

KHMELNYTSKYI NATIONAL UNIVERSITY
FACULTY OF ECONOMICS AND MANAGEMENT
DEPARTMENT OF MARKETING

QUALIFICATION WORK (DIPLOMA THESIS)

Improving the brand management of the enterprise
on the basis of marketing
(based on the materials of «Roshen Podillya» LLC)

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

Code: QuWMR.023024.01

Prepared by:

Second-year Master's student
Group MRmin-23-1

SU.ZHENNING

SU ZHENNING

Supervisor:

PhD in Economics, Associate Professor

ZINAIDA

ZINAIDA
ANDRUSHKEVYCH

Regulatory Officer:

PhD in Economics, Associate Professor

SVITLANA

SVITLANA
RESHMIDILOVA

Admitted to the defense:

Head of the Department of Marketing
PhD in Economics, Associate Professor

IRYNA


IRYNA
ZAKRYZHEVSKA

Khmelnyskyi, 2025

KHMELNYTSKYI NATIONAL UNIVERSITY

Faculty of Economics and Management
Department of Marketing
Higher education level: second (master's)
Field of study: 07 Management and Administration
Programme subject area: 075 Marketing
Educational program: educational-professional "Marketing"

APPROVED

Head of the Department 
PhD in Economics, Associate Professor
Iryna Zakryzhevska
« 20 » January 2025

ASSIGNMENT
FOR THE QUALIFICATION WORK (DIPLOMA THESIS)
SU ZHENNING

(Student's surname, first name)

1. Thesis topic: Improving the brand management of the enterprise on the basis of marketing (based on the materials of «Roshen Podillya» LLC)

Supervisor: Zinaida Andrushkevych, PhD in Economics, Associate Professor
Surname, first name, academic degree, academic title

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

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

3. Initial data for the work: Analytical and marketing materials of «Roshen Podillia» LLC, statistical data from the State Statistics Service of Ukraine, scientific publications by Ukrainian and international scholars, corporate reports, materials from scientific-practical conferences, and analytical reviews of the confectionery market.

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

1. Theoretical approaches to enterprise brand management based on marketing principles.
2. Analytical study of «Roshen Podillia» LLC's activities in the Ukrainian confectionery market. 3. Development of measures to improve the brand management of «Roshen Podillya» LLC on the basis of marketing.

5. List of graphic material (with indication of mandatory drawings): Approaches to enterprise brand management and the scholars who substantiate them. Marketing tools for brand building and promotion. Classification of marketing tools for enterprise brand management. Classification of the main segments of the Ukrainian confectionery market. SWOT-analysis of the confectionery market of Ukraine. Characteristics of the confectionery factories of TM «Roshen». Key technical and economic indicators of «Roshen Podillia» LLC in 2022-2024. Characterization of the brand management policy of «Roshen Podillya» LLC. Key areas of improvement of the digital brand of «Roshen

Podillia» LLC. Recommendations for improving brand management at «Roshen Podillya» LLC based on marketing principles

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

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

7. Date of issue of the task 20.01.2025

TIMETABLE

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

Student SU ZHENNING SU ZHENNING
Signature Surname, first name

Supervisor Zinaida ANDRUSHKEVYCH Zinaida ANDRUSHKEVYCH
Signature Surname, first name

ABSTRACT

of the qualification work (diploma thesis) of the master
Improving the brand management of the enterprise on the basis of marketing
(based on the materials of «Roshen Podillya» LLC)
Student of the group MRmin-23-1 SU ZHENNING
Scientific advisor: PhD in Economics, Associate Professor
ZINAIDA ANDRUSHKEVYCH

Total volume of work: 87 pages, 10 tables, 14 figures, 1 appendice, 50 references.

List of keywords: BRAND MANAGEMENT, «ROSHEN PODILLIA» LLC, CONFECTIONERY MARKET, MARKETING STRATEGY, DIGITAL ENVIRONMENT, CORPORATE SOCIAL RESPONSIBILITY, BRAND IDENTITY, UKRAINE.

In the first section, the study analyzes the theoretical foundations of enterprise brand management based on marketing principles. It examines classical and modern approaches to branding, emphasizing the strategic role of marketing in shaping brand value, recognition, and consumer loyalty in a competitive market environment.

The second section presents an analytical overview of the Ukrainian confectionery market and provides an in-depth evaluation of the performance of «Roshen Podillia» LLC. This includes an assessment of current market conditions and trends, general economic indicators, and a detailed characterization of the company's brand management policy. The section also investigates how the brand is positioned in the regional market and identifies internal and external factors influencing its image and competitiveness.

The third section focuses on the development of a set of practical marketing-based measures to improve the brand management of «Roshen Podillia» LLC. These measures address key challenges in digital brand positioning, refining customer loyalty programs, and community engagement. The proposed improvements aim to strengthen the company's online presence, foster environmental responsibility in brand communication, and develop social initiatives that reinforce brand identity and stakeholder trust.

The recommendations developed in the study were presented for implementation to improve the brand management system of «Roshen Podillia» LLC and enhance its strategic market positioning.

Signature SU.ZHENNING

Date 23.05.20025

Contents

	C.
Intro	5
1 Theoretical approaches to enterprise brand management based on marketing principles	9
Conclusions to the first section	20
2 Analytical study of «Roshen Podillia» LLC’s activities in the Ukrainian confectionery market	22
2.1 Current state and development trends of the confectionery market in Ukraine	22
2.2 General characteristics and analysis of the technical and economic indicators of «Roshen Podillia» LLC	31
2.3 Characterization of the brand management policy of «Roshen Podillya» LLC	41
Conclusions to the second section	47
3 Development of measures to improve the brand management of «Roshen Podillya» LLC on the basis of marketing	49
3.1 Development of measures to improve the brand management of «Roshen Podillia» LLC in the digital environment	49
3.2 Refining customer loyalty programs as a brand management instrument at «Roshen Podillya» LLC	55
3.3 Building brand identity through social initiatives	61
Conclusions to the third section	76
Conclusions	68
List of reference sources	73
Appendixes	80

Introduction

In the current conditions of the competitive confectionery market, the brand plays a key role in shaping consumer preferences, ensuring product recognition, and creating long-term value for the enterprise. Effective brand management not only helps consolidate a company's market position but also fosters an emotional connection with consumers, which is critically important in the segment of impulse goods, such as confectionery products. Amid growing competition, assortment expansion, and shifting consumer priorities, the marketing-based brand management strategy becomes a powerful tool for ensuring the sustainable development of the enterprise.

The relevance of the topic is determined by the need to improve brand management efficiency in a constantly changing market environment, the growing role of emotional and value-based brand characteristics in consumer product choices, as well as the high saturation and dynamism of the confectionery market. The modern consumer expects not only a high-quality product but also an authentic brand that aligns with their values, lifestyle, and aesthetic preferences. This creates the need to develop and implement marketing approaches to brand management that take into account the behavioral characteristics of target audiences, the influence of digital communication channels, and the importance of brand social responsibility. Studying this topic will help identify practical tools and conceptual foundations for improving the brand strategy of an enterprise in the confectionery production sector.

Various aspects of brand formation, management, and transformation in the context of the dynamic confectionery market have been studied by both domestic and foreign scholars. Among them, the works of A. Danilyuk, N. Dubovyk, L. Kychenko, T. Yankovets, A. Dembytska, M. Lyshenko, K. Yahelska, and D. S. Fayvyshenko, as well as international researchers such as D. Aaker, F. Kotler, S. Budiman, B. Ibrahim, M. Nuseir, and T. Samarah, deserve special mention. Their research covers a wide range of issues, including brand management, digital

branding, emotional brand positioning, the impact of social media on brand loyalty, and the role of branding in ensuring sustainable enterprise development.

Despite the substantial theoretical coverage of the topic, the current transformation of markets and consumer behavior, the growing need for brands to adapt to digital trends, and the increasing emphasis on emotional brand value and social responsibility underscore the necessity for renewed research. This is especially relevant for enterprises operating in the Ukrainian confectionery market, such as Roshen Podillya LLC, which aim to maintain their market positions while improving branding tools under the conditions of competition and war.

Therefore, further research into theoretical, methodological, and practical approaches to enterprise brand management based on marketing principles is highly relevant. It will facilitate the development of effective tools for brand growth focused on values, digitalization, and long-term consumer loyalty. These considerations have determined the choice of the topic for this master's qualification thesis, as well as its purpose, object, and subject of research.

The purpose of the master's thesis is to substantiate the theoretical foundations and develop practical measures for improving enterprise brand management based on marketing principles, taking into account the conditions of the confectionery market, the influence of digital transformation, the growing importance of customer orientation, and the increased need for brand differentiation.

To achieve this goal, the following objectives were set:

- to analyze theoretical approaches to enterprise brand management based on marketing principles;
- to conduct an analytical study of the activities of «Roshen Podillia» LLC in the Ukrainian confectionery market;
- to characterize the brand management policy of «Roshen Podillia» LLC;
- to develop a set of measures aimed at improving the brand management of «Roshen Podillia LLC» based on marketing principles.

The object of the research is the brand management processes of the enterprise within the confectionery market.

The subject of the research is the theoretical and methodological foundations and practical tools for improving enterprise brand management based on marketing principles, using the example of «Roshen Podillia» LLC.

The theoretical basis of the master's qualification work includes the scientific works of domestic and foreign researchers on brand management, marketing strategy, consumer behavior, and competitive positioning, as well as relevant legal and regulatory acts of Ukraine and international branding standards.

The research methodology involves the use of general scientific and specialized methods, such as system analysis, marketing diagnostics, SWOT analysis, comparative and benchmarking analysis, graphic and tabular methods, expert evaluations, and generalization. Data processing and visualization were conducted using modern digital tools and software.

The informational base of the research included analytical and marketing materials of «Roshen Podillia» LLC, statistical data from the State Statistics Service of Ukraine, scientific publications by domestic and international scholars, corporate reports, materials from scientific-practical conferences, and analytical reviews of the confectionery market.

The scientific novelty of the master's qualification thesis lies in the development and justification of a system of brand management measures for a confectionery enterprise, grounded in modern marketing approaches. The proposed model enhances the strategic positioning of the brand through the integration of digital promotion tools, the development of customer loyalty programs, and the implementation of customer-centered communication channels. Based on the case of «Roshen Podillia» LLC, the study introduces a conceptual framework for improving brand perception and building emotional brand value in a highly competitive market environment.

The practical significance of the research results lies in the development and substantiation of a comprehensive set of marketing measures aimed at enhancing the brand management system of «Roshen Podillia» LLC. These measures encompass three key areas: digital transformation, optimization of customer loyalty programs,

and activation of social initiatives. Specifically, the implementation of an integrated digital strategy will enhance the brand's online presence; the use of personalized loyalty programs will strengthen customer relationships; and the execution of regional social projects will deepen the emotional connection with the target audience. The application of these measures will improve brand recognition, bolster consumer loyalty, and strengthen the company's competitive position in the confectionery market.

The main provisions of the research were presented and discussed during the XIX International Scientific and Practical Conference «Marketing Technologies in the Context of European Integration Processes», December 19-20, 2024, Khmelnytskyi: KHNU (Appendix A).

Based on the research results, a scientific paper was published with a total volume of 0,5 printed sheets [49].

The master's qualification thesis, comprising 87 pages, consists of an introduction, three chapters, conclusions, a list of 50 references, and one appendix. The work includes 14 figures, 10 tables, and analytical calculations.

1 Theoretical approaches to enterprise brand management based on marketing principles

In the context of global market development, the brand acquires a multidimensional significance: it serves not only as a means of product or service identification, but also as a strategic communication tool with the audience, an element of corporate identity, and a factor of consumer trust. Contemporary academic research interprets the brand as a complex system that encompasses both tangible and intangible components – such as symbolism, values, perceptions, consumer experience, and emotional engagement.

According to the definition by Philip Kotler, a brand is interpreted as a company's promise to deliver expected product or service quality, aimed at fostering consumer trust [21].

I. Lysenko and A. Ponomarenko emphasize the brand's function as a navigational tool that simplifies consumer choice among numerous alternative offerings [27].

In Ukrainian academic discourse [7; 10; 21; 27; 31; 46], several key approaches to understanding the essence of a brand have been formed:

- the brand is viewed as a combination of sign-symbolic systems and cognitive representations in the consumer's mind;
- emphasis is placed on the combination of legally protected elements with emotional characteristics;
- the brand is seen as playing a role throughout the entire product life cycle, serving as a tool for maintaining long-term customer relationships;
- the brand is defined as a strategic guideline that determines the directions of enterprise development;
- the financial value of the brand is emphasized as an intangible asset that influences the capitalization of the business.

Thus, the synthesis of various scholarly perspectives allows the brand to be regarded as a dynamic, multi-vector category that integrates economic, marketing, legal, psychological, and communicative dimensions. Its strategic significance lies in the ability to generate long-lasting associations, foster customer loyalty, and provide the enterprise with sustainable competitive advantages in the long run.

The deepening of scholarly understanding of the nature of a brand is accompanied by the development of conceptual approaches to its management. From the standpoint of modern marketing, a brand is considered a valuable asset that requires strategic coherence, flexibility, and continuous adaptation to changes in the consumer environment. The theoretical substantiation of brand management makes it possible to distinguish several key approaches, each of which focuses on a specific aspect of brand value creation and maintenance.

One of the most widespread is the classical approach, which emphasizes the management of a brand's visual identity. The brand image is shaped through such elements as the name, logo, color scheme, corporate style, typography, and other attributes that ensure recognizability in the marketplace. The goal of this approach is to create a stable and unambiguous perception of the brand, associated with quality, reliability, and professionalism. Typical tools of the classical approach include a brand book, standardized positioning, and formalized communication templates [7; 36].

Another important perspective is the emotional approach, which centers on fostering an emotional bond with the brand. This approach involves not only the creation of a rational brand image but also the development of a strong emotional connection with the target audience. By employing storytelling, associative visuals, socially oriented initiatives, and value-driven messages, the brand transforms into a symbol of a certain lifestyle or even becomes integrated into the consumer's personal identity. The capacity to generate emotional resonance is considered a critical determinant of the brand's long-term success [5; 13].

While the emotional approach is based on intuitive perception, the functional approach, by contrast, operates through rational criteria of consumer choice. It

focuses on the practical value of the brand, including product quality, reliability, innovativeness, convenience, and cost-effectiveness. Key tools in this approach include the development of a unique selling proposition (USP), product quality certification, and an emphasis on technical characteristics that provide a competitive advantage [36].

Another relevant perspective is the customer-oriented approach, which arose from the growing necessity to understand consumer expectations and behavior more deeply. Within this framework, the brand is seen as the outcome of personalized interactions with customers, facilitated by the implementation of CRM systems, analysis of customer data, loyalty initiatives, and personalization technologies. The core idea is that the brand's success is determined by the value perceived by the consumer, and therefore, brand strategy should be fundamentally aligned with the interests and needs of the end user [32; 40; 46].

The development of omnichannel communication has led to the formation of the integrated approach, which is based on the combination of all available communication tools – both offline and online. This includes the synchronization of advertising, public relations, digital channels, events, partnerships, and in-store branding. Such coordination ensures consistent brand positioning and increases audience reach through unified content, visual style, and communication tone [15; 44].

Further elaborating a holistic view of brand management, scholars have introduced the systemic approach, which regards the brand as a complex multi-level construct. It encompasses both external components (such as positioning, reputation, and image) and internal dimensions (such as company values, corporate culture, employee behavior, and leadership style). A systemic understanding implies the integration of the brand into all functional subsystems of the enterprise and ensures sustainable brand development through the alignment of strategic and tactical decisions.

Completing the spectrum of contemporary brand management concepts is the digital approach, which reflects the transformation of branding practices in the

context of an evolving digital environment. Brand management in the online space involves the application of digital communication channels, consumer behavior analytics, mobile platforms, and automated services. Key tools include SEO optimization, social media marketing (SMM), email campaigns, mobile apps, chatbots, personalized scripts, and CRM systems. These instruments enable brands to promptly respond to consumer behavior, develop flexible communication strategies, and achieve a high level of audience engagement [15; 21; 23].

The synthesis of modern scholarly approaches to enterprise brand management allows for the systematization of key brand management vectors based on criteria such as focus of influence, instrumental toolkit, and theoretical justification. The corresponding typology is presented in Table 1.1.

Table 1.1 – Approaches to enterprise brand management and the scholars who substantiate them

Approach	Core branding characteristics	Typical tools
Classical	Identity, visual integrity, standardization	Logo, brand book, corporate style, positioning
Emotional	Emotions, symbolism, lifestyle, narratives	Storytelling, brand characters, social engagement
Functional	Rational value, quality, innovativeness	USP, demonstration of benefits, certification
Customer-Oriented	Personalization, interaction, loyalty	CRM systems, customer satisfaction studies, loyalty programs
Digital	Online interaction, omnichannel presence, analytics	SEO, SMM, chatbots, email marketing, mobile applications

Source: compiled by the author based on [5; 13; 15; 16; 21; 23; 44; 47]

Analysis of the approaches summarized in Table 1.1 demonstrates the multidimensional nature of brand management within the contemporary marketing environment. Each of the outlined frameworks – classical, emotional, functional, customer-oriented, and digital – emphasizes different facets of the brand, ranging from visual identity to emotional engagement and behavioral interaction with

consumers. Theoretical justification of these approaches enables the development of an adaptive brand strategy tailored to market specifics and target audience characteristics. The most effective results are generally achieved through the integration of multiple approaches, which ensures consistent, personalized, and omnichannel brand positioning in the context of digital transformation.

Brand management in the modern marketing context is viewed as a complex, multifactorial process grounded in the strategic deployment of a system of tools aimed at creating unique positioning, coherent communication, and a lasting emotional connection with the customer. Within the framework of brand management optimization, the selection of a relevant set of marketing instruments becomes crucial for achieving both effective product promotion and the enhancement of the brand's emotional capital.

The analysis of scholarly literature and applied concepts provides grounds for classifying marketing tools for brand management according to their functional purpose, implementation channels, brand life cycle stages, and level of personalization [5; 15; 16; 44]. The key tools that ensure the comprehensive operation of a brand include brand positioning, brand identity systems, image and PR communications, loyalty programs, content strategies, CRM technologies, and digital interaction formats (Figure 1.1).

One of the fundamental tools of brand management is brand positioning, which involves clearly articulating the brand's place in the market and in the perception of the target audience. Effective positioning highlights the brand's unique characteristics that distinguish it from competitors, reduce price sensitivity, and establish a consistent perception of the brand as a carrier of specific value.

Another essential component is brand identity, which includes visual, verbal, and semiotic elements such as the logo, corporate colors, slogan, typography, and packaging design. This identity serves not only as a tool for brand recognition but also as a fundamental platform for conveying the brand's values consistently across all points of interaction with the audience.

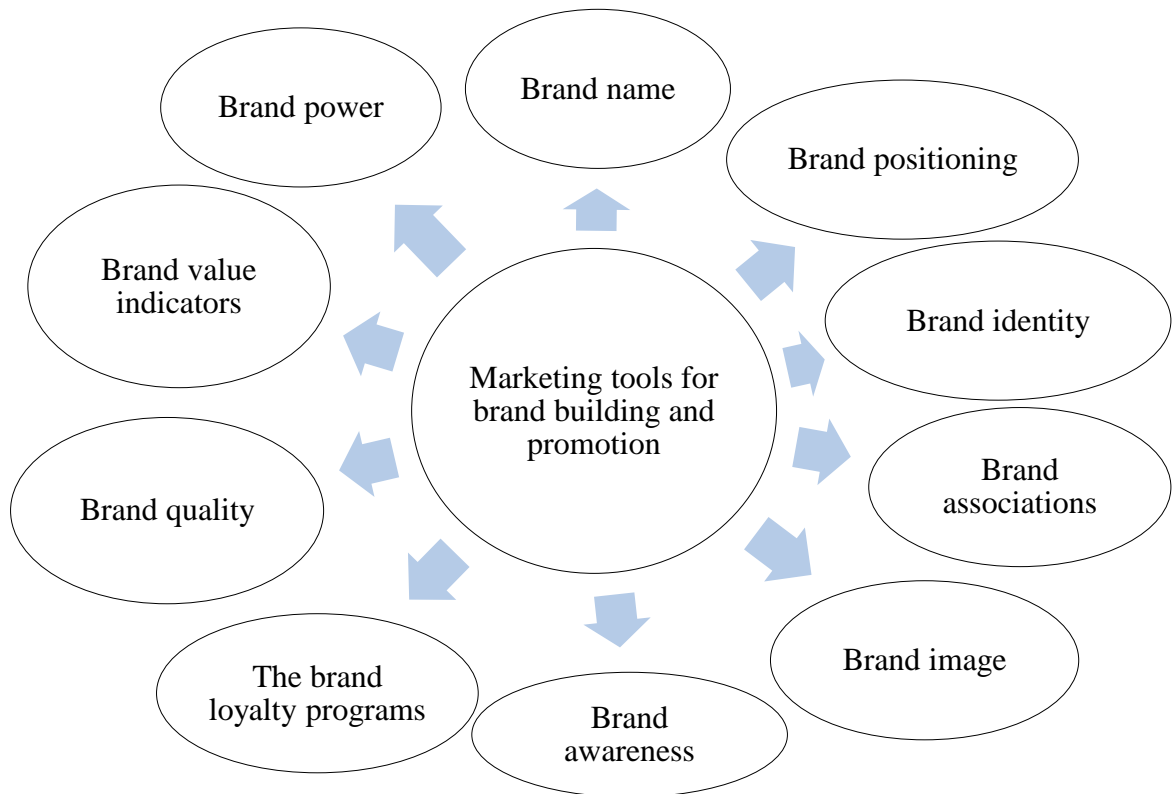


Figure 1.1 – Marketing tools for brand building and promotion

Source: compiled by the author based on [5; 7; 10; 13; 15; 16; 20; 21; 23; 36; 44; 47]

Brand image management represents a critical aspect of branding, encompassing both public perception and reputational context. The brand's image is shaped by communication policies, service quality, media presence, and participation in social initiatives. Effective public relations (PR) strategies can significantly enhance brand reputation, particularly in crisis communication scenarios.

An integrated communication strategy involves the use of ATL (above-the-line), BTL (below-the-line), and TTL (through-the-line) marketing tools – including advertising, promotional campaigns, direct marketing, event branding, and co-branded activities – which contribute to consistent brand messaging for both broad and segmented audiences. Alignment in stylistic elements, messaging, and visual content enhances engagement and fosters trust in the brand.

Current marketing conditions necessitate the implementation of content marketing, which entails the creation and distribution of relevant, valuable, and

engaging content that serves informational, entertaining, or educational purposes. This includes blog articles, videos, podcasts, and thematic social media posts. Content plays a vital role in sustaining interest in the brand, its values, and its aesthetics [13; 47].

Another important tool is the implementation of customer loyalty programs, aimed at fostering long-term relationships with consumers. Such programs can take the form of point accumulation systems, discount cards, membership clubs, or personalized incentives. These mechanisms encourage repeat purchases by providing added value, with studies indicating that a significant majority of consumers are more likely to remain loyal to brands that offer clear, tangible benefits for ongoing engagement [32; 40].

CRM systems serve as the foundation for automating customer interactions, collecting and analyzing consumer behavior data. These tools enable brands to generate personalized offers, manage conversion rates, and improve service quality.

In the digital age, an increasingly significant role is played by digital tools that facilitate brand communication through online channels. These include social media marketing (SMM), search engine optimization (SEO), email marketing, mobile applications, chatbots, and web analytics. The use of such tools ensures responsiveness, accurate targeting, real-time feedback, and measurable outcomes [15; 44].

The selection and combination of branding tools are closely linked to the brand's development stage, requiring strategic adaptation over time. In the creation phase, the emphasis is placed on defining positioning, developing visual identity, and launching initial advertising campaigns to build awareness. As the brand transitions into the growth stage, the focus shifts toward content strategy, engagement through social media platforms, and influencer marketing to expand reach and strengthen emotional connections with the audience. During the maturity phase, attention is redirected to customer retention efforts and periodic renewal of value propositions to sustain relevance and competitiveness. In the transformation

stage, rebranding, repositioning, and digital modernization become essential to respond to changing market dynamics and consumer expectations.

The most effective branding practices involve a synergistic use of these tools within a unified marketing strategy. Brands that successfully integrate communication channels with CRM systems and consumer data analytics are more likely to achieve higher rates of repeat purchases, enhanced customer loyalty, and sustained market trust.

Brand management is implemented through a structured set of marketing tools that span all stages of consumer interaction – from identity formation to loyalty stimulation and performance monitoring. A structured overview of these tools is presented in Table 1.2.

Table 1.2 – Classification of marketing tools for enterprise brand management

Area of influence	Marketing tools	Core functions	Implementation examples
1	2	3	4
Brand identification	Name, logo, slogan, corporate style	Creating visual recognition and consistent brand image	Brand book, visual identity, packaging design
Positioning	USP formulation, segmentation, brand strategy	Defining the unique market position in the consumer's perception	Positioning matrix model, competitor analysis
Audience communication	Advertising, PR, event marketing, influencers	Informing, image formation, customer engagement	ATL/BTL/TTL campaigns, media presence
Emotional engagement	Storytelling, brand values, symbolism	Building emotional attachment and trust	Social initiatives, brand characters
Content interaction	Content marketing, blogging, videos, podcasts	Building expertise, generating interest in the brand	YouTube channels, expert articles
Digital channels	SMM, SEO, email marketing, chatbots, mobile apps	Personalized communication, interactivity, omnichannel presence	Instagram, Telegram, Google Ads, Viber bots

End of Table 1.2

1	2	3	4
Analytics and optimization	CRM systems, traffic analytics, behavioral analysis	Studying customer behavior, adapting strategies	Google Analytics, Power BI, Poster, Ringostat
Customer retention	Loyalty programs, bonuses, personalized offers	Retaining clients, stimulating repeat purchases	Cashback systems, QR cards, personalized promotions
Reputation management	Reviews, crisis management, handling negative feedback	Maintaining a positive brand image	Collaboration with opinion leaders, social media moderation
Brand development	Rebranding, repositioning, brand portfolio expansion	Market adaptation, value renewal, increased brand awareness	New products under the brand, style updates

Source: compiled by the author based on [5; 7; 10; 13; 15; 16; 20; 21; 23; 36; 44; 47]

As evidenced by the data in Table 1.2, marketing tools for brand management constitute a multi-layered system of consumer influence, encompassing visual-communicative, functional, and emotional-behavioral elements. The effectiveness of these tools depends on the enterprise's ability to integrate classical branding approaches with digital interaction channels, enabling the formation of a holistic, consistent, and personalized brand perception. Such integration not only enhances brand recognition but also fosters deep emotional engagement, stable customer loyalty, and brand adaptability in dynamic market conditions.

The advancement of digital technologies has significantly transformed traditional branding paradigms by emphasizing interactivity, omnichannel communication, and personalization. In the current market environment, the brand no longer functions solely as a symbol or identifier – it has evolved into a dynamic communicative system that facilitates continuous interaction with consumers, conveying the company's mission, values, style, and unique market proposition. This aspect is particularly relevant in the context of enhancing brand management strategies among enterprises actively responding to contemporary digital challenges [5; 13; 15; 39; 44].

The digital era has given rise to a new type of consumer – mobile, well-informed, and highly critical of the quality of brand interactions. As a result, traditional one-way communication channels are losing their effectiveness, while technologically rich and flexible forms of digital presence are becoming increasingly important. Enterprises are compelled to revisit their branding strategies, integrating digital tools into every stage of customer engagement.

Brand management in a digital context is not merely the application of technological platforms, but rather the development of a philosophy of dialogue, value-based openness, and responsiveness to shifting customer expectations.

Modern brand management, adapted to the digital environment, is characterized by a set of key features:

- interactivity – communication between the brand and consumers occurs in a two-way format, enabling companies to promptly respond to feedback and adjust the content and form of their messaging accordingly;

- omnichannel presence – ensuring a consistent and uninterrupted brand experience across multiple platforms (websites, mobile applications, social networks, marketplaces) with unified communication style and brand identity;

- automation – the application of CRM systems, chatbots, email workflows, push notifications, and other marketing automation tools for personalized communication with customers;

- content-centricity – the development of valuable, relevant, and emotionally engaging content that conveys brand values, builds trust, and encourages interaction (e.g., infographics, videos, podcasts, brand storytelling);

- analytical orientation – the integration of analytics systems to measure the effectiveness of brand activities using metrics such as CTR (Click-Through Rate), CAC (Customer Acquisition Cost), NPS (Net Promoter Score), and CLV (Customer Lifetime Value), facilitating data-driven decision-making.

A structured overview of brand management tools in the digital environment is provided in Table 1.3.

Table 1.3 – Brand management tools in the digital environment

Category of tools	Functional purpose	Examples of implementation
Proprietary digital platforms	Centralized brand presence in the digital space	Corporate website, mobile application
Social media (SMM)	Community building, audience engagement	Facebook, Instagram, TikTok, LinkedIn
Content marketing	Development of value-driven content for diverse audiences	Blogs, videos, podcasts, branded publications
CRM and analytics	Optimization of communication, personalization, segmentation	Google Analytics, HubSpot, Poster CRM
Automated communications	Scaling personalized brand-consumer interaction	Email campaigns, chatbots, push notifications

Source: compiled by the author based on [5; 13;15; 21; 23; 39; 44; 47]

Brand management in the digital environment provides enterprises with a range of strategic advantages, including:

- high speed of message dissemination in the market;
- the ability to precisely target audiences based on behavioral, demographic, and psychographic criteria;
- instant response to changes in consumer behavior;
- optimization of marketing expenditures through more effective campaign planning;
- the formation of an open and transparent brand reputation through public engagement;
- enhanced customer loyalty driven by personalized communication experiences.

The conducted analysis indicates that digital transformation has significantly influenced brand management approaches, shifting the focus from one-way communication to multichannel, interactive, and personalized engagement with consumers. In the contemporary marketing environment, a brand no longer functions merely as a product or service identifier – it evolves into a comprehensive communication platform that fosters emotional connection, strengthens loyalty, and builds trust in the company.

The integration of digital tools – such as social media marketing (SMM), customer relationship management (CRM) systems, content marketing, automated services, and analytics – enables brands to adapt flexibly to changes in consumer behavior, enhance communication efficiency, and achieve sustainable competitive positioning. These digital branding strategies become particularly effective when combined with the PESO model, which systematically leverages paid, earned, shared, and owned media resources.

Thus, the improvement of enterprise brand management under digital transformation requires a strategic vision, technological agility, and a value-driven approach to consumer interaction. This combination is essential for increasing marketing effectiveness and ensuring the long-term development of the corporate brand.

Conclusions to the first section

As a result of the theoretical analysis, it has been established that in the context of the modern economy, a brand represents a multifaceted intangible asset that encompasses elements of visual identity, value-based attributes, emotional perception, and communicative interaction with the consumer. Its essence lies not merely in product or company identification, but in a complex marketing phenomenon formed in the consumer's mind through experience, associations, trust, and relationships.

Within contemporary brand management, several conceptual approaches to brand governance have been identified, including classical, emotional, functional, customer-oriented, integrated, systemic, and digital. Each emphasizes a distinct aspect of brand building – from ensuring visual recognizability to creating personalized customer experiences. The most effective strategy is recognized as the

integration of multiple approaches, which allows for the formation of a stable brand presence under conditions of intense market competition.

Brand management is based on the comprehensive application of a corresponding set of marketing tools, such as positioning, identity development, public relations, loyalty programs, content strategies, CRM systems, and digital communication channels. It is essential to consider the brand life cycle, which determines the need to adapt tools to the specific stage of brand platform development.

A particularly significant role in improving brand management is played by digital transformation, which alters the principles of consumer interaction. Digital brand management involves multichannel communication, data-driven decision-making, automated customer engagement, and the creation of personalized content. This enables the enhancement of marketing communication effectiveness, the strengthening of emotional ties with the target audience, and the formation of long-term customer loyalty.

Therefore, improving enterprise brand management based on marketing principles requires a synergy of traditional and digital approaches, consumer orientation, systematic brand strategy development, and adaptability to changes in the competitive environment. This model serves as a foundation for the effective development of brand management, particularly in the confectionery production sector.

2 Analytical study of «Roshen Podillia» LLC's activities in the Ukrainian confectionery market

2.1 Current state and development trends of the confectionery market in Ukraine

The confectionery industry of Ukraine represents one of the most dynamic and, at the same time, traditional segments of the national food processing sector. It plays a vital role in satisfying domestic consumer demand as well as in supporting the country's export potential. Over the past decades, the Ukrainian sweets market has evolved under the influence of internal economic transformations, shifts in consumer preferences, and global challenges. Among the latter are the intensifying competition from transnational corporations, the introduction of technological innovations, and, since 2022, the full-scale war, which has significantly affected the industry's production, logistics, and commercial infrastructure.

Despite these challenges, Ukrainian manufacturers continue to demonstrate a high capacity for operational adaptation, modernizing their production facilities, maintaining elevated quality standards, and expanding their international presence. The current stage of market development is characterized by growing demand for innovative, functional, and health-conscious confectionery products, alongside enterprises' attempts to strengthen their positions in foreign markets while remaining attractive within the domestic segment. Nevertheless, the industry is facing a number of structural problems, ranging from logistical complications and inflationary pressures to shortages of specific raw materials.

The objective of this analytical study is to conduct a comprehensive assessment of the current state of Ukraine's confectionery market, to identify key transformation trends, to analyze the competitive landscape, to evaluate the influence of external and internal factors on enterprises' activities, and to propose

potential development directions. The scope of the study includes an analysis of statistical data over the past 3–5 years, production dynamics, the structure of consumption, foreign trade activity, and the operations of leading companies in the sector, taking into account prevailing risks and opportunities.

To structure the key directions of domestic confectionery production, it is appropriate to distinguish three core product categories that form the basis of the market. Each of these segments is characterized by specific technological features, a typical product range, and a group of dominant producers. A general classification of the market is presented in Table 2.1.

Table 2.1 – Classification of the main segments of the Ukrainian confectionery market

Product category	Typical product examples	Main manufacturers	Average market share, %
Flour group	Waffles, cookies, gingerbread, pastries, rolls, cakes	Roshen, Lucas, Poltavakonditer, Delicia	77,8
Chocolate group	Chocolate bars, candy bars, candies containing cocoa	Roshen, Mondelez (Korona), Nestlé (Svitoch), AVK	10,7
Tsukrova Grupa	Caramel, marmalade, marshmallows, halva, oriental sweets	AVK, Zhytomyrski Lasoschi, Konti, Svit Lasoschi	11,5

Source: systematized by the author based on materials from [3; 4; 30; 38; 45]

As of today, the Ukrainian confectionery market demonstrates a stable segmental structure, in which the flour-based product category holds the dominant position. The high share of this segment is primarily driven by the accessibility of raw materials, a broad consumer base, and its substantial weight in terms of production volume. The core of the flour-based category consists of products with a long shelf life, such as wafers, biscuits, rolls, and cakes, which are manufactured both by large enterprises and regional producers.

The chocolate segment ranks second in market significance. It includes high value-added products such as chocolate bars, candy bars, and cocoa-based sweets. Although this category lags behind the flour-based segment in terms of volume, it plays a key role in generating revenue and ensuring the competitiveness of enterprises operating in the mid-range and premium price segments. The leading players in this segment include both national corporations and local branches of international companies.

The sugar-based segment encompasses products made primarily with sugar as the main ingredient, including caramel, toffee, marshmallows, marmalade, halva, and other traditional sweets. This segment maintains a notable market share due to the affordability of its products, established taste preferences, and production flexibility. Manufacturers in this category cater to both domestic consumption and exports, especially in the segment of long-shelf-life affordable confectionery.

Overall, the current market structure reflects a well-established segmentation based on product types, each of which performs a stable functional role. Under martial law and economic uncertainty, this structure remains relevant due to the adaptability of producers and persistent demand across all three categories. Flour-based products prevail in terms of physical volume, whereas chocolate and sugar-based items provide price diversification and cater to different target audiences.

The period from 2022 to 2025 has been marked by significant disruptive factors resulting from military actions in Ukraine. The industry has faced serious challenges, the most critical being disruptions in raw material supply, destruction of logistics infrastructure, declining consumer purchasing power, and energy instability [30].

Despite these circumstances, most enterprises have continued operations, demonstrating a high level of adaptability. Expert estimates indicate that around 20 % of production facilities were forced to reduce output or cease operations entirely due to infrastructure damage or resource losses.

According to analytical reports by Pro Consulting [2; 3], the confectionery sector has preserved its core functionality even under crisis conditions. Key

development vectors, current risks, and the potential for recovery have been identified. Industry experts emphasize the importance of flexible managerial decisions, modernization of production processes, and focusing on foreign markets as the main source of future growth.

In terms of physical output, flour-based products remain the market leader due to their lower cost and stable demand among a broad population segment. In contrast, although chocolate and sugar-based products account for a smaller tonnage, they contribute significantly to the industry's revenue structure. The Ukrainian confectionery market is mature and well-supplied, offering both mass-market products and premium goods [2; 3].

The competitive landscape of Ukraine's confectionery market is characterized by a high level of concentration. Approximately one-third of production is attributed to regional companies, primarily within the biscuit segment, while the remaining volumes are controlled by the largest national corporations [2; 3].

The launch of new production capacities remains a capital-intensive process that requires substantial investment in technology and marketing. Nevertheless, the market still offers potential for new entrants in specialized niches, particularly in the segment of functional or organic confectionery, as well as for targeted expansion into foreign markets.

Domestic production continues to dominate the supply of confectionery products in the Ukrainian market, satisfying up to 95 % of internal demand, according to various estimates [30]. The industry structure encompasses both large integrated corporations and regional small- and medium-sized enterprises. While smaller producers account for about one-third of production, it is the larger companies that shape market dynamics, setting technological and marketing benchmarks.

The undisputed leader among domestic companies is the ROSHEN corporation, which possesses a robust infrastructure, including production facilities in Kyiv, Vinnytsia, Kremenchuk, and other cities. The company offers over 300 product types and ranks among the world's largest confectionery brands [17]. This

success is primarily attributed to increased export activity. Meanwhile, the share of the domestic market in Roshen's overall sales structure has declined, indicating a strategic shift toward international markets due to weakening domestic demand.

Other major market players include AVK, Konti, Biscuit-Chocolate, Zhytomyrski Lasoshchi, and the Lukas Corporation, which specializes in croissants, biscuits, and other flour-based products. AVK and Konti have traditionally maintained leading positions due to their extensive assortments of chocolates, candy bars, and sponge cake products [2; 3; 30].

The Biscuit-Chocolate corporation is one of the key producers of chocolate-wafer goods in northeastern Ukraine, although its operations have been partially limited due to military actions. Similar challenges have affected a number of regional enterprises, such as the Kharkiv Biscuit Factory and others, which have been forced to either temporarily suspend operations or relocate their production capacities to safer regions.

Zhytomyrski Lasoshchi maintains a strong presence in the sugar-based segment by offering a wide range of caramels, toffees, marmalades, and oriental sweets. Despite logistics difficulties and rising raw material costs, the company has managed to maintain its market position, focusing both on domestic consumption and export opportunities.

Against the backdrop of a general production decline in the industry (estimated at 10–12 % after 2022) [2; 3], major players – due to their scale, financial reserves, and diversified distribution channels – have demonstrated the ability to adapt to the new conditions. While smaller enterprises have faced rising costs, shrinking orders, and supply disruptions, large corporations have actively pursued export strategies, which have partially offset losses in the domestic market.

The Ukrainian market also attracts global confectionery manufacturers, including Mondelez International and Nestlé. Mondelez owns a factory in Trostianets, where products under the brands: Korona, Milka, Tuc, Belvita, and others are produced. Nestlé operates through its Lviv-based company Svitoch, which

specializes in chocolate, bars, and wafer products. Both companies have established production facilities in Ukraine and maintain a stable market presence.

It is also worth mentioning such brands as Mars, Ferrero, and Ritter Sport, which, although lacking local production, successfully operate through an import-based supply model. They are primarily focused on the premium segment, which maintains demand among consumers in large cities. However, since 2022, under martial law, there has been a temporary decline in import volumes due to reduced purchasing power and distributor-imposed restrictions, which led to a revision of the product range in favor of more affordable options [2; 3].

Thus, the structure of the confectionery market in Ukraine is characterized by a high level of production concentration, with several national corporations playing a leading role. Their competitiveness is ensured by the scale of production, adaptability to wartime challenges, active export policy, and the ability to implement innovations. At the same time, the presence of international brands contributes to raising quality standards and expanding consumer choice, thereby stimulating the development of domestic production.

The demand structure for confectionery in Ukraine shows a predominance of stable consumer habits. Most consumers continue to prefer familiar brands and traditional flavors, indicating a high level of trust in established trademarks [38; 45]. However, against the backdrop of increasing competition, manufacturers are forced to adapt their assortment policies to changing demands, regularly launching new products to maintain audience interest. One example of such innovation is the expansion of product lines into non-standard categories, such as the launch of savory waffles by the Svitoch brand (Nestlé), indicating a search for new taste niches.

One of the notable trends in recent years is the growing demand for products with improved functional properties. This includes sweets with reduced sugar content, natural additives (nuts, dried fruits, grains), vegan desserts, and organic confectionery. Although these products currently occupy a relatively small market share, their popularity is increasing in response to global healthy eating trends.

The intensification of competition under conditions of declining market capacity forces companies to implement innovations in technological processes and production infrastructure. Many manufacturing companies have modernized their equipment, which has increased operational efficiency and improved product quality [45]. Modern packaging solutions are being actively introduced – individual portion formats, eco-friendly materials, hermetic sealing, and more.

Particular attention is given to packaging redesign and product renaming, carried out both for marketing positioning purposes and within the framework of the national decommunization policy. Simultaneously, sales digitalization is gaining momentum: the share of sales through online platforms is increasing, including own e-commerce websites and major marketplaces, indicating changing consumer behavior and expanded communication channels with the target audience.

The onset of full-scale war in 2022 caused profound structural changes in the confectionery market. Some companies suffered damage or lost access to resource bases, leading to temporary shutdowns of several production facilities. For example, Roshen Corporation was forced to suspend operations at several factories in the early stages of hostilities [42]. During the first months of the invasion, sales volumes dropped several times due to both physical limitations and a sharp decline in consumer purchasing activity.

In addition to direct losses in production, the war caused a contraction of the domestic market due to population migration, territorial occupation, and reduced household incomes. The logistics situation became particularly complex – transportation chains were disrupted both domestically and internationally. At the same time, rising energy prices, raw material shortages (notably cocoa and sugar), and inflation led to an increase in production costs. In 2022, sugar prices in Ukraine rose at double-digit rates, significantly impacting producers of sugar-based sweets [30]. Conversely, a surplus of flour on the domestic market (due to difficulties with grain exports) partially reduced the cost of flour-based products, making them more affordable for domestic consumers.

The growing focus of Ukrainian manufacturers on foreign markets makes them sensitive to global market fluctuations. In 2023, global stock exchanges recorded a significant rise in cocoa bean prices – more than doubling over the year, driven by poor harvests in West African countries and reduced processing volumes [3]. This situation led to the so-called chocolate crisis, forcing global and Ukrainian producers alike to revise their pricing policies.

Another complicating factor for foreign trade was logistical restrictions at the western border – particularly the blockade of freight traffic by Polish carriers in 2023. These events led to delivery delays, reduced export volumes, and the loss of some contracts, especially during the high season [3].

Despite difficult circumstances, Ukrainian producers demonstrate a high capacity for adaptation. In response to external challenges, many companies optimized costs, modified recipes, reduced package weights, and expanded export presence. Thus, the market is demonstrating resilience, gradually returning to growth due to reorientation toward international markets and adaptation to new operating realities.

In order to identify the strategic development priorities of Ukraine’s confectionery sector, it is advisable to apply the SWOT analysis methodology. This tool allows for a comprehensive assessment of the internal potential of the industry (strengths and weaknesses), as well as the identification of external factors that create opportunities or pose threats to the further functioning of the market. This approach provides a systematic view of the current situation and forms the basis for making effective managerial decisions. A summary of the SWOT analysis results is presented in Table 2.2.

Table 2.2 – SWOT Analysis of the Confectionery Market of Ukraine

Strengths	Weaknesses
<ul style="list-style-type: none"> – Well-developed structure of national production. – High quality of products by domestic market leaders. – Predominant satisfaction of domestic demand (up to 95%). 	<ul style="list-style-type: none"> – Dependence on imported raw materials (cocoa, additives). – Uneven access to innovations for small enterprises. – Low level of digitalization among microbusinesses.

– Strong presence in international markets	– High sensitivity to inflationary pressures and energy crises
Opportunities	Threats
<ul style="list-style-type: none"> – Expansion of exports to EU and Middle Eastern countries. – Development of niche products (healthy sweets, sugar-free lines). – Investments in automation and modernization of production. – Development of e-commerce and cooperation with marketplaces 	<ul style="list-style-type: none"> – Logistical barriers at borders and within the country. – Military risks, damage to production infrastructure. – Decline in consumer purchasing power. – Rising global prices for raw materials (cocoa, sugar)

Source: compiled by the author on the basis of analytical materials of [2; 3; 30; 38; 45]

In order to identify the strategic development priorities of Ukraine's confectionery sector, it is advisable to apply the SWOT analysis methodology. This tool allows for a comprehensive assessment of the internal potential of the industry (strengths and weaknesses), as well as the identification of external factors that create opportunities or pose threats to the further functioning of the market. This approach provides a systematic view of the current situation and forms the basis for making effective managerial decisions.

Key development trends include growing interest in innovative and functional products, digitalization of sales channels, investments in production modernization, and active response to changes in the global environment. At the same time, the industry faces a number of threats, including logistical difficulties, rising costs, risks of energy instability, and the impact of global commodity prices.

The SWOT analysis confirms that the national market has sufficient internal potential for further development, but requires strategic actions aimed at minimizing external risks and supporting investment activity. A promising vector is focusing on export markets, improving the technological level of enterprises and expanding the range of products to meet new consumer demands.

2.2 General characteristics and analysis of the technical and economic indicators of «Roshen Podillia» LLC

«Roshen Podillia» LLC is the official distributor of confectionery products manufactured by the ROSHEN Corporation in the western region of Ukraine. The company has been operating since 2013, ensuring efficient supply of products from one of Ukraine's leading brands, which is ranked among the «Global Top-100 Candy Companies» and occupies the 27th position among the world's most recognized confectionery producers [17].

The company's registered address is located at 107 Roman Shukhevych Street, Khmelnytskyi, Ukraine. Additionally, a regional branch operates in the city of Ternopil. The company's principal economic activity, according to the Ukrainian Classification of Economic Activities (KVED), is wholesale trade in chocolate products, sugar, and other confectionery items. The current director of the enterprise is Ruslan Andriyovych Borenko [42].

«Roshen Podillia» LLC performs the key function of a logistics operator, providing stable distribution of ROSHEN-branded confectionery goods to partner retail networks and end consumers [41]. The ROSHEN product portfolio includes over 320 items: chocolate bars, candy bars, caramel, toffee, jelly candies, biscuits, cakes, pastries, cookies, and wafers. A portion of the product assortment is unique to the Ukrainian market, giving the company distinct competitive advantages.

The annual production capacity of the ROSHEN Corporation is approximately 300 thousand tons, which testifies to the scale of its operations and the high level of consumer trust in the brand. The production process is implemented using advanced technological equipment, high-quality raw materials, and in accordance with food safety standards. All corporate facilities are certified under the international quality management system ISO 9001:2008 and food safety management system ISO 22000:2005 [42].

The production infrastructure of the corporation includes facilities in Kyiv, Kremenchuk, Boryspil, as well as two manufacturing sites in Vinnytsia (Figure 2.1-2.2).



Figure 2.1 – PJSC Vinnytsia Confectionery Factory of TM ROSHEN
(the first production site in Vinnytsia)

Source: [42]



Figure 2.2 – PJSC Vinnytsia Confectionery Factory of TM ROSHEN
(second production site in Vinnytsia)

Source: [42]

ROSHEN Confectionery Factory in Vinnytsia is one of the key production units of ROSHEN Corporation, which is one of the leading confectionery companies in Ukraine and Eastern Europe. The factory employs more than 1 500 people and has the capacity to produce more than 100 types of products, including chocolate, candy, toffee, biscuits, biscuits and wafers. The total production volume exceeds 100 thousand tons per year. The company is equipped with modern high-performance equipment from leading European manufacturers, which ensures high product quality and efficiency of production processes. The factory is certified in accordance with the international quality standards ISO 9001:2008 and food safety ISO 22000:2005, which confirms its compliance with the highest requirements in the food industry [42].

As well as the Vinnytsia Dairy Plant, which supplies premium raw materials for confectionery production (Figure 2.3).



Figure 2.3 – PJSC Vinnytsia Dairy Plant Roshen

Source: [42]

ROSHEN Vinnytsia Dairy Plant, launched in June 2014, is a key element of the vertically integrated structure of ROSHEN Corporation. The plant meets international food quality and safety standards, which is confirmed by ISO 9001 and

ISO 22000 certificates. The plant's capacities allow processing up to 600 tons of milk per day, ensuring the production of a wide range of dairy products, including skimmed and whole milk powder, butter, milk fat and dry cream. The plant not only meets the internal needs of ROSHEN confectionery factories, but also actively develops its export business, supplying products to more than 45 countries.

In addition to its operations in Ukraine, ROSHEN owns factories in Lithuania (Klaipėda) (Figure 2.4). and Hungary (Bonbonetti Choco Kft).



Figure 2.4 – Klaipėda confectionery factory of TM ROSHEN in Lithuania

Source: [42]

Klaipėda Confectionery Factory, located in Lithuania, is an important part of the international structure of ROSHEN Corporation. Since becoming part of the corporation, the factory has become the first ROSHEN production site in the European Union. Production at the factory meets international quality standards, which is confirmed by ISO 9001:2008 and IFS 6 v. The company employs 120 people who ensure a high level of production and quality control.

In order to optimize logistics processes, ROSHEN Corporation opened a specialized logistics center with a total area of 60 000 m² in 2007 in Yagotyn. The center is equipped with a modern warehouse management system (Warehouse

Management System), which minimizes cargo handling time and ensures prompt transportation of products across Ukraine and abroad (Figure 2.5).



Figure 2.5 – Centralized logistics hub of ROSHEN Corporation

Source: [42]

The corporation's products are sold both in the domestic market and exported to many countries, including the United States, Canada, the European Union, China, Japan, the Republic of Korea, Kazakhstan, Georgia, Armenia, etc.

In addition to its production activities, the corporation is actively involved in socially important initiatives. In particular, since 2015, it has been implementing a large-scale support program for the National Children's Hospital OKHMATDYT, including reconstruction of communications, purchase of equipment and infrastructure upgrades. The company also finances cultural and humanitarian projects, such as the reconstruction of the Podil Theater, renovation of the Cherkasy Zoo, opening of ice rinks in Ukrainian cities, technical support for the light and music fountain in Vinnytsia, etc [42].

In the regional context, «Roshen Podillya» LLC is an important component of the ROSHEN brand distribution system. The company provides efficient logistics, a high level of service, and strengthens the brand in Western Ukraine.

Well-established business processes contribute to the stability of operations and maintain the corporation's leading position in the market.

Characterization of the financial and economic activities of «Roshen Podillya» LLC is based on the analysis of key technical and economic indicators for 2022-2024. The relevant data are systematized in Table 2.3.

Table 2.3 – Key technical and economic indicators of «Roshen Podillia» LLC in 2022-2024

Display name	Value of the indicator by years			Growth rates (fall), %	
	2022	2023	2024	2023 / 2022	2024 / 2023
1	2	3	4	5	6
Net revenue from sales of products, works and services, UAH thousand	333 580,00	595 201,00	725 221,00	178,43	121,84
Cost of sales of products, works and services, UAH thousand	278 860,00	501 105,00	605 646	179,70	120,86
Gross profit, UAH thousand	54 720,00	94 096,00	119 575,00	171,96	127,08
Costs per UAH of sales, UAH	0,84	0,84	0,84	100,71	99,19
Other operating income, UAH thousand	234	136	228	58,12	167,65
Administrative expenses, UAH thousand	6 505,00	12 874,00	14 189,00	197,91	110,21
Sales expenses, UAH thousand	35 472,00	64 344,00	86 112,00	181,39	133,83
Other operating expenses, thousand UAH	1 043,00	2 158,00	1 813,00	206,90	84,01
Financial result from operating activities (loss), UAH thousand	11 934,00	14 856,00	17 689,00	124,48	119,07
Other financial income, UAH thousand	127	535,00	60,00	421,26	11,21
Financial result before tax: (loss), UAH thousand	12 061,00	15 391,00	17 749,00	127,61	115,32
Income tax expense (income), UAH thousand	2 171,00	2 830,00	3 195,00	130,35	112,90
Net financial result: profit, UAH thousand	9 890,00	12 561,00	14 554,00	127,01	115,87

End of Table 2.3

1	2	3	4	5	6
Profitability of products sold, %	119,62	118,78	119,74	99,29	100,81
Value of fixed assets at the end of the reporting period, UAH thousand	458,1	1 142,00	938,00	249,29	82,14
Return on equity, UAH	728,18	521,19	773,16	71,57	148,34
Capital intensity, UAH	0,00	0,00	0,00	139,71	67,41
Average number of full-time employees, persons	72,00	111,00	135,00	154,17	121,62
Labor costs, UAH thousand	24 054,00	42 290,00	55 197,00	175,81	130,52
Average monthly salary per full-time employee, UAH thousand	27,84	31,75	34,07	114,04	107,32
Labor productivity per employee, thousand UAH/person	4 633,06	5 362,17	5 372,01	115,74	100,18

Source: calculated by the author on the basis of the company's financial indicators [14]

According to Table 2.3, in 2022-2024, «Roshen Podillia» LLC demonstrated positive financial and economic dynamics, which indicates the effectiveness of management decisions and stable growth of the enterprise in a difficult external environment.

Figure 2.6 graphically shows the dynamics of the main financial indicators of «Roshen Podillya» LLC for the period 2022-2024, namely, the volume of net income from sales of products, their cost and gross profit. This allows us to visualize the ratio of the rate of change in the company's income and expenses and draw conclusions about the effectiveness of its financial and economic activities.

One of the key indicators characterizing the company's performance is net income from sales. During the analyzed period, it increased from UAH 333 580 thousand in 2022 to UAH 725 221 thousand in 2024. The growth rates in 2023 and 2024 amounted to 178,43 % and 121,84 %, respectively, which indicates an active increase in sales volumes and effective expansion of the sales market.

At the same time, there was a similar increase in the cost of goods sold: in 2022, this figure amounted to UAH 278,860 thousand, and in 2024 – UAH 605,646

thousand. The increase in costs confirms the increase in production volumes, but the level of costs per hryvnia of sales remained stable at 0,84 throughout the period, which indicates that the cost side is controlled.

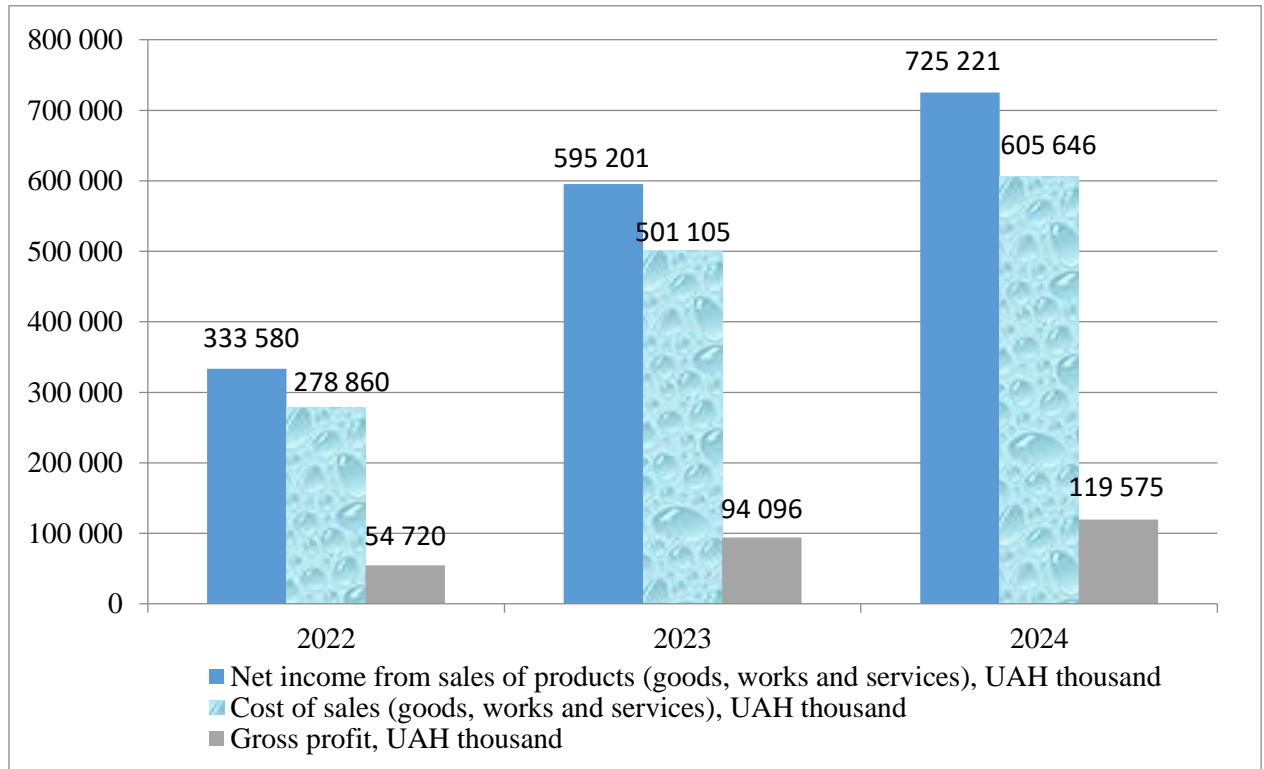


Figure 2.6 – Dynamics of net income, cost of sales and gross profit of «Roshen Podillya» LLC in 2022-2024

Source: compiled by the author based on company data [14]

Due to the excess of the revenue growth rate over the cost growth rate, the company's gross profit increased significantly: from UAH 54 720 thousand in 2022 to UAH 119,575 thousand in 2024, which indicates an increase in the efficiency of its core business.

Changes in the net income of «Roshen Podillya» LLC from participation in tender procurement in 2019-2025 are shown in Figure 2.7.

An analysis of the dynamics of «Roshen Podillia» LLC's participation in tenders in 2019-2024 shows a gradual increase in the amount of funding received from public funds. The total amount of revenues in 2019 amounted to more than UAH 1,8 million, but in 2020 this figure decreased significantly to about UAH 1,1

million. During 2021-2022, there was a relative stabilization at around UAH 1,2 million, which can be attributed to adaptation to market conditions after the pandemic downturn. Particularly dynamic growth was recorded in 2023-2024. In 2023, the company received UAH 1,15 million from participation in 35 public procurements. In 2024, the figure reached UAH 1,85 million (based on 36 transactions), which shows an increase of 61,5 % compared to the previous year. It is important to note that the vast majority of transactions were made in December, which is related to seasonal purchases of sweet gifts in the run-up to the New Year holidays as part of budget financing of state and municipal institutions [18].

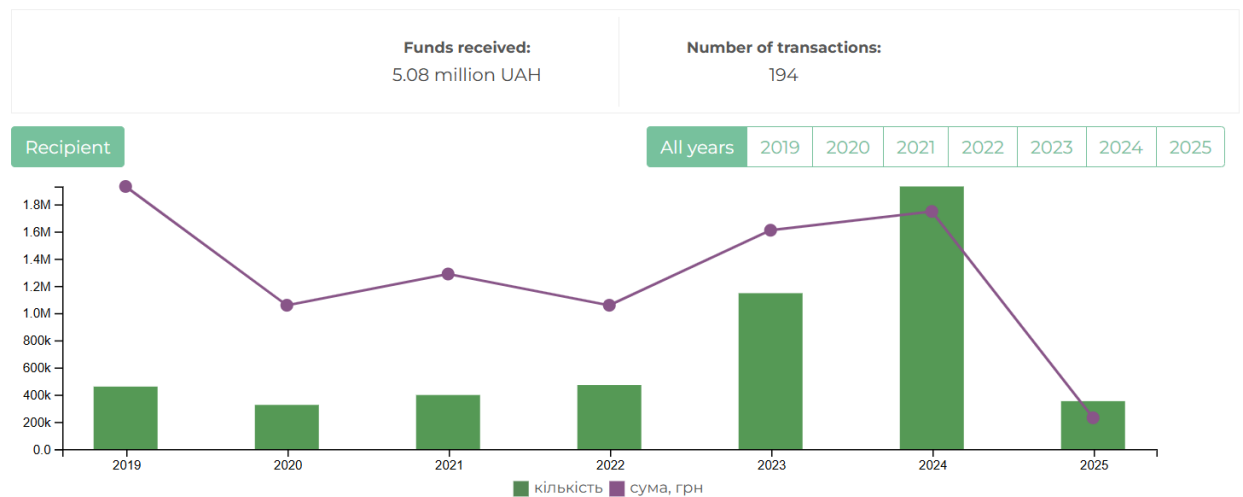


Figure 2.7 – Dynamics of «Roshen Podillia» LLC's revenues from participation in tenders in 2019-2024

Source: compiled by the author based on data from the public procurement system [18]

Thus, participation in tenders is becoming an important element of Roshen Podillya's sales strategy, allowing the company to maintain a stable level of product sales and secure revenues from the budget segment. Such activity helps to strengthen the market position, improve the company's reputation as a reliable partner and at the same time creates a positive image of the ROSHEN brand at the regional level.

Changes in other operating income and expenses directly affect the financial result of the company's operating activities. In 2023, other operating income decreased by 41,88 % compared to the previous period, but in 2024, it increased by

67,65 %. This recovery may indicate a partial recovery of alternative sources of income.

Expenses under the item «other operating expenses» showed a growth rate of 106,90 % in 2023, but in 2024 the figure decreased by 15,99 %, which indicates the optimization of the company's cost policy. In addition, in 2023, there was an increase in administrative expenses by 97,91 %, which was probably due to the expansion of activities, in particular the opening of new sales outlets. In 2024, the growth rate slowed to 10,21 %, which indicates the stabilization of administrative expenses.

Selling expenses increased by 81,39 % in 2023 and by 33,83 % in 2024, which correlates with the increase in sales volumes and the need to strengthen logistics capacities.

The financial result from operating activities demonstrates positive growth dynamics: by 24,48 % in 2023 and by another 19,07 % in 2024. This confirms the effectiveness of the business model and the correctness of strategic management decisions within the commercial activities.

Other financial income in 2023 increased by 421,26 %, but in 2024 there was a significant decrease of 88,79 %. This indicates the instability of additional sources of income, which is likely due to market fluctuations or the completion of certain investment projects.

The company's net profit in 2022-2024 shows stable growth: by 27,01 % in 2023 and by 15,87 % in 2024. This indicates the sustainable development of the company and the preservation of its profitability, despite changes in external conditions.

The value of fixed assets increased by almost 2,5 times in 2023 (by 149,29 %), which may indicate significant investments in infrastructure, but in 2024 the indicator decreased by 17,86 %, probably due to the end of the investment cycle or a decrease in investment volumes.

In 2023, the return on assets decreased by 28,43 %, but in 2024 it increased by 48.34%, which may indicate a more efficient use of existing fixed assets. This confirms the company's adaptation measures to the new business environment.

The average number of full-time employees increased from 72 in 2022 to 135 in 2024, which indicates the expansion of the company's operations.

Labor costs grew by 75,81 % in 2023 and by 30,52 % in 2024, driven by both an increase in the number of employees and higher wages. The average monthly salary per employee increased by 14,04 % in 2023 and 7,32 % in 2024, respectively, which is a positive trend in terms of the company's social policy.

Labor productivity per employee increased by 15,74 % in 2023, but in 2024 the growth rate slowed to 0,18 %, which may be due to an increase in staff while maintaining sales at a constant level.

Costs per UAH of sales and profitability remain stable, fluctuations do not exceed 1,0 %, which confirms the effective management of the company's cost and pricing policies..

Summarizing the results of the analysis, we can conclude that «Roshen Podillia» LLC's commercial and business activities in 2022-2024 were profitable. The company has successfully adapted to the difficult conditions of the wartime period, demonstrating positive dynamics of key financial and economic indicators, in particular due to an effective management strategy, expanding sales market and improving operational processes.

2.3 Characterization of the brand management policy of «Roshen Podillya» LLC

«Roshen Podillya» LLC operates as the official distributor of the ROSHEN confectionery corporation, and the company's brand strategy is largely based on the established positive reputation of the parent company. The key asset of the brand is a wide range of products that consumers associate with high international quality standards and taste characteristics. Due to the high brand recognition of ROSHEN,

the company has a stable level of consumer loyalty, which helps to simplify logistics processes and increase distribution efficiency.

The pricing policy established at the corporate level is also important: the use of a system of discounts, promotional offers and special purchase conditions helps to stimulate demand and at the same time attract new categories of consumers. This has a positive impact on the company's competitive position in the regional segment of the confectionery market.

Among the marketing tools that support Roshen Podillya's positioning as a reliable distribution partner, the company's official website plays an important role, performing both communication and information and presentation functions (Figure 2.8).

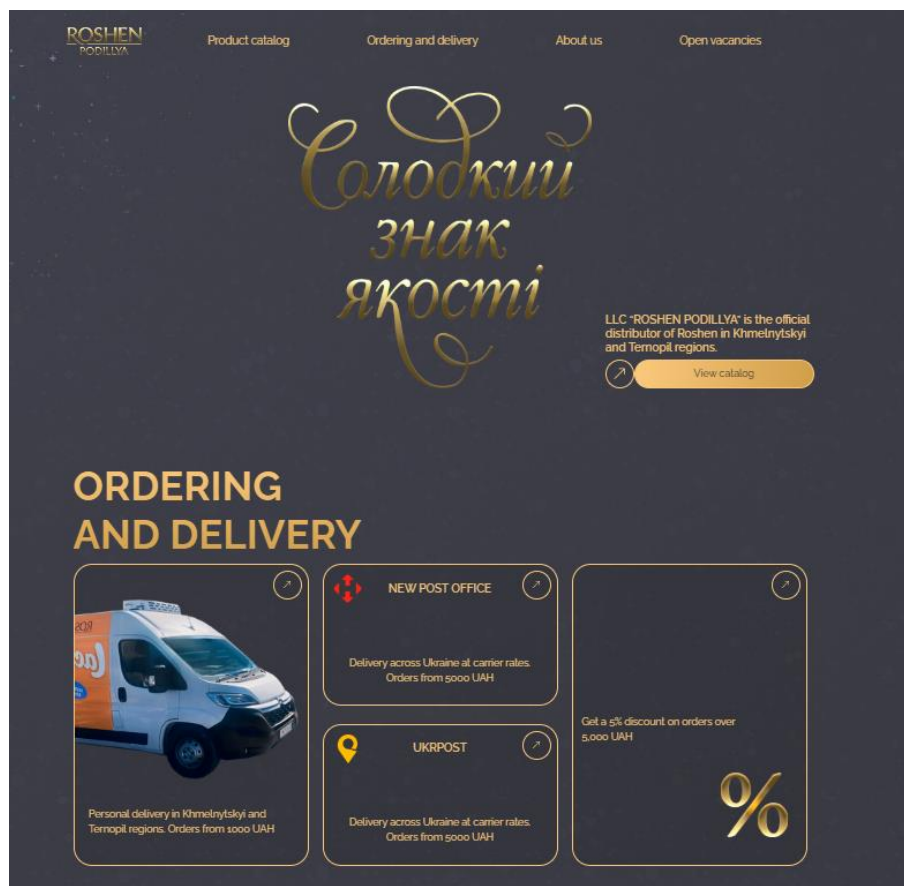


Figure 2.8 – Official website of «Roshen Podillya» LLC

Джерело: [41]

The official website of «Roshen Podillya» LLC is an important tool for brand management in the digital environment. It serves as a representation of the company

in the online space, helps to increase brand awareness, and acts as a channel of communication with potential and existing partners. The content of the website focuses on the company's positioning as a reliable distributor of ROSHEN confectionery products.

The advantages of the digital platform include the availability of basic information about the company, which creates transparency in operations and increases customer confidence. An important functional option is the provision of information on delivery terms and options, which allows users to choose the best logistics solutions on their own.

The availability of a product catalog (Figure 2.9) allows users to familiarize themselves with the company's product range and key activities, which has a positive impact on consumer awareness and helps maintain stable demand.

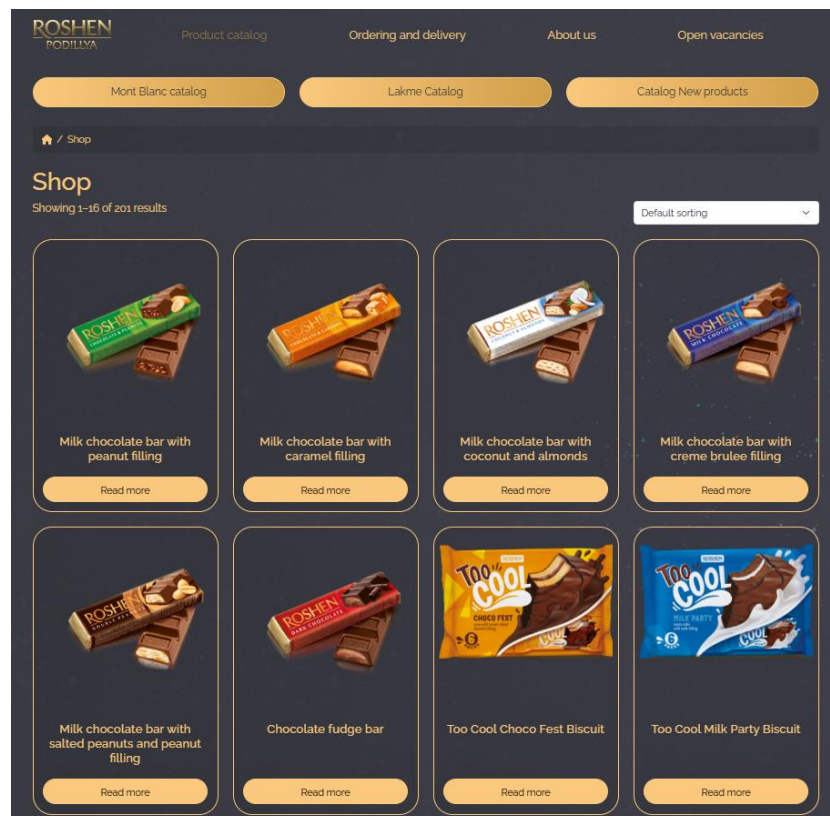


Figure 2.9 – TM product catalog on the website of «Roshen Podillya» LLC

Джерело: [41]

Despite the general informational content, the functionality of the website of «Roshen Podillya» LLC has certain limitations, which reduces its effectiveness as a tool for brand communications and interaction with the audience. The lack of

interactive options, such as online ordering, feedback through electronic forms, or integration with social media platforms, reduces the website's potential as a channel for attracting new customers and maintaining a dialogue with existing partners.

In addition, the website lacks personalized services, such as loyalty programs, discounts, bonuses, or promotional offers, which usually encourage repeat purchases and strengthen the emotional connection with the brand. The absence of these elements limits the ability to build sustainable consumer preferences.

In order to strengthen the company's positioning in the digital environment, it is advisable to introduce a number of changes aimed at increasing the platform's customer focus. In particular, adding sections with news, examples of successful cooperation with institutional customers, and customer reviews will improve the company's image and increase the level of trust. Updating the website structure in combination with SEO optimization will help increase its visibility in search engines, which is important for expanding the customer base. In general, the modernization of the web resource will strengthen the company's market position and contribute to the formation of sustainable customer loyalty.

In addition to these aspects, an important drawback in the marketing activities of «Roshen Podillya» LLC is the insufficient use of social media, which is critical in the context of digital transformation. Platforms such as Instagram and Facebook are effective channels for building a brand, communicating with consumers, and building sustainable loyalty.

Social media allows companies not only to promptly inform the audience about new products, promotions, or events, but also to implement interactive marketing campaigns, receive real-time feedback, and create emotionally rich visual content that increases brand awareness.

The absence of «Roshen Podillia» LLC's presence in social media reduces the effectiveness of the communication strategy and leads to the loss of some potential consumers who are focused on a personalized and open dialogue with the brand. Modern consumers expect not only a quality product, but also transparency, prompt

response to requests, and the company's participation in public life, which is largely ensured through digital channels of interaction.

In this regard, the creation of business accounts in social networks is an urgent task to improve the brand management of «Roshen Podillya» LLC. Their registration will not only increase the level of engagement of the target audience, but will also help strengthen the company's competitive position in the regional market.

«Roshen Podillya» LLC has implemented a loyalty program that provides a discount when placing an order for UAH 5 000 or more [41]. The loyalty program is an effective tool for stimulating purchases and helps to attract customers from the wholesale segment. At the same time, the limited variety of loyalty programs limits the company's ability to attract a wider consumer audience and reduces the retention of existing customers.

In order to increase the efficiency of brand management in a highly competitive environment, it is advisable to introduce additional customer loyalty tools. Expanding the range of such activities will increase customer satisfaction and strengthen the emotional connection with the brand.

An important advantage in the context of promoting the ROSHEN brand in the B2C consumer market is the operation of two branded stores in Khmelnytskyi, located on Zarichanska and Kamianetska streets (Figure 2.10).

The presence of branded stores ensures direct contact of consumers with products, promotes brand trust and creates the preconditions for building sustainable loyalty. Such stores act as an effective communication channel, allowing for marketing campaigns, special offers, and seasonal sales, which helps to actively attract new customers and strengthen the company's position in the regional market.



Figure 2.10 – ROSHEN branded store in Khmelnytskyi

Source: [41]

The analysis of the current brand management policy of «Roshen Podillia» LLC shows its limited nature, focused mainly on the sale of ROSHEN products without proper emphasis on the development of the communication component. The lack of active local promotion and unique positioning of the distributor makes it impossible to effectively differentiate in a competitive market.

«Roshen Podillya» LLC does not actively participate in the implementation of socially significant or charitable initiatives, which reduces its potential in terms of strategic brand management. In today's marketing environment, the company's participation in public projects, patriotic events, or charity is seen as a tool for building a positive image and emotional connection with the target audience.

Thus, to improve the efficiency of «Roshen Podillya» LLC brand management, it is advisable to implement an integrated approach that involves intensifying the company's social presence, improving digital promotion tools, developing social networks, and implementing activities focused on the needs of the regional community. This will help to build sustainable loyalty of the target audience, increase brand awareness and strengthen the company's market position as a regional partner of ROSHEN Corporation.

Conclusions to the second section

The Ukrainian confectionery industry remains a strategically important sector of the national food industry, showing resilience even under martial law and economic instability. Despite significant challenges, enterprises continue to modernize production, maintain high quality standards, and adapt to changing market conditions. The market structure remains stable, with flour-based products dominating due to accessible raw materials and steady demand. At the same time, producers are actively exploring new niches such as functional and value-added sweets, aligning with global consumer trends.

The industry is highly concentrated, with ROSHEN Corporation holding over 25 % of total production. Other major players, including AVK, Konti, Biscuit-Chocolate, Zhytomyrski Lasoshchi, Lukas, and international brands like Mondelez («Korona») and Nestlé («Svitoch»), collectively control 40–45 % of the market. Regional and small enterprises account for approximately 30 %, primarily in the flour-based segment.

The SWOT analysis of the industry showed that the main strengths are concentrated in the structured production, stable domestic demand and competitive products, while the main risks are related to logistics barriers, dependence on imported raw materials and the impact of external shocks. To ensure sustainable development, it is necessary to increase the level of digitalization, expand investments in technology, and intensify marketing strategies both domestically and abroad.

The results of the analytical study show a stable growth of key technical and economic indicators of «Roshen Podillya» LLC in 2022-2024, which indicates the effective functioning of the company in the face of external challenges, including war, inflationary pressure and rising costs. The company demonstrates strong profitability, growth in sales volumes, consistent increase in gross and net profit, as well as active participation in public procurement as an important sales channel.

The analysis of the cost structure and the dynamics of their changes confirms the effective cost control system: despite the growth in sales, the company managed to maintain a stable level of costs per 1 hryvnia of sales and profitability. These results are evidence of a prudent pricing policy, flexible response to market changes and high-quality resource management.

The study of the brand management policy of «Roshen Podillya» LLC revealed that the current strategy of the distributor is largely based on the recognition and reputation of the parent corporation ROSHEN. The main factors that ensure the brand's sustainability are a high level of product loyalty, a wide range of products, competitive pricing policy and a high-quality distribution network. Thanks to this, the company demonstrates a stable presence in the regional market and has positive dynamics of interaction with target audiences.

At the same time, the analysis identified several strategic weaknesses in the company's brand management. The official website serves primarily as an informational platform, lacking interactivity, personalization, and meaningful audience engagement. Furthermore, the absence of an active presence on social media significantly limits opportunities for customer communication and diminishes the effectiveness of digital marketing efforts – a critical shortcoming under current market conditions. In addition, the limited use of customer loyalty tools and the absence of social or patriotic initiatives reflect an insufficient focus on intangible brand-building elements, such as emotional connection, social responsibility, and value-based positioning. These gaps hinder the company's ability to differentiate itself in the regional market and reduce its alignment with contemporary marketing practices that prioritize customer engagement and brand authenticity.

Therefore, to improve the efficiency of Roshen Podillia LLC brand management, it is necessary to implement a comprehensive strategy that includes digital transformation of communication channels, social media activation, expansion of loyalty programs, and strengthening of the company's social and public activities. Such actions will not only increase brand awareness, but also create a long-term competitive advantage at the regional level.

3 Development of measures to improve the brand management of «Roshen Podillya» LLC on the basis of marketing

3.1 Development of measures to improve the brand management of «Roshen Podillia» LLC in the digital environment

Under the conditions of rapid digital technology advancement and intensified competition in consumer markets, the formation of a strong digital brand identity becomes a critical factor for ensuring the marketing resilience of an enterprise. The conducted analysis has revealed that the current digital branding strategy of «Roshen Podillya» LLC requires systematic improvement in order to strengthen the company's competitive positioning within the regional environment.

A comparative assessment of Roshen Podillya's digital brand representation in relation to the standards of the parent corporation «ROSHEN» highlights a number of aspects in need of updating. In particular, these include the renewal of visual identity, the development of a content-based communication model with the audience, and the modernization of website interface solutions in accordance with UX/UI design principles.

To enhance the digital brand of «Roshen Podillya» LLC, it is advisable to implement a set of strategic directions aimed at reinforcing consumer interaction. These directions include updating the website's visual identity, developing a content strategy to foster emotional engagement with the audience, improving UX/UI design, establishing an active presence on social media, expanding website functionality, and creating an interactive product catalog. These measures, illustrated in Figure 3.1, are intended to increase brand awareness, attract new customers, and strengthen loyalty among existing consumers.

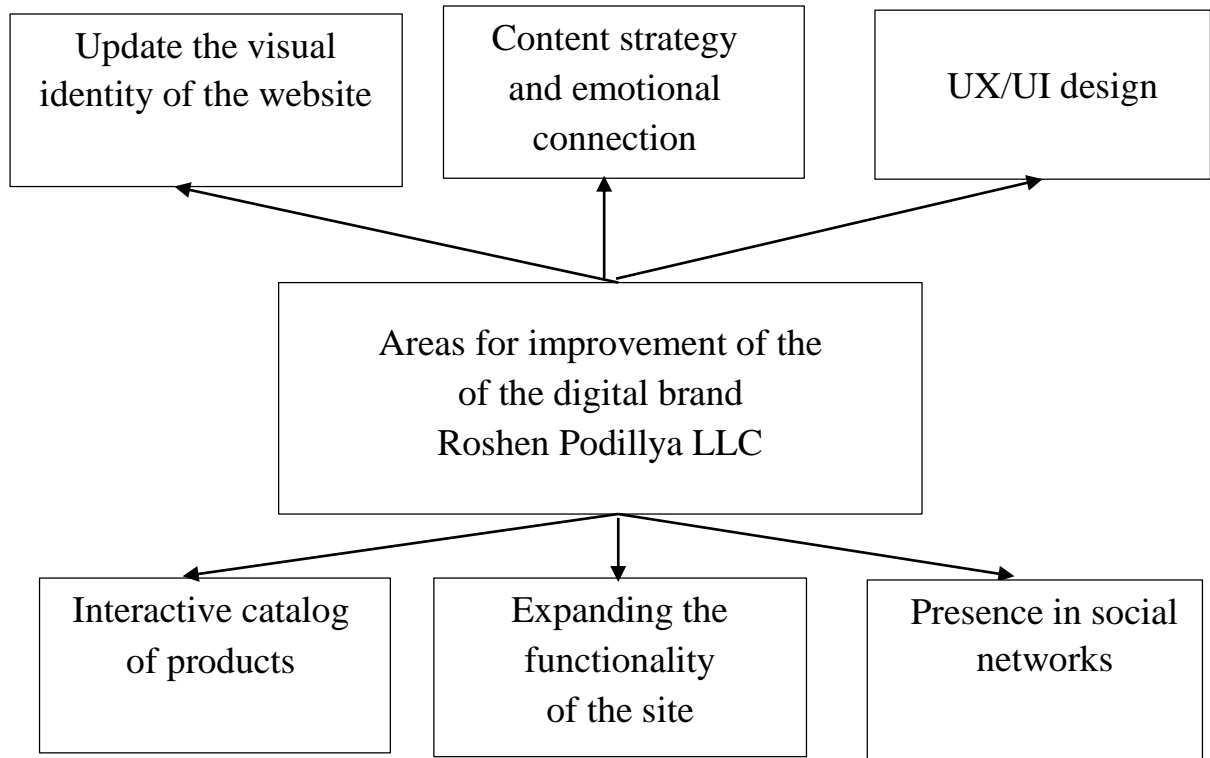


Figure 3.1 – Key areas of improvement of the digital brand of «Roshen Podillia» LLC

Source: developed by the author

The implementation of these measures will create a coherent digital visual concept for the brand, which will help to increase awareness, strengthen consumer confidence and expand the audience in Khmelnytsky and Ternopil regions.

An analysis of roshen.com (the official website of the corporation) and roshen-podillya.com (the website of the distributor Roshen Podillya LLC) showed significant differences in the implementation of key elements of digital branding.

The main website of the corporation clearly shows the integration of a single visual concept based on the use of a corporate palette (yellow, red, white), unified fonts, and the company logo, which is placed on all pages of the resource (Figure 3.2).

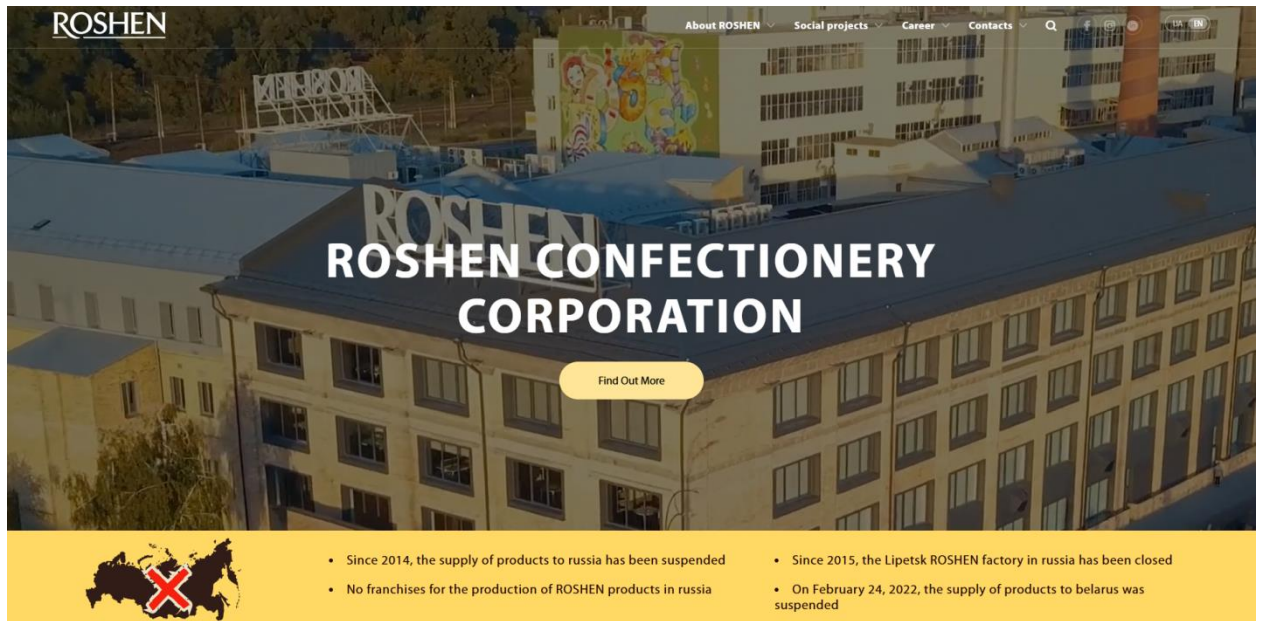


Figure 3.2 – Representation of ROSHEN Corporation in the digital environment

Source: [42]

These components form a unified visual space that allows the user to immediately identify the brand and emotionally associate it with quality, reliability, and prestige. The corporation's website also uses modern multimedia solutions that significantly increase the attractiveness of interaction. In particular, the home page features dynamic video content that creates a positive emotional effect and presents not only products but also production capabilities, social initiatives, and corporate values of the company. Thus, the online resource plays the role of not only a communication platform but also an image tool that builds trust in the brand at the level of value positioning.

In contrast, the digital environment of «Roshen Podillya» LLC does not currently reflect a unified brand strategy and does not provide an adequate level of integration with the corporate identity (Figure 3.3).

The website of «Roshen Podillya» LLC is focused mainly on informing consumers about contacts and the basic product range, without emphasis on emotional impact or presentation of brand values. The absence of corporate colors, logo and other identification elements in the visual structure of the resource

significantly reduces the potential for forming an emotional connection with the audience.

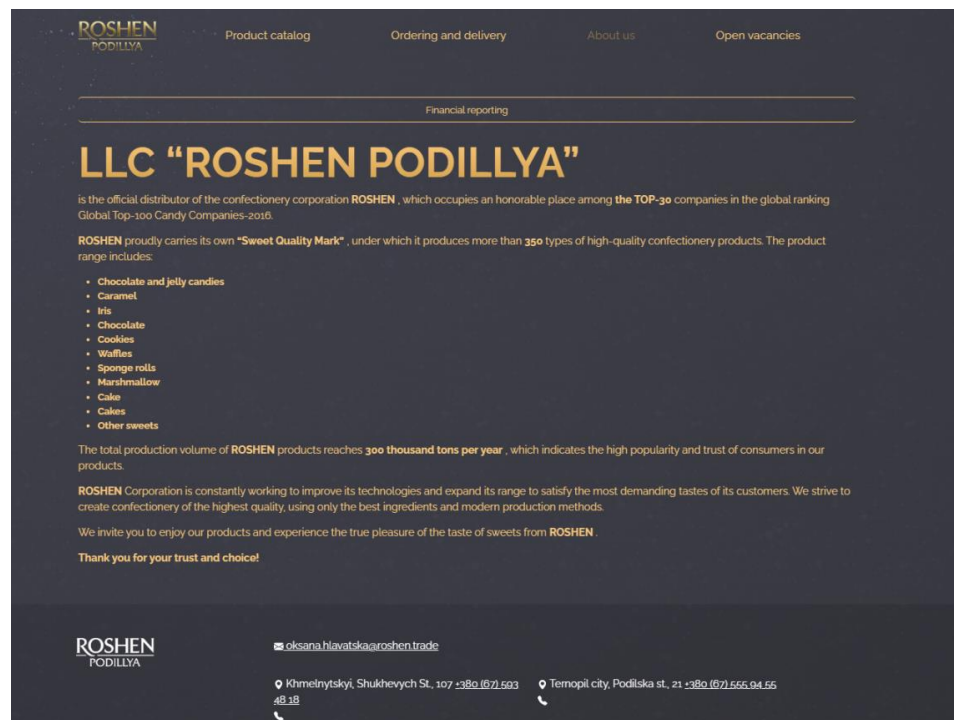


Figure 3.3 – Presentation of «Roshen Podillia» LLC in the digital environment

Source: [41]

Given the above shortcomings, it is advisable to revise the design of the website of «Roshen Podillia» LLC in order to unify it in accordance with the corporate standards of ROSHEN Corporation. It is recommended to introduce corporate colors, adapt typography and content structuring, and include the logo on all pages. The visual update should be accompanied by a modernized content strategy, which will include the publication of news, promotional offers, success stories, video reports on activities and customer feedback. This approach will allow consumers to form a comprehensive view of the brand, increase audience engagement and strengthen loyalty.

In the current context of business digital transformation, a corporate website should serve not merely as an information source but as a comprehensive platform for interaction with the target audience, delivering high-quality service and maintaining long-term customer engagement. Against this backdrop, the current

website of «Roshen Podillya» LLC demonstrates functional limitations, being primarily focused on providing basic product and contact information. This significantly restricts its potential as a tool of digital branding.

A priority task is the step-by-step modernization of the website's architecture to transform it into a flexible instrument of electronic communication. In particular, it is essential to introduce online ordering functionality, including options for product pickup or courier delivery, as well as to implement interactive feedback forms. These features would enable the establishment of two-way communication, prompt responses to customer inquiries and suggestions, and the collection of analytical data for further personalization of service delivery.

A crucial direction of modernization is the development of an interactive product catalog featuring product visualization, filtering options by type, category, price range, and popularity. This tool would not only improve user navigation but also increase conversion rates by offering ease of use and efficient product selection. It is also advisable to include functionalities such as product comparison, customer reviews, and recommendations, which would enhance user awareness and engagement in the decision-making process.

To increase the effectiveness of the website, it is necessary to ensure full mobile compatibility. Given the growing share of mobile traffic, a responsive design will guarantee information accessibility for users of smartphones and tablets, significantly improving browsing convenience and session duration. Simultaneously, technical and content-based SEO optimization should be implemented to improve search engine rankings and broaden the reach of the target audience.

To further enhance brand visibility and attract new audience segments, it is advisable to establish official business accounts on popular social media platforms such as Instagram, Facebook, and TikTok. These digital channels offer opportunities not only for consumer awareness about product updates and promotions, but also for building emotional connections through visual content, storytelling, and real-time engagement. The implementation plan should include the development of a visual

style for brand accounts using corporate colors, regular posting (3–4 times per week), the launch of short video formats (Reels, Stories, TikTok clips), and the use of targeted advertising tools to reach local audiences. Expected outcomes include increased brand awareness, higher engagement among younger audiences, community building around the brand, and growth in the number of potential customers.

The implementation of these measures (as detailed in Table 3.1) will enable «Roshen Podillya» LLC to transform its website from a static information platform into an interactive brand communication tool.

Table 3.1 – Areas of improvement of the digital brand of Roshen Podillya LLC to enhance interaction with consumers

Direction of digital brand enhancement	Description of Measure	Expected Outcome
Website visual identity update	Integration of corporate style, colors, fonts, and logo in accordance with the ROSHEN parent brand	Increased brand recognition, formation of a unified visual concept and emotional identification
Content strategy and emotional connection	Expanding publications on the site: news, success stories, videos, social projects, reviews	Increase user engagement, build trust and brand loyalty
UX/UI design	Modernization of the website structure, simplification of navigation, adaptation for mobile devices	Improved user experience, increased session duration and repeat visits
Presence in social networks	Creation of business accounts on Instagram, Facebook, TikTok, launch of Reels, Stories, targeted advertising	Attracting a young audience, increasing awareness, building a community around the brand
Expanding the functionality of the site	Integration of online orders, feedback forms, responsive design, SEO optimization	Increase sales, reduce staff workload, improve communication with customers
Interactive product catalog	Product visualization, filters, reviews, recommendations, product comparison	Facilitating the selection process, increasing conversion and online sales

Source: developed by the author

Anticipated results include increased customer loyalty due to improved user experience, expanded communication channels, a higher share of online orders in the sales structure, and reduced pressure on offline service channels. In the long term, these improvements will contribute to strengthening the company's market position and enhancing the effectiveness of brand management in the digital environment.

The proposed directions for digital brand enhancement of «Roshen Podillya» LLC systematically address key aspects of consumer interaction in the online space – from website modernization to active utilization of social media potential. Implementation of these measures will foster the creation of an integrated brand communication ecosystem that ensures increased brand recognition, improved customer experience, higher audience loyalty, and enhanced brand engagement in the digital environment.

From a strategic perspective, the implementation of the proposed initiatives will contribute to the formation of a unique brand value proposition, enhance the effectiveness of marketing communications, and ensure sustainable competitive advantages for the enterprise in the context of the digital economy and high market turbulence. The digital modernization of brand management tools serves as a necessary prerequisite for strengthening the market position of «Roshen Podillya» LLC in the regional landscape and achieving long-term marketing stability.

3.2 Refining customer loyalty programs as a brand management instrument at «Roshen Podillya» LLC

In the modern marketing environment, customer touchpoints – places where direct interaction occurs between the consumer and the company, its products, or services – play a critical role in shaping the brand's value image. For «Roshen Podillya» LLC, these touchpoints include both branded retail stores and partner

outlets, as well as digital communication channels used within loyalty programs. Effective use of brand communication tools at these points not only enhances the quality of customer service but also strengthens brand trust, fosters emotional connection, and establishes sustainable competitive advantages.

One of the key instruments is the implementation of customer loyalty programs aimed at encouraging repeat purchases, increasing consumer engagement, and ensuring personalized brand interaction. Currently, the company applies a basic discount model for large-volume purchases. However, this approach is limited in terms of long-term customer retention. To enhance the effectiveness of its customer policy, it is advisable to implement an extended bonus system based on point accumulation for each purchase. Accumulated points can be used to offset future orders or redeemed for gifts, fostering a sense of reward, benefit, and motivation for continued cooperation.

To further personalize interactions, a tiered loyalty model is recommended, where «Silver», «Gold», and «Platinum» levels reflect the customer's status based on purchase volume or the duration of cooperation. Each tier offers additional benefits such as increased discounts, priority order processing, participation in tasting events, and early access to new products. This approach allows the company not only to segment its customer base but also to reinforce a sense of value and importance among its clients within a partnership framework.

Special attention should be paid to the development of individualized loyalty programs for key business clients. These may include flexible supply conditions, exclusive offers, access to limited product lines, or unique pricing models. A personalized approach to strategic partners significantly increases their loyalty, reduces the risk of switching to competitors, and strengthens long-term, mutually beneficial relationships.

Another effective method of customer stimulation is referral programs, through which existing clients receive bonuses for recommending the company to new partners. This organic expansion of the client base encourages positive

communication around the brand and optimizes marketing expenditures by reducing reliance on traditional advertising.

A comparative analysis of the main formats of loyalty programs and their potential benefits for «Roshen Podillya» LLC is summarized in Table 3.2.

Table 3.2 – Characteristics of loyalty program formats and their advantages for the brand of «Roshen Podillya»a LLC

Program type	Implementation mechanism	Potential benefits
Bonus accumulation program	Accrual of points for the order amount (1 point = 100 UAH), exchange for discounts	Encouraging larger orders, increasing the average check, increasing motivation for repeat purchases
A tiered loyalty system	Discounts by level: «Silver» (10 thousand UAH) – 3 %; «Gold» (30 thousand UAH) – 5 %; «Platinum» (50 thousand UAH) – 10 %	Motivation to increase procurement volumes, differentiate the approach to customers, and build long-term relationships
Customized programs	Exclusive discounts, special conditions, access to new products	Increasing the loyalty of key customers, reducing the risk of losing strategic partners
Referral program	Bonus for each referred customer (for example, 500 UAH discount)	Expanding the customer base through existing partners, minimizing the cost of marketing activities

Source: developed by the author

Thus, the combination of different types of loyalty programs allows «Roshen Podillya» LLC to implement a multi-level customer incentive system that covers both current partners and potential ones. The effective use of such tools contributes not only to increasing sales, but also to the formation of a strong emotional connection with the brand, which is a critical factor for maintaining competitive advantages in the confectionery distribution environment.

The expected results of these measures include an increase in the frequency of purchases, an increase in the average check, an increase in the number of orders from regular customers, and the formation of a stable partnership environment. In

addition, the use of such programs will help reduce the risk of customer outflow to competitors, as customers who actively accumulate bonuses or reach higher levels are less likely to switch to other suppliers.

The successful implementation of these loyalty initiatives requires integration with CRM systems that automate key processes, track purchase history, allocate bonuses, generate personalized offers, and assess the effectiveness of customer interactions. Utilizing modern software platforms such as ABM Loyalty, Smart Bonus, or ME-POS enables the development of multifunctional loyalty management systems with flexible settings, multichannel communication (via email, SMS, mobile apps, social media), and advanced analytical tools [1]. These capabilities form a foundation for timely decision-making, adaptive marketing strategy development, and improved customer experience.

In parallel with loyalty programs, the standardization of service in branded stores plays an essential role in creating a holistic brand experience. The implementation of unified customer interaction protocols, staff uniforms, branded visual navigation, and consistent product display standards creates a stable and recognizable brand environment that positively influences consumer perception. This approach not only ensures high service quality but also provides predictability and comfort for customers at all retail locations.

Company sales representatives play a critical role in enforcing brand standards by managing product displays in accordance with approved planograms, monitoring stock levels, and ensuring timely assortment replenishment. In addition, retail partners are provided with branded commercial equipment – shelves, displays, promotional materials – that enhance product presentation and reinforce visual brand identity in the retail space.

Promotional campaigns are also an effective tool for activating customer touchpoints. These include seasonal discounts, «gift with purchase» promotions, product tastings, and themed holiday offers. Such activities allow the company to respond quickly to market demand shifts, attract new consumers, and maintain the loyalty of existing clients.

Table 3.3 presents a structured overview of the key tools used by «Roshen Podillya» LLC to establish and maintain effective brand communication at various customer touchpoints. These instruments include loyalty programs, referral systems, CRM technologies, service standards, merchandising practices, and promotional campaigns. Each tool is described in terms of its implementation format, functional purpose, and expected outcomes. The table illustrates how the integration of these mechanisms supports the development of long-term customer relationships, increases purchase frequency, enhances the customer experience, and strengthens the brand's competitive positioning in the regional confectionery market.

Table 3.3 – Tools of brand communication of «Roshen Podillia» LLC at the point of contact with the consumer

Tool	Description / implementation format	Functional purpose	Expected outcomes
1	2	3	4
Bonus loyalty program	Accumulation of points for purchases with further exchange for discounts or gifts	Stimulation of repeat purchases, increase in average order value	Sales growth, enhanced customer activity
Tiered program (Silver/Gold/Platinum)	Customer status determined by order volume; provision of privileges: discounts, invitations, priority service	Customer segmentation, personalization of rewards	Increased loyalty, reduced risk of switching to competitors
Individualized programs for key clients	Special supply conditions, flexible pricing, exclusive offers	Retention of strategic partners	Formation of stable, long-term business relationships
Referral program	Customer incentives for attracting new clients (bonuses, discounts)	Expansion of client base via word-of-mouth	New client acquisition, reduction of advertising costs
CRM systems and software	ABM Loyalty, Smart Bonus, ME-POS for automation, multichannel communication, and analytics	Customer data management, offer personalization, loyalty program efficiency control	Prompt decision-making, effective loyalty management

End of Table 3.3

1	2	3	4
In-store service standards	Unified interaction protocols, staff uniforms, visual navigation, product display guidelines, branded service	Consistent customer experience, brand recognition	Strengthened trust, high-quality customer experience
Merchandising and Trade Equipment	Display planograms, branded shelves, stock monitoring, promotional materials	Enhanced visual appeal of products, shelf space optimization	Improved product presentation, increased sales
Promotional Policy	Discounts, gift-with-purchase campaigns, tastings, seasonal promotions	Attracting new customers, re-engaging existing ones	Demand stimulation, increased brand awareness

Source: developed by the author

The tools presented cover both elements of long-term customer incentives (loyalty programs, multi-level systems, individualized offers) and operational mechanisms for boosting demand (promotional policies, referral initiatives, tastings).

Particular attention is paid to standardizing service in branded stores and maintaining visual identity through branded equipment and product displays, which contributes to the formation of a holistic customer experience. An important role is played by the introduction of digital solutions, including CRM systems and loyalty program automation platforms, which provide personalized interaction, analytical support and flexibility in managing the customer base.

Together, these measures form a multi-level brand communication system between «Roshen Podillya» LLC and its target audience. Their implementation contributes to increased purchase frequency, higher average order value, reduced customer attrition risk, and the establishment of a strong emotional bond with the brand. The combination of digital tools, personalized approaches, and standardized brand experience creates a robust platform for the sustainable development of the brand within the highly competitive confectionery market.

3.3 Building brand identity through social initiatives

In the current digital environment, brand management requires a shift from a purely commercial approach to the formation of deeper, value-driven relationships with the target audience. Effective brand communication today involves not only product recognition but also the creation of a positive emotional backdrop surrounding the company, its social role, and its active civic stance. In this context, the engagement of «Roshen Podillya» LLC in the implementation of socially significant initiatives is a strategic step that contributes to building public trust, strengthening the company's positive image, and fostering regional identity.

As part of improving the brand management of «Roshen Podillya» LLC based on marketing principles, it is proposed to implement a systematic approach to value-based brand communication through the realization of social initiatives. In today's digital environment, effective brand management requires a shift from a purely commercial focus toward building deep, emotionally and socially oriented relationships with the target audience. The recommended measures should aim not only to enhance product recognition but also to create a positive emotional atmosphere around the brand, reinforce its social image, and establish an active civic position for the company.

One of the strategic priorities should be the implementation of social initiatives as a tool for emotional engagement with the regional community. It is advisable to organize charitable, educational, and cultural events, such as holiday celebrations in children's hospitals, confectionery workshops for children, participation in fairs, school competitions, and local cultural events. These activities will help associate the brand with care, humanity, and social responsibility, while also strengthening its integration into community life.

Given the socio-political context, particular attention should be paid to patriotic initiatives supporting military personnel and their families. Recommended measures include offering permanent discounts for veterans in branded stores,

organizing «Days of Gratitude», providing holiday gift sets to military units, and launching limited patriotic product lines with partial proceeds donated to charitable foundations. These initiatives will contribute to increased public trust, emotional attachment, and loyal attitudes toward the brand from both service members and the broader patriotic consumer segment.

It is also recommended to establish ongoing cooperation with volunteer and civic organizations to expand the brand's social presence, support internally displaced persons, implement humanitarian projects, and strengthen the brand's positioning as a transparent, humane, and socially responsible market actor.

An essential condition for the success of these initiatives is a well-developed communication strategy. It is recommended to use modern engagement tools such as client story series on social media, coverage in local media, video reports, an interactive map of brand-sponsored events on the company's website, and geo-targeted advertising. The focus of communication should be on actual actions and their social significance, rather than promotional messages.

The implementation of this system of socially oriented brand communication is expected to enable «Roshen Podillya» LLC to form the image of a responsible and open business, enhance regional brand recognition, and strengthen emotional loyalty among consumers and partners. This will lay the foundation for the company's long-term competitiveness in the local market and support stable development under conditions of increasing market turbulence.

The proposed social initiatives are systematized in Table 3.4, which outlines the main directions, specific activities, functional purposes, and expected outcomes within the framework of value-based brand communication for «Roshen Podillya» LLC.

It is advisable to implement a multi-level policy of value-based brand communication for «Roshen Podillya» LLC through the company's active participation in the social life of the region. An analysis of current practices shows that the combination of classical forms of corporate social responsibility (including charity, volunteering, and support for vulnerