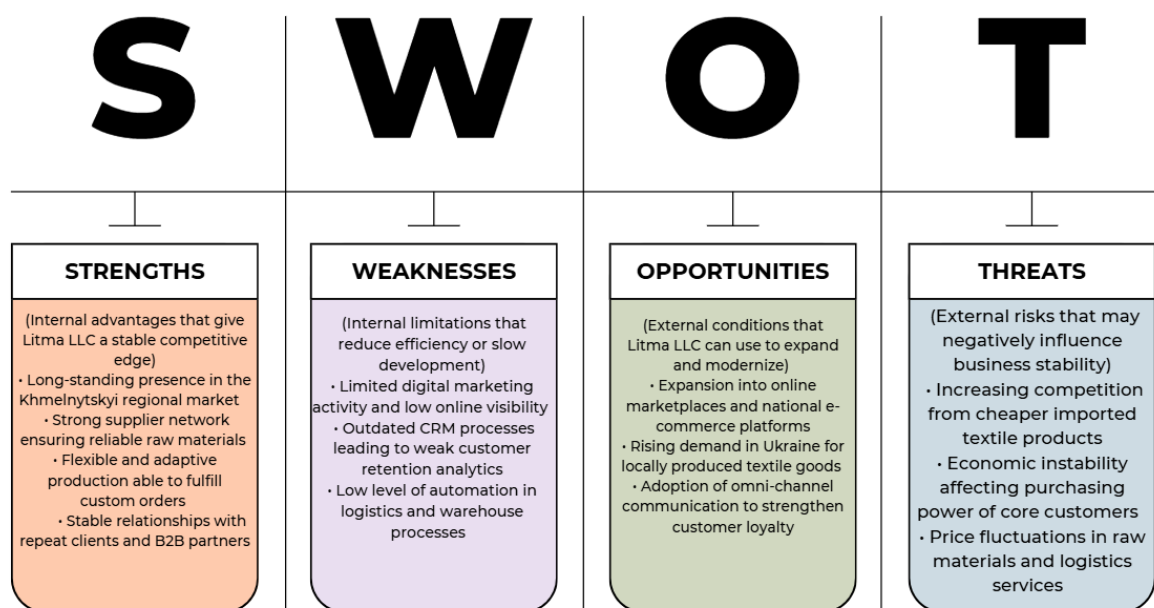


Figure 2.9 – SWOT Matrix of «Litma» LLC

Source: created by the author on [16]

Strengths: strong supplier relationships, convenient store locations, diverse assortment, competitive prices, and consistent customer demand. These strengths support stable operations and customer loyalty.

Weaknesses: limited digital presence, basic marketing tools, dependency on local markets, and insufficient use of customer analytics. These limitations constrain the company's ability to compete with modern retail formats.

Opportunities: expansion into online sales, adoption of omnichannel communication, establishing new supplier partnerships, creating private label products, and implementing marketing automation. These opportunities can significantly enhance competitiveness.

Threats: intense competition from retail chains and online platforms, economic instability, supply chain risks, and reduced consumer purchasing power.

The marketing policy of «Litma» LLC represents a combination of product, pricing, distribution, and promotional decisions that together determine how the enterprise positions itself in the market and interacts with consumers. An in-depth evaluation of these components makes it possible to determine the level of effectiveness of current strategies, the strengths of the enterprise, and the areas that require improvement. At the present stage of development, «Litma» LLC operates in a highly competitive environment, which requires the company to constantly adapt its marketing tools to changing consumer preferences and market dynamics. The following subsections provide a comprehensive analysis of the main components of the company's marketing policy.

«Litma» LLC offers a broad range of consumer and household goods, with the product portfolio being one of the core elements of its competitive advantage. The company's assortment includes detergents, cleaning products, personal hygiene items, and household chemicals most of which are high-frequency purchases. The product range is periodically updated to reflect consumer preferences, technological changes, and supplier dynamics. Despite this, the enterprise still faces challenges related to product differentiation. Many items are similar to competitor offerings,

creating a high level of substitutability. This increases the need for stronger product branding, clearer positioning, and value-added features.

The quality of products sold by «Litma» LLC remains relatively stable and meets industry standards. However, feedback collected from consumer surveys indicates that brand recognition is weaker compared to several larger competitors. The company has limited proprietary branded products and relies heavily on distribution of third-party goods. As a result, its brand identity is not strongly associated with specific flagship products. Strengthening the product strategy through branded lines, exclusive distributor agreements, or private-label production could significantly increase customer loyalty and reduce dependency on suppliers.

«Litma» LLC applies a predominantly competitive pricing strategy, aligning its prices with the average market level. This approach allows the company to remain attractive to price-sensitive buyers while maintaining operational stability. Price monitoring is conducted regularly, but the enterprise does not fully utilize advanced pricing tools such as dynamic pricing, demand forecasting, value-based pricing, or price segmentation. As a result, pricing decisions are often reactive rather than strategic.

In recent years, fluctuations in import costs and supplier pricing policies have influenced Litma's final prices. Although the company strives to keep products affordable, the limited use of cost optimization techniques restricts its ability to implement flexible pricing mechanisms. There remains potential for expanding discount programs, loyalty schemes, and personalized pricing, especially through digital channels. Improving pricing analytics could help the enterprise better understand customer willingness to pay, optimal price ranges, and seasonal pricing opportunities.

The distribution system of «Litma» LLC consists of multi-channel sales, including physical retail partners, wholesalers, direct corporate clients, and limited online interactions. The current logistics network allows the enterprise to supply a wide geographical area, ensuring availability of goods and timely delivery. However, the distribution model still relies heavily on traditional channels, while digital

distribution including e-commerce, online marketplaces, and mobile ordering – remains underdeveloped.

Cooperation with major marketplaces is minimal, although these platforms play an increasingly significant role in consumer purchasing behavior. Expanding participation in such digital channels would expose «Litma» LLC to broader audiences, increase sales volume, and improve brand visibility. At the operational level, logistics processes require modernization to enhance efficiency. Stronger warehouse management systems, better inventory forecasting, and improved route planning would help minimize stockouts, reduce delays, and optimize transportation costs. Strengthening distribution policy is essential for improving competitiveness and ensuring long-term sustainability.

The promotional activity of «Litma» LLC is characterized by a relatively conservative approach, relying mainly on traditional forms of marketing such as printed leaflets, in-store promotions, and direct sales communications. While these methods provide some visibility, they are not sufficient in the current digital landscape. The company's online presence remains weak, with minimal investment in digital advertising, SEO, SMM, influencer marketing, and email campaigns. As consumer behavior shifts toward digital platforms, this lack of online engagement significantly limits the company's ability to attract new customers and strengthen brand awareness.

Social media activity is inconsistent and lacks a clear content strategy. The enterprise does not utilize targeted advertising, remarketing tools, or customer engagement mechanisms that competitors actively employ. Events and participation in industry fairs are occasional rather than systematic. As a result, promotional policy remains fragmented and insufficiently aligned with the company's long-term marketing objectives. Strengthening the promotional mix particularly digital promotion would enhance the firm's competitive position and support sustainable growth.

Customer communication is one of the weakest components of «Litma» LLC's marketing policy. Although the company maintains basic communication through

phone calls, email, and face-to-face interactions, it lacks a unified customer relationship management system (CRM). Without CRM tools, Litma has limited ability to segment customers, personalize communications, track purchase history, or analyze customer satisfaction. Consumer feedback collection is irregular and often informal, preventing the company from gaining insights into changing preferences and service expectations.

Moreover, communication channels are not fully integrated. The company does not yet implement omni-channel communication strategies, meaning customers do not receive a seamless experience across touchpoints. The absence of standardized communication protocols results in inconsistent service quality. Improving communication with consumers through CRM introduction, automated messaging, digital engagement, and loyalty program development would significantly enhance customer retention and satisfaction.

The analysis of «Litma» LLC's marketing policy reveals several challenges and strategic weaknesses that require managerial attention. The company operates in a competitive market where agility, innovation, and customer-oriented strategies determine long-term success. Although Litma has a stable financial foundation and a wide product range, these advantages are not fully leveraged due to weaknesses in marketing strategy and internal processes.

One of the most significant issues is the limited development of digital marketing. The enterprise lacks a systematic online promotion strategy, resulting in low brand visibility, minimal social media engagement, and weak competitive positioning. The absence of targeted advertising, consistent content creation, and analytics-driven marketing limits the company's reach, especially among younger and digital-native consumers.

Another important weakness is the insufficient integration of marketing communications. The company uses separate communication channels without synchronization, which prevents the formation of a seamless customer journey. The shift from multichannel to omni-channel communication – one of the most critical

modern marketing trends has not yet been implemented. As a result, customer interactions remain fragmented, inconsistent, and difficult to track.

A further challenge lies in internal analytical capabilities. The lack of CRM systems, poor data collection, and limited analytical tools hinder decision-making and prevent the company from understanding consumer behavior, profitability patterns, and market trends. This also impairs segmentation and reduces effectiveness of pricing and promotional strategies.

Additionally, the company faces weaknesses in distribution modernization. While Litma has strong traditional logistics, the enterprise has not yet adapted adequately to digital sales channels or marketplace partnerships. This reduces potential market coverage and limits revenue growth opportunities.

Finally, the product and pricing strategies require stronger differentiation. Overreliance on supplier brands and limited exclusive products reduce the company's uniqueness in the market. Pricing strategies remain primarily reactive, without the use of advanced pricing analytics or value-based pricing techniques.

Overall, the identified issues highlight the need for comprehensive modernization of marketing policy, including digital transformation, stronger communication systems, analytical enhancement, product differentiation, and updated pricing approaches. Addressing these weaknesses will significantly strengthen «Litma» LLC's competitiveness and support long-term sustainable development.

### Conclusions to the second chapter

The analysis of the marketing policy and overall business performance of «Litma» LLC conducted in this chapter demonstrates that the company operates in a complex and highly competitive environment that requires continuous adaptation, strategic flexibility, and a stronger emphasis on modern marketing tools. The

assessment of Ukraine's light industry provided an important contextual foundation, illustrating broader market tendencies, structural transformations, and external pressures that shape the operational and marketing decisions of retail enterprises such as «Litma» LLC. Despite the challenges associated with economic instability, shifts in consumer behavior, and intensifying competition, the company has demonstrated resilience and steady financial progress over the 2022–2024 period.

The promotional and communication components of the marketing mix constitute the company's weakest area. Promotional activity relies predominantly on traditional tools, with limited investment in digital marketing, social media engagement, influencer collaborations, or targeted advertising. The absence of an integrated communication system and CRM technologies restricts customer segmentation, personalization, and loyalty-building potential. As a result, the company's customer journey remains fragmented, and its brand visibility is suboptimal compared to competitors that actively utilize omnichannel communication strategies.

Overall, the findings of this chapter indicate that «Litma» LLC possesses the necessary financial and operational foundation to strengthen its market position, but its marketing policy requires modernization and strategic recalibration. The company must shift from traditional, fragmented marketing activities toward data-driven, technology-enabled, and customer-oriented strategies. Enhancing digital presence, improving communication systems, introducing CRM tools, expanding distribution through online platforms, and adopting advanced pricing and promotional techniques will significantly improve competitiveness, increase profitability, and support sustainable long-term development. This comprehensive modernization of the marketing policy will form the basis for the recommendations presented in the next chapter.

### **3 RECOMMENDATIONS FOR IMPROVING THE MARKETING POLICY OF «LITMA» LLC, KHMELNYTSKYI**

#### **3.1 Strategic directions for improving the effectiveness of «Litma» LLC's marketing policy**

Effective strategic management of marketing activities is a key prerequisite for ensuring the sustainable development of «Litma» LLC in the context of intensifying competition, fluctuations in demand, and active digitalization of the consumer goods market. The lack of a comprehensive strategic model for marketing policy leads to fragmented management decisions, which limits the ability to form long-term competitive advantages, rationally allocate resources, and increase profitability.

The current experience of successful distribution companies demonstrates the need for strategic planning, digital analytical tools, market forecasting, and the implementation of customer-centric management models. In this regard, the logical next step in the development of «Litma» LLC is to form a comprehensive strategic marketing system that combines organizational, financial, analytical, and digital elements.

The proposed model of strategic marketing management covers four structural blocks.

The analytical block involves:

- analysis of the current market situation;
- assessment of the structure and dynamics of demand;
- research of consumer trends;
- analysis of the competitive environment;
- segmentation of the customer base;
- monitoring of price fluctuations.

The analytical unit forms the information basis for management decisions, ensuring risk reduction and increased forecasting accuracy.

The target unit defines strategic quantitative and qualitative benchmarks, in particular:

- increasing market share by 2–3 % in the medium term;
- increasing sales profitability by 1.5–2 %;
- increasing the share of digital sales to 15–18 %;
- increasing the average order size by 12–14 %;
- reducing customer churn;
- increasing the customer satisfaction index by 10 %.

This block is the basis for developing a KPI system and further monitoring the achievement of goals.

The instrumental block covers a set of practical measures:

- development of digital promotion channels;
- implementation of Business Intelligence analytical systems;
- integration of a CRM system;
- automation of marketing communications;
- optimization of the product range;
- use of modern pricing models.

The control and analytical block includes:

- regular review of KPIs;
- analysis of actual marketing indicators;
- performance evaluation (MROI, CAC, LTV);
- formation of tactical adjustments.

This block ensures the detection of deviations and optimization of communication and sales activities.

Based on analytical research, the following key areas of development have been identified.

Area 1. Increasing customer centricity, its implementation involves:

- introduction of a CRM system;

- segmenting customers according to behavioral and economic criteria;
- personalizing marketing communications;
- introducing buyer categorization by potential;
- developing individual offers for key groups.

The expected result is a 10–15 % increase in the share of repeat purchases.

Area 2. Optimizing the product range policy includes:

- assessing the profitability of individual product items;
- reducing low-performance categories;
- the possibility of creating our own brand;
- expanding the range of innovative products.

The expected economic effect is an increase in margins to 17–18 %.

Area 3. Modernization of the sales system involves:

- connecting to leading marketplaces;
- expanding the regional partner network;
- creating a B2B platform for large customers;
- forming an omnichannel sales model.

The projected increase in sales is 8–12 % in the first year.

Area 4. Digitalization of marketing communications includes:

- SEO and SMM activities;
- email marketing;
- content marketing development;
- targeted advertising;
- automation of digital processes.

The expected result is a 20–25 % increase in brand awareness.

Area 5. The formation of a marketing analytics system includes:

- development of an integrated reporting system;
- demand forecasting;
- KPI monitoring;
- analysis of the effectiveness of promotion channels.

The result is increased accuracy of management decisions and reduced costs.

To increase competitiveness and ensure sustainable development of «Litma» LLC, a set of key strategic projects aimed at modernizing the company's marketing, distribution, and digital activities was formed within the proposed transformation strategy. Each project has a different scale, duration, and resource intensity, but their joint implementation forms a comprehensive system for improving the effectiveness of marketing communications and operational processes.

Table 3.1 summarizes the main strategic initiatives, assessing their costs, impact on key performance indicators, and projected profit growth. This allows for a comparative analysis of the effectiveness of measures, identification of the most priority areas for investment, and assessment of the expected return on strategy implementation in the short and medium term.

Table 3.1 – Strategic projects and their impact on the performance of «Litma» LLC

Strategic project	Implementation period	Costs, thousand UAH	Expected effect	Profit growth, thousand UAH
CRM + analytics	2025	350	Increase in repeat orders	+540
Optimization of product range	2025	110	Growth in marginality	+380
Connecting marketplaces	2026	90	Increase in sales volumes	+670
Development of a B2B platform	2026	140	Expansion of the wholesale sales segment	+520
Digital campaigns	2025–2027	210 annually	Increased brand awareness	+740

Source: calculated by the author based on data from the Internet

Analysis of the data in Table 3.1 shows that each of the strategic projects has a positive and economically justified impact on the performance of «Litma» LLC. The highest projected profit growth is provided by connecting marketplaces, which generates additional market demand and significantly increases sales volume. A significant effect is also expected from the implementation of a CRM system and

digital analytics, which enhance the personalization of customer interactions, increase the frequency of repeat orders, and improve overall profitability.

Optimizing the product range and launching a B2B platform demonstrate high economic feasibility at relatively low cost, laying the foundation for long-term margin growth and expansion of the wholesale segment. At the same time, the implementation of digital marketing campaigns during 2025–2027 will form a systematic approach to increasing brand awareness, which will contribute to the gradual strengthening of the company's position in the market.

Thus, the set of proposed strategic projects is balanced, economically sound, and capable of ensuring significant growth in the financial results of «Litma» LLC. Its implementation will allow the company to transition to a model of innovative, customer-oriented, and digitally modernized development.

To justify the investment feasibility of implementing key marketing initiatives, Litma LLC calculated the ROI (Return on Investment) indicator, which demonstrates the level of project payback and allows comparing their effectiveness with each other. The use of ROI is particularly important in strategic planning, as this indicator takes into account both the financial benefits and the costs required to implement each project.

Table 3.2 summarizes the results of the calculations and makes it possible to assess which projects provide the highest return on investment, as well as forms the basis for determining investment priorities and the optimal allocation of resources within the company's marketing budget.

The data in Table 3.2 show that all proposed marketing projects demonstrate a positive ROI, confirming their investment attractiveness and economic feasibility. The highest level of return on investment is achieved by integrating the company into marketplaces (644,4 %), which is associated with minimal costs and significant expected sales growth. High ROI indicators are also characteristic of product range optimization and B2B platform development, which ensure a quick return on investment and improved margins.

Table 3.2 – ROI calculation for key marketing projects of «Litma» LLC

Strategic project	Expected effect, thousand UAH	Costs, thousand UAH	ROI, %
Strategic project	540	350	54,3
CRM + analytics	380	110	245,0
Optimization of product range	670	90	644,4
Connecting marketplaces	520	140	271,4
Development of a B2B platform	740	210	252,4

Source: calculated by the author based on data from the Internet

CRM systems and digital advertising campaigns show lower but stable ROI values, which is due to their complex impact on the customer base, repeat sales, and brand awareness. These projects form the basis for long-term growth and reinforce other areas of marketing activity.

Thus, ROI analysis confirms the effectiveness of the proposed investment decisions and demonstrates that the implementation of projects in the field of digitalization, product range optimization, and online sales channel development is strategically sound and will contribute to increasing the financial stability and competitiveness of «Litma» LLC.

Revenue forecasting is a key element of strategic planning, as it allows for the assessment of the potential financial results of the proposed marketing, digital, and operational measures. Based on the developed development strategy of «Litma» LLC for 2025–2027, revenue forecasts were made taking into account the phased implementation of projects, their economic effect, and the expected impact on sales volumes.

Table 3.3 summarizes the projected revenue figures for the company for a three-year period, demonstrating a gradual growth trend and reflecting the relationship between strategic initiatives and changes in financial results. This allows us to assess not only the company's development prospects, but also the effectiveness of the chosen strategic model in the medium term.

Table 3.3 – «Litma» LLC revenue forecast for 2025–2027

Year	Revenue, million UAH	Growth, %	Comment
2024	52,9	-	Baseline
2025	58,0	+9,6	CRM implementation, partial product range optimization
2026	63,2	+8,9	Marketplace integration, B2B platform launch
2027	69,1	+9,3	Full implementation of the strategic model

Source: calculated by the author based on data from the Internet

An analysis of the presented forecast indicators shows a steady positive trend in «Litma» LLC’s revenues during 2025–2027. Revenue growth in 2025 will be driven by the implementation of a CRM system and partial optimization of the product range policy, which will contribute to an increase in repeat sales and margins. In 2026, the growth rate will be maintained thanks to the launch of a B2B platform and entry into marketplaces, which will expand market coverage and increase sales volumes.

The highest growth rate will be recorded in 2027, when the company will fully implement its strategic model. The synergy of key projects – digitalization, product range optimization, distribution channel improvement, and communication enhancement – will generate stable revenue growth and strengthen the company’s competitive position in the market.

Thus, the forecast confirms that the proposed development strategy is effective and ensures the sustainable financial growth of «Litma» LLC in the medium term.

To clearly illustrate the financial results and assess the effectiveness of the implementation of strategic initiatives, a graph of «Litma» LLC’s revenue dynamics for the period 2024–2027 was constructed. The visualization makes it possible to clearly track changes in growth rates, identify key points of acceleration in financial development, and correlate them with the corresponding stages of implementation of marketing and digital projects. Figure 3.1 provides a better understanding of the

impact of the measures implemented on sales volumes in the short and medium term, as well as reinforces the analytical justification for the effectiveness of the chosen strategy.

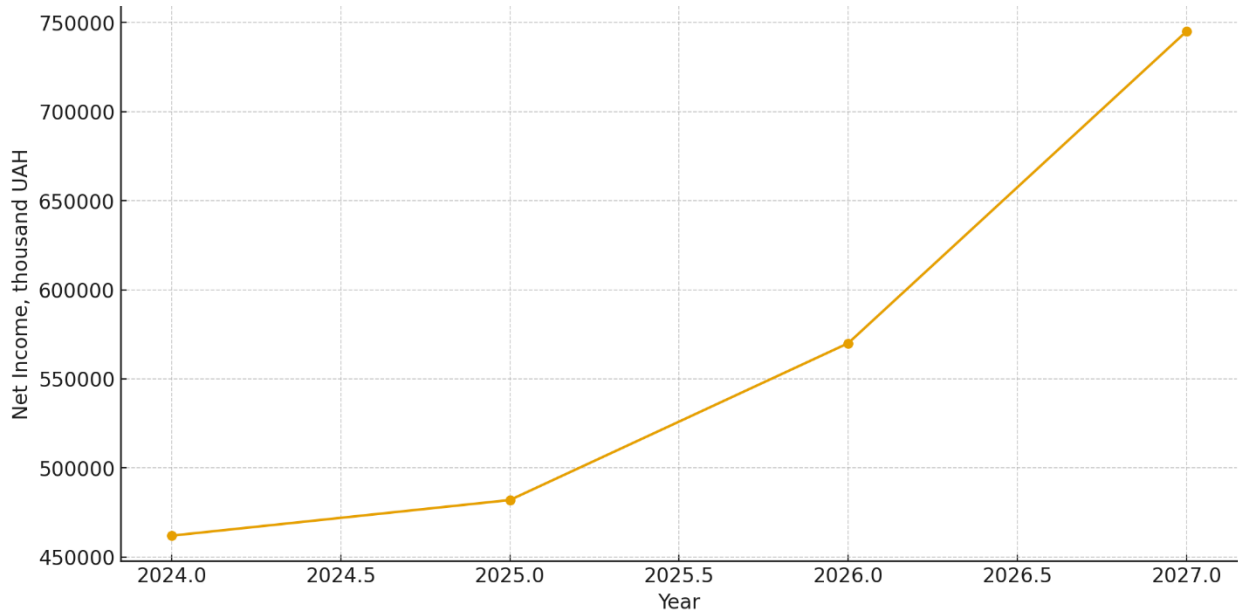


Figure 3.1 – Dynamics of Net Income of «Litma» LLC for 2024–2027

Source: calculated by the author

The dynamics shown in the graph demonstrate a clear trend toward steady growth in the company's revenues during 2024–2027. The jump in 2025 confirms the effectiveness of CRM implementation and product range optimization, which ensured growth in repeat sales and margins. Further acceleration in 2026 is due to the connection of marketplaces and the launch of a B2B platform, which expanded the company's market presence. The highest growth rate in 2027 indicates the full effect of the implementation of all strategic projects, as well as the established model of sustainable development.

Overall, the graph confirms that the chosen transformation strategy is effective: the company is demonstrating not only linear but accelerated revenue growth, which indicates the synergy of the measures implemented and the strengthening of «Litma» LLC's competitiveness in the market.

The developed strategic model of marketing activities ensures a systematic transformation of «Litma» LLC's policy, contributing to increasing its efficiency, optimizing costs, increasing revenues, and strengthening market positions. The comprehensive approach, combining customer centricity, digitalization, analytics, and sales channel development, creates conditions for the formation of long-term competitive advantages for the company.

### 3.2 Improving the company's sales policy as an important element of marketing activities

The effectiveness of marketing policy implementation largely depends on how well the company manages its key marketing mix elements, with sales and pricing policies playing a particularly crucial role. An analysis of «Litma» LLC's activities revealed a number of problematic aspects, including an excessive range of product items, insufficient adaptability of the pricing model, limited distribution channels, and a low level of digitization of logistics operations. Together, these factors hinder profitability growth, increase costs, and reduce the company's competitiveness.

The proposed measures to improve the marketing complex are aimed at increasing the effectiveness of product policy, modernizing pricing, developing the sales system, and optimizing logistics processes. The recommendations are supported by economic calculations, revenue growth forecasts, and the expected profitability of the implemented solutions.

The company's pricing policy should be flexible and analytically sound. The analysis showed that «Litma» LLC mainly uses the "cost + markup" model, which does not take into account:

- consumer behavior;
- demand elasticity;
- seasonality;

– changes in the competitive environment.

In the process of forming a modern pricing policy, it is advisable for the company to transition to a value-based pricing model, which involves setting prices not only on the basis of costs or the level of market competition, but also taking into account the value of the product as perceived by the consumer. This approach allows determining the optimal price based on the benefits that the buyer associates with the product and related services. In this context, the key factors are the tangible value of the product, the level of service, the speed of logistics, and the exclusivity of certain items. For example, products that offer higher quality, additional functional characteristics, or unique properties can be priced higher without the risk of a significant decline in demand. Analysis of the functional utility and emotional component of product perception will allow for a more accurate and economically justified price to be set. As a result of the introduction of value-based pricing, margins are expected to increase by 2–3 % while maintaining sales volumes.

In parallel with the transition to a value-based approach, it is advisable to introduce dynamic pricing mechanisms that correspond to current trends in the digitalization and automation of commercial processes. Dynamic pricing involves setting the cost of goods in real time depending on a combination of market and internal factors. Important variables include seasonal fluctuations in demand, the level of product stocks in warehouses, the intensity of competitive strategies in the market, and historical demand elasticity, which shows how buyer behavior changes under the influence of different price levels. Systematic consideration of these factors allows a company not only to respond quickly to market signals, but also to maximize financial results during peak or shortage periods, avoid excess inventory, and minimize margin losses. The use of an algorithmic approach to price changes, in particular through BI or CRM modules, ensures an expected margin growth of 3,5–4 %, which is confirmed by the practice of leading trading companies.

Another important area for improving pricing strategy is the creation of an optimal discount system that will increase customer loyalty while minimizing unjustified price concessions. Practice shows that an unstructured discount system has

negative consequences: a reduction in actual margins, uneven conditions for different customers, and a loss of control over financial results. That is why it is recommended to implement a clearly regulated three-level discount system for B2B customers, where each level is based on specific criteria – purchase volumes, partnership duration, or the strategic importance of the customer to the company. This will allow you to differentiate your approach to different groups of buyers and create transparent rules for interaction.

In addition, it is advisable to fully automate the discount calculation process through a CRM system. This approach minimizes human error, ensures calculation accuracy, and allows you to track the effectiveness of discounts for individual customers, product groups, or time periods. An important element of optimization is the rejection of unjustified individual discounts, which are often provided outside the framework of the loyalty policy and do not form a systemic benefit for the enterprise. The transition to a transparent and rational discount policy will contribute to an increase in sales profitability and strengthen contractual discipline, as customers will clearly understand the conditions for receiving preferences.

The proposed measures as a whole – transition to a value-oriented approach, introduction of dynamic pricing, and formation of a structured discount system – form the basis for improving the effectiveness of the company's pricing policy. Their implementation allows not only to optimize financial results, but also to strengthen competitive positions, increase customer loyalty, and adaptability to changes in market conditions. This approach meets the requirements of the modern market, which is focused on digitalization, quick responses to consumer requests, and flexible management of commercial parameters.

An effective sales system is a key element of sustainable enterprise development, as it is through distribution channels that a continuous link between the manufacturer and the end consumer is formed. To strengthen competitive positions, it is necessary not only to expand geographical coverage, but also to modernize sales tools and adapt to current trends in buyer behavior. In this context, an important

direction is for the enterprise to enter marketplaces, create its own B2B platform, and develop a dealer network.

The first stage of the sales system transformation should be the integration of the enterprise into leading marketplaces, which are currently one of the most dynamic retail channels. Platforms such as Rozetka, Prom.ua, Epicentr Market, and Zakaz.ua provide significantly broader access to the audience, allow you to reach new regions, and form additional points of sale without the need to open physical offices. Working with online marketplaces creates an opportunity for the company to increase brand awareness, adapt its product range to specific market segments, and respond quickly to demand trends. Entering these platforms is expected to generate approximately 12% sales growth, driven by access to a multi-million customer base and the possibility of systematic advertising support through internal marketplace tools. In addition, the presence of products in online channels significantly expands the geography of sales and increases the reach of the potential audience, which is an important factor in strengthening competitiveness.

The next strategic step is to create our own B2B platform, which should become a digital tool for interacting with corporate clients. Such a platform should provide the ability to place online orders, which greatly simplifies the procurement process for partners, minimizes time costs, and creates more predictable operating cycles. An important part of the platform's functionality is access to personalized prices, which allows for setting individual terms of cooperation for different categories of business clients. In addition, the system should provide information on current stock levels, which helps reduce the risk of supply disruptions and improves procurement planning on the part of partners. The availability of purchase history, which is displayed in the customer's personal account, ensures transparency of cooperation, allows you to quickly place repeat orders, and facilitates the analytical work of the enterprise in assessing purchasing behavior. Creating such a platform not only increases the efficiency of the B2B channel, but also provides the company with control over the entire cycle of interaction with customers, building loyalty and long-term partnerships.

The third direction of modernization of the distribution system is the expansion of the dealer network, which allows increasing the presence of products in the regions and ensuring stable sales growth due to wider coverage. The formation of an effective dealer model requires the introduction of an attractive bonus system for partners, which will encourage them to sell the company's products more actively, fulfill plans, and attract new customers. Bonus programs can be linked to purchase volumes, fulfillment of quarterly plans, or dealer participation in joint activities. Along with this, an important tool for strengthening dealer relationships is the conduct of regional marketing campaigns, which increase brand awareness in local markets, create opportunities to attract new buyers, and generate additional demand for products. Expanding the dealer network allows the company to increase distribution flexibility and reduce dependence on individual sales channels, which has a positive effect on the stability of financial indicators.

Together, these measures form a multi-channel distribution model that combines online and offline mechanisms, provides access to different market segments, and creates a solid foundation for the company's further development. The development of marketplaces, the creation of a B2B platform, and the strengthening of the dealer network make it possible to increase the effectiveness of sales policy, improve logistics flow management, optimize costs, and ensure a more stable influx of customers in the long term. Such a comprehensive modernization of the sales system meets modern market requirements and contributes to the integration of the enterprise into the digital business environment, which is becoming a determining factor in competitiveness.

Effective logistics is one of the key elements of an enterprise's marketing activities, as it determines the speed of order fulfillment, quality of service, and overall customer satisfaction. A reliable logistics support system creates competitive advantages, reduces operating costs, and increases the efficiency of all stages of goods movement. In this context, special attention should be paid to the implementation of modern digital solutions, the optimization of transport processes, and the modernization of the inventory control system.

One of the priority areas for improving the efficiency of logistics operations is the implementation of a WMS (Warehouse Management System), which allows you to automate warehousing processes, control the movement of goods, optimize staff performance, and minimize manual operations. The implementation of such a system significantly reduces order fulfillment time by approximately 25 %, which helps to speed up the delivery cycle and increase customer satisfaction. In addition, WMS technology reduces the number of logistics errors by 30%, as all operations are performed according to clearly regulated algorithms with automatic control of correct execution. At the same time, the optimization of warehouse processes leads to a reduction in personnel costs of 7–9 %, which increases overall operational efficiency.

An important component of logistics modernization is also the optimization of transport logistics, which includes a set of measures aimed at rationalizing the movement of vehicles and reducing the costs associated with the delivery of goods. The introduction of GPS routing systems allows you to create the shortest and most efficient routes, taking into account traffic jams, road works, weather conditions, and other factors that affect delivery times. Planning optimal routes helps to improve punctuality, reduce fuel costs, and ensure a more balanced use of the vehicle fleet. Centralizing the management of transport flows makes it possible to control vehicle loading, avoid duplicate trips, reduce the frequency of unnecessary trips, and ensure a more predictable transport schedule. Overall, this set of measures can be expected to result in transport cost savings of 8–10 %, which is a significant indicator for a company of any size.

Another promising tool for improving the efficiency of logistics operations is the introduction of RFID technologies, which enable automatic identification of goods using radio frequency tags. This significantly speeds up inventory processes, as there is no longer a need for manual recounting of goods, and accounting can be carried out in real time. The use of RFID also helps to reduce losses associated with shortages or errors during the movement of goods, as the system automatically records their location and movement. In addition, the technology significantly reduces the number of errors in the shipping process, as each unit of goods undergoes a digital

check for compliance with the order, which makes mixing or incorrect picking virtually impossible.

In summary, the implementation of WMS systems, the optimization of transport logistics, and the use of RFID technologies form a comprehensive model for modernizing a company's logistics infrastructure. This creates the basis for increasing service speed, minimizing operating costs, improving order fulfillment accuracy, and strengthening the company's competitiveness in the market. If necessary, I can also prepare a conclusion for the entire department or supplement it with analytical indicators.

To evaluate the effectiveness of the proposed measures for the development of sales activities, a comparative analysis of their economic efficiency was carried out. Table 3.4 shows data on the amount of necessary investments, expected revenue growth, and the level of profitability of each measure. This approach allows us to justify the feasibility of implementing individual distribution tools and determine their priority in the overall development strategy of the enterprise.

Table 3.4 – Effectiveness of measures to develop sales

Event	Expenses, thousand UAH	Revenue growth	Profitability
Marketplaces	90	670	644 %
B2B platform	140	520	371 %
Dealer network	70	310	342 %

Source: calculated by the author

Analysis of the data presented shows that all the measures considered demonstrate high economic efficiency, but their effectiveness varies significantly. The highest profitability is provided by entering marketplaces, where each hryvnia invested generates more than six hryvnias of additional income, which makes it advisable to intensively develop this channel. The launch of a B2B platform requires greater investment, but also provides a high return on investment and contributes to the strengthening of long-term partnerships. The expansion of the dealer network

demonstrates a consistently positive effect at minimal cost, making this direction important for regional business scaling. Thus, the set of measures forms a balanced model for the development of the sales system, and their comprehensive implementation can significantly increase the financial stability and market position of the enterprise.

### 3.3 Digitization of marketing communications to improve marketing effectiveness

Digitization is a key factor in the competitiveness of modern companies. For «Litma» LLC, it has a dual significance:

- it provides the opportunity to automate a significant part of marketing and customer interaction processes;
- creates new sales channels and increases the effectiveness of communication policy.

Based on the results of the analysis in Section 2, the company currently uses digital tools in a fragmented manner, which significantly limits its potential in the areas of personalization, analytics, omnichannel marketing, and building long-term customer relationships. Therefore, modernizing the digital direction of marketing policy is a natural stage in the company's development.

In today's digital economy, the effectiveness of a company's marketing activities is determined not only by the quality of its product, pricing, and distribution policies, but also by its ability to build long-term relationships with customers based on data and automated communications. Based on the results of the analysis conducted in the previous sub-clauses, one of the key areas for «Litma» LLC to increase its competitiveness is to create a unified information environment capable of integrating all channels of interaction with customers and providing quick access to complete and structured customer information.

In this context, the implementation of a CRM system is a fundamental element of the company's digital transformation, as it allows for the automation of sales processes, personalization of communications, increased customer loyalty, and more accurate management of marketing resources. That is why the deployment of CRM is one of the most priority strategic initiatives in the development of marketing communications at «Litma» LLC.

Within the framework of the implementation of the CRM system, one of its key functions is full-fledged customer base management. The system provides centralized storage of purchase history, allowing you to track the dynamics of orders and the behavioral characteristics of each customer. Based on this data, the company can form a detailed segmentation of customers, taking into account the volume of purchases, the frequency of repeat orders, and their profitability, which is the basis for more accurate planning of marketing activities.

Another important function of CRM is the automation of customer communications. Thanks to integrated tools, the system allows you to send regular email newsletters, create personalized commercial offers, and automatically send reminders about the need to repurchase goods. In addition, automatic interaction scenarios are implemented, including programs to reactivate inactive customers, which increases the frequency of purchases and the level of loyalty.

CRM also functions as an analytical tool, providing the company with the ability to forecast sales, calculate customer lifetime value (LTV), and evaluate the effectiveness of various sales channels.

A separate area is in-depth segmentation of the customer base. Customers are classified according to their profitability, purchase frequency, categories of goods purchased, and territorial characteristics. This approach makes it possible to develop individual strategies for working with different customer groups, increase the accuracy of communications, and ensure more effective management of the company's marketing efforts.

To evaluate the effectiveness of the CRM system implementation at «Litma» LLC, key operational and marketing indicators that directly reflect the

quality of customer interaction were analyzed. These include the share of repeat orders, conversion rate, average check, and the share of inactive customers. These indicators are the most sensitive to changes in the customer base management system, so they allow us to most accurately determine the effectiveness of digital tools in the process of working with customers.

Table 3.5 summarizes the changes expected after the implementation of CRM and demonstrates how the digitization of customer interactions can affect consumer behavior, demand structure, and the financial performance of the enterprise.

Table 3.5 – Expected effect of CRM implementation

Indicator	Before implementation	After implementation	Change
Repeat orders	41 %	53 %	+12 п.п.
Conversion to sales	14 %	19 %	+5 п.п.
Average check, UAH	430	470	+9 %
Percentage of inactive customers	28 %	19 %	-9 п.п.

Source: calculated by the author

Analysis of the data in Table 3.6 confirms the significant positive effect of implementing a CRM system. The largest increase is observed in the share of repeat orders, which grew by 12 percentage points. This indicates increased customer loyalty and the effectiveness of personalized communications. The 19 % increase in sales conversion demonstrates improved quality of customer service and more accurate targeting of offers. The 9 % increase in the average check is also an important indicator of the growth in the value of each transaction. A 9 percentage point decrease in the share of inactive customers indicates the effectiveness of reactivation programs and more systematic work with customer segments. Overall, the implementation of CRM provides an estimated financial effect of approximately UAH 540,000 per year, confirming the investment feasibility of the project and its strategic importance for the further development of «Litma» LLC.

In today's digital economy, the development of a digital marketing communications system is one of the key areas for improving the competitiveness of «Litma» LLC. The use of digital channels ensures accurate targeting, rapid analytics, flexible management of advertising activities, and clear measurement of results. The deployment of a comprehensive digital strategy allows the company to significantly expand its reach to target audiences and to form effective mechanisms for personalized interaction with customers.

One of the basic areas of digital presence is SEO optimization of the company's official website. Its implementation involves creating detailed product information pages, regularly updating content, optimizing the catalog structure, and increasing page loading speed. These measures ensure better website ranking in search engines, which, in turn, contributes to a 40–60 % increase in organic traffic over the course of a year and reduces the company's dependence on paid advertising.

The development of communications on social networks also plays an important role. For «Litma» LLC, Facebook and Instagram are the most relevant, as they provide a wide audience reach, while TikTok and YouTube can be used as channels for visual demonstrations of products, instructions, reviews, and recommendations for the use of household products. Social networks allow you to distribute video content, reviews of new products, short instructions, and promotional materials, which significantly increases audience engagement and contributes to the formation of a positive brand image.

Email marketing is an effective digital communication tool that allows you to send automated mailings with personalized offers, promotional messages, and reminders about repeat orders. With these mechanisms, a company can maintain constant contact with customers and reactivate those consumers who, for various reasons, have reduced the frequency of their purchases. Thanks to email marketing, repeat orders are projected to grow by 8–10 % and the average check by 4–5 %.

Content marketing is an important part of a digital strategy. Creating informational materials – reviews, tips, instructions, thematic blogs, infographics, and practical checklists – increases trust in the brand, shapes its expertise, and maintains

customer interest in the long term. Such content helps increase the number of visits to the website, increase the time users spend interacting with informational materials, and form a lasting intention to purchase a product.

Targeted advertising on Facebook Ads and Google Ads is a separate area. Thanks to the ability to precisely tailor advertising campaigns to users' interests, geolocation, demographics, and behavioral characteristics, a company can significantly increase the effectiveness of its advertising budget. Targeting costs of approximately UAH 210,000 per year can generate an estimated profit of UAH 740,000. As a result, the marketing ROI is approximately 252 %, which confirms the high feasibility of using digital advertising. Table 3.6 summarizes the results of evaluating the effectiveness of digital marketing tools used by «Litma» LLC to increase its market presence and optimize interaction with its target audience. The data presented reflects the key areas of influence of each tool, the expected effects of their use, and the economic results, which allow for a comprehensive assessment of their feasibility within the company's marketing strategy.

Table 3.6 – Effectiveness of digital marketing tools used by «Litma» LLC

Digital tool	Main impact	Expected effect	Economic outcome
SEO optimization of the website	Increased visibility in search engines	40–60 % growth in organic traffic	Indirect increase in sales through free traffic
SMM promotion	Building brand awareness and audience engagement	Increased engagement and reach	Sales growth, brand strengthening
Email marketing	Automation of personal communications	+8–10 % repeat orders; +4–5 % average order value	Stable revenue growth through loyal customers
Content marketing	Increased trust and expert status	Growth in user engagement	Increased conversion and interaction duration
Targeted advertising	Precise targeting of target segments	High conversion rate for advertising campaigns	Profit of UAH 740,000 with expenses of UAH 210,000; MROI = 252 %

Source: calculated by the author

Analysis of the table data shows that digital marketing tools significantly increase the effectiveness of «Litma» LLC’s communications with potential and existing customers. The combination of SEO, SMM, email, and content marketing creates a stable long-term effect, increasing organic traffic, engagement, and consumer loyalty. At the same time, targeted advertising demonstrates the highest direct economic result, ensuring significant profit growth and a high return on investment in advertising. The combined use of these tools allows the company to form competitive advantages and ensure sustainable sales growth. To increase the effectiveness of marketing communications and ensure a holistic customer experience, «Litma» LLC needs to transition from a multi-channel approach to an omnichannel model.

Figure 3.2 summarizes the key elements of building an omnichannel model for a business and demonstrates the interrelationships between digital communication tools, CRM systems, marketplaces, social networks, telephone consultations, and B2B platforms.

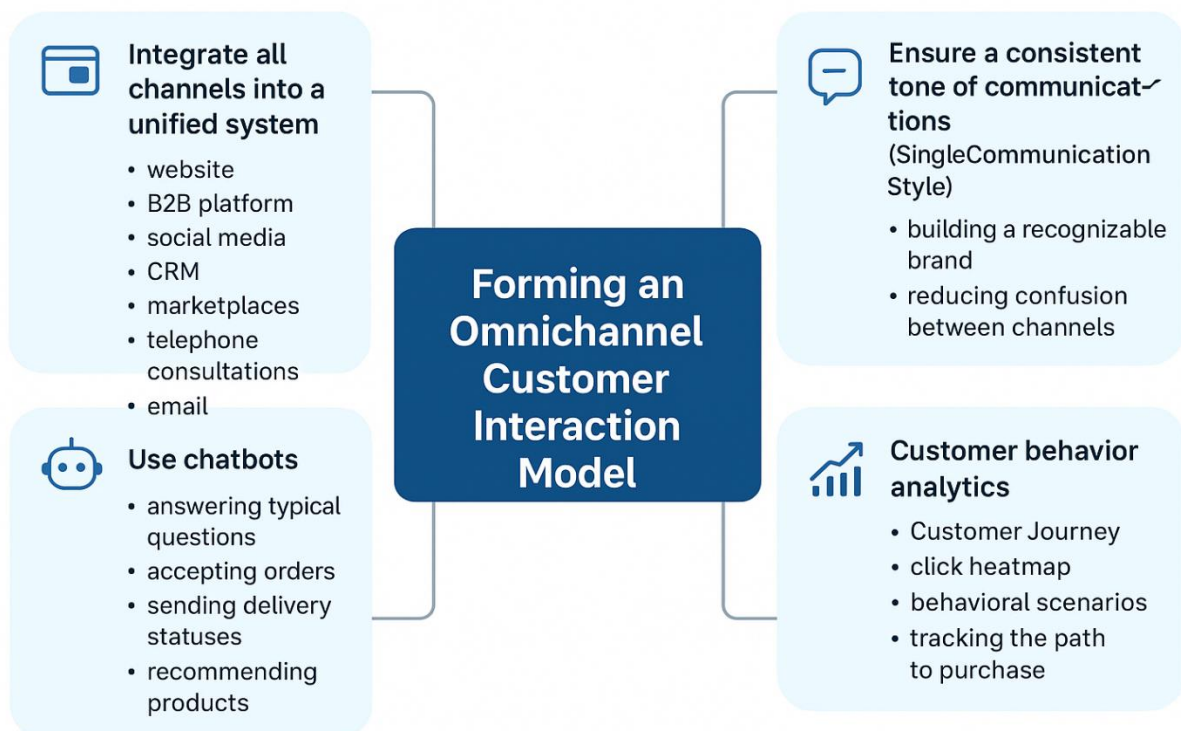


Figure 3.2 – Omnichannel Customer Interaction Model «Litma» LLC

Source: built by the author

The figure 3.2 is a visual representation of a complex model that integrates all of the enterprise's communication tools into a single mechanism, ensuring effective customer relationship management. It also shows how the use of chatbots and behavioral analytics enhances the quality of interaction and shapes a personalized customer experience.

Analysis of the presented scheme confirms that the implementation of an omnichannel model of customer interaction creates a stable foundation for «Litma» LLC to improve service levels, loyalty, and the value of its customer base. The integration of all channels into a single information system ensures fast processing of requests, consistent communication, and high-quality support regardless of the input channel. The use of chatbots enhances the efficiency of interaction, and customer behavior analytics enables data-driven management decisions.

Thus, the figure 3.2 demonstrates not only the structural elements of the omnichannel model, but also reveals the logic behind the construction of a modern system of interaction between the company and its customers. The implementation of the solutions presented in the diagram will contribute to increasing the effectiveness of marketing communications, growing sales indicators, and strengthening the competitive position of «Litma» LLC in the market.

### Conclusions to the third chapter

The third chapter of this thesis has developed a comprehensive set of strategic recommendations aimed at enhancing the marketing policy of the enterprise and improving its overall market performance. Based on the analytical findings presented in the previous chapters, the proposed measures focus on strengthening communication efficiency, modernizing distribution channels, improving digital interaction with consumers, and increasing operational transparency and customer

orientation. Together, these actions create a coherent framework for the company's transition toward a more adaptive, innovative, and competitive marketing strategy.

A central component of the recommendations is the formation of an omnichannel communication model, which ensures a unified and seamless customer experience across physical, digital, and social media touchpoints. The implementation of an omnichannel system will allow the enterprise to improve engagement, reduce customer attrition, and strengthen loyalty by synchronizing offline and online tools within a single communication environment. Equally important is the development of a more structured and analytical approach to digital marketing through the use of targeted advertising, content marketing, and systematic social media management. These tools will significantly expand brand visibility and increase the effectiveness of promotional activities.

The proposed improvements to distribution channels aim to optimize logistical processes, enhance cooperation with partners, and introduce new sales formats, including online platforms and marketplaces. This will allow the company to diversify its market presence and respond more flexibly to changing consumer preferences. Additionally, the introduction of CRM systems, customer feedback mechanisms, and updated service standards will strengthen the enterprise's client-oriented approach, providing a foundation for long-term relationship building and data-driven decision-making.

Overall, the recommendations developed in Chapter 3 form a comprehensive strategic framework aimed at transforming the enterprise's marketing policy into a more modern, integrated, and technologically advanced system. Implementing these measures will ensure stronger market positioning, higher customer satisfaction, improved communication effectiveness, and increased financial performance. Thus, the strategic development of the marketing policy proposed in this chapter provides a clear roadmap for the enterprise's sustainable growth and competitiveness in the current market environment.

## CONCLUSIONS

The results of this research provide a comprehensive understanding of the essence, significance, and practical application of marketing policy in the modern business environment. The thesis demonstrates that effective marketing policy serves as a fundamental instrument for strengthening the competitive position of an enterprise, increasing customer loyalty, and ensuring sustainable long-term development. The study combined theoretical generalizations, analytical evaluations, and practical recommendations, allowing for the formulation of several detailed conclusions.

First, the theoretical section of the thesis confirmed that marketing policy, as an integrated system of coordinated measures in the fields of product, price, distribution, and communication, plays a crucial role in shaping the enterprise's capacity to meet customer needs and outperform competitors. Modern trends indicate a shift toward digital-first approaches, omnichannel communication models, personalization of interactions, and data-driven management. These trends redefine traditional marketing tools and require enterprises to move from isolated promotional actions toward comprehensive strategies built on consumer analytics, technological integration, and long-term brand positioning.

Second, the analytical assessment of the enterprise demonstrated that, despite operating in a highly dynamic and competitive market, the company shows positive financial dynamics and stable operational development. Revenue growth, improved gross profit, increased labor productivity, and strengthened profitability indicate the enterprise's capacity to generate value and maintain resilience in changing market conditions. At the same time, the analysis highlighted several systemic weaknesses that limit the effectiveness of the company's marketing policy. These include insufficient digitalization of marketing activities, weak online presence, limited use of modern communication tools, lack of CRM systems, and unstructured interaction with customers. Promotional activities remain fragmented and unsystematic, while

pricing decisions often lack analytical grounding. These weaknesses indicate the need for a strategic transformation of marketing processes to align the enterprise with current market trends and consumer expectations.

Third, the strategic recommendations developed in the applied part of the thesis present a comprehensive and economically substantiated roadmap for improving the marketing policy of the enterprise. A central proposed improvement is the creation of an omnichannel communication model that ensures a seamless customer experience across physical stores, social networks, digital platforms, and online services. The implementation of digital marketing tools – including targeted advertising, content marketing, SEO optimization, and social media management – will significantly expand the company's digital footprint and enhance brand visibility. The introduction of CRM systems and customer analytics will allow the enterprise to personalize communication, segment audiences more effectively, and increase loyalty by offering relevant and timely interactions.

Additionally, the thesis proposes improvements in distribution and sales channels, including strengthening cooperation with partners, expanding market presence through online platforms, and optimizing logistics processes. These measures aim to increase the efficiency of product delivery, reduce operational costs, and ensure broader access to target audiences. The economic analysis confirms the financial feasibility of the recommended initiatives, demonstrating that their implementation will lead to increased revenue, enhanced operational efficiency, and improved profitability indicators.

Finally, the overall results of the study demonstrate that the modernization of marketing policy is not only a strategic necessity but also an important driver of sustainable competitive advantage. By adopting integrated communication strategies, enhancing digital capabilities, and improving customer orientation, the enterprise will be able to respond more effectively to market changes, build stronger relationships with consumers, and ensure stable long-term growth. The recommendations presented in this thesis offer a practical and well-founded set of tools for improving the company's marketing activities and serve as a basis for further strategic development.

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## **APPENDICES**

Appendix A.1 – Certificate of participation in the II International Scientific and Practical Internet Conference «The Revolution of Creative Industries: How Marketing and Management Create the Future», Khmelnytskyi (October 23-24, 2025)



**СЕРТИФІКАТ**  
ЗАСВІДЧУЄ, ЩО

№ 087-2025

**TINASHE CHAMUNORWA**  
БРАВ УЧАСТЬ

У ІІ МІЖНАРОДНІЙ НАУКОВО-ПРАКТИЧНІЙ ІНТЕРНЕТ-КОНФЕРЕНЦІЇ  
«РЕВОЛЮЦІЯ КРЕАТИВНИХ ІНДУСТРІЙ: ЯК МАРКЕТИНГ І  
МЕНЕДЖМЕНТ СТВОРЮЮТЬ МАЙБУТНЄ»

**ВОЛОДИМИР ЗОВК**  
ДИРЕКТОР ІНСТИТУТУ  
МЕНЕДЖМЕНТУ І МАРКЕТИНГУ  
ХАРКІВСЬКОГО НАЦІОНАЛЬНОГО  
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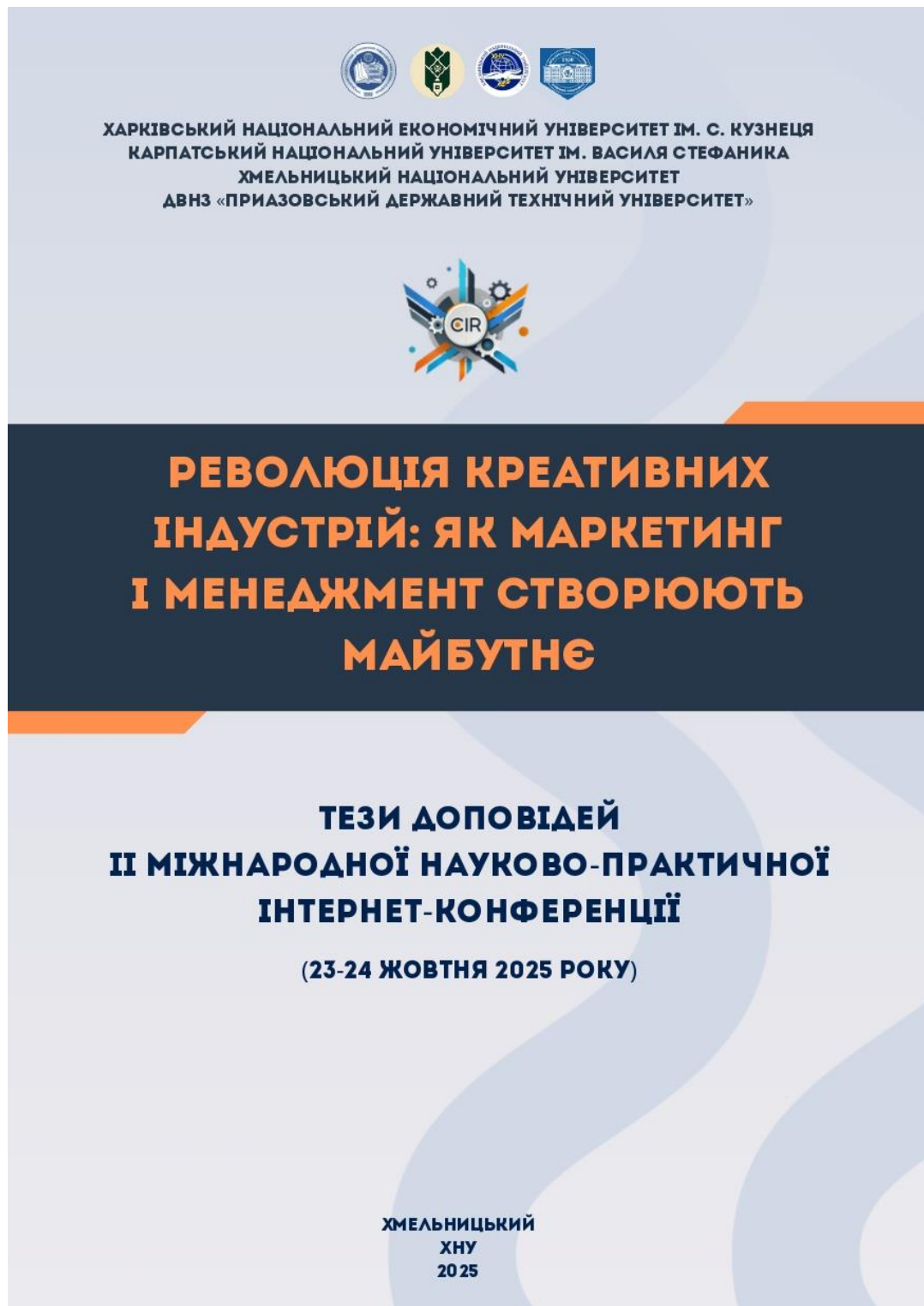
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ІМЕНІ ЯКОБА ФІШЕВІЧУКА

**ВІТАЛІЙ КАРПЕНКО**  
ДЕКАН ФАКУЛЬТЕТУ  
ЕКОНОМІКИ І ПРАВА  
ХМЕЛНИЦЬКОГО НАЦІОНАЛЬНОГО УНІВЕРСИТЕТУ

**ВАЛЕРІЯ КОЛОСОВ**  
ДИРЕКТОР ІНСТИТУТУ ЕКОНОМІКИ,  
МЕНЕДЖМЕНТУ ПІЛІСЬКОГО ДЕРЖАВНОГО  
ТЕХНІЧНОГО УНІВЕРСИТЕТУ

23-24 ЖОВТНЯ, 2025

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Combining quantitative and qualitative indicators allows a comprehensive evaluation of both economic and communicative effectiveness.

Marketing strategy is a system-forming element of enterprise management. Its success depends on alignment with the company's general strategy, adaptability, and ability to deliver customer value. Continuous improvement of marketing strategy is a prerequisite for competitiveness, especially under conditions of digital transformation and rapidly changing market dynamics.

Integrating traditional strategic analysis methods with digital marketing tools, CRM systems, and big data analytics creates new opportunities for sustainable enterprise growth and market resilience.

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### **INCREASING THE EFFECTIVENESS OF THE MARKETING POLICY OF A TRADING ENTERPRISE (ON THE EXAMPLE OF LLC «LITMA»)**

In the conditions of growing competition in the consumer market, an important factor in the stable development of an enterprise is an effective marketing policy. It determines the level of sales, consumer loyalty, brand image, and the company's ability to adapt to changes in the market environment.

LLC «Litma» is a trade and manufacturing enterprise that sells a wide range of products through its own branded store located in the city center. The basis of its activity is the principles of quality service, assortment diversity, and customer orientation. However, in the current competitive market environment, there is a need to improve the marketing policy, particularly in the areas of communication, pricing, and digital presence.

The purpose of the study is to identify ways to increase the effectiveness of the marketing policy of LLC «Litma», taking into account modern trends in trade development and consumer behavior.

Marketing policy is a system of decisions that determines methods of promotion, assortment formation, pricing, choice of distribution channels, and communication with the target audience. Its main components are product, price, distribution, and communication policies, which must function in a coordinated manner to achieve the strategic goals of the enterprise.

An effective marketing policy is based on the following principles:

- market segmentation and clear definition of target consumer groups;
- customer orientation and building long-term relationships;
- integration of marketing tools (advertising, PR, sales promotion, digital marketing);
- analytical approach to decision-making.

For trade enterprises such as LLC «Litma», marketing policy should take into account not only internal resources but also the external environment – changing consumer demands, the development of e-commerce, competitor activity, and the growing role of brand and reputation.

LLC «Litma» sells consumer goods through its branded store in the city center, ensuring a stable flow of customers and increased brand recognition. The main components of the company's marketing policy are: product policy focused on quality and practicality, formation of a flexible assortment according to seasonal demand; price policy with a moderate price level and periodic use of promotions, discounts, and loyalty programs for regular customers; distribution policy focused on physical store sales, participation in fairs and local trade events; communication policy implemented through traditional promotion methods (window displays, flyers, word-of-mouth).

Despite the effectiveness of classical approaches, market analysis shows that consumers are increasingly moving into the online space, where purchasing decisions are made. Therefore, the improvement of LLC «Litma's» marketing policy should be based on combining traditional and digital interaction channels. One of the key directions of improvement is the creation of the company's digital presence. This involves maintaining official pages on social networks (Facebook, Instagram), where new products, promotions, and shopping tips can be published; using Google Business Profile to improve the store's visibility in search engines; introducing electronic customer reviews and conducting online surveys to study satisfaction.

Such tools will help increase brand awareness of «Litma» and expand its audience. To maintain competitiveness, the company should implement demand analysis by product categories, identify leading products and those that need renewal. The use of dynamic pricing elements (e.g., seasonal promotions, special holiday offers) will increase sales volume and average check size.

The communication component should be systematic and integrated. It is advisable to use:

- content marketing – publishing useful materials for customers («how to choose quality goods», «seasonal trends»);
- partnership promotions with other local enterprises (for example, joint discount programs);
- socially responsible initiatives – supporting school or cultural events in the city, which forms a positive image.

An important component of increasing efficiency is the creation of a loyalty program for regular customers – cumulative bonuses, birthday discounts, and personalized offers. This will help strengthen long-term relationships between the customer and the brand.

The implementation of the proposed directions will allow LLC «Litma» to increase brand awareness among city residents, expand its target audience through online promotion, improve communication with consumers, ensure growth in sales volume and customer loyalty, and form a modern, competitive image of a trading enterprise.

Thus, the improvement of marketing policy should become for LLC «Litma» not a one-time step but a continuous process that combines analytics, creativity, and customer orientation.

Marketing policy is a key tool of strategic management of a trading enterprise, determining its competitiveness and development. For LLC «Litma», which has a positive image and a stable customer base, the relevant task is the digital transformation of marketing processes. Improving marketing policy involves the introduction of digitalization tools, the development of communication with the target audience, flexible pricing, and increasing customer loyalty. The implementation of these directions will strengthen the enterprise's position in the local market, improve the efficiency of its activities, and ensure sustainable development under modern competition.

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### КОНЦЕПТУАЛЬНІ ЗАСАДИ HR-МАРКЕТИНГУ В СУЧАСНИХ УМОВАХ

Сучасний етап розвитку економічних відносин створює нові умови для функціонування вітчизняних підприємств, які постійно працюють над зміцненням своїх потенційних можливостей виробництва якісної продукції. Для успішного конкурування на внутрішньому та зовнішньому ринках, вітчизняні виробники повинні виважено будувати свою маркетингову політику і виробляти ту продукцію, яку прагне отримувати споживач. У такому разі одним з головних орієнтирів функціонування вітчизняних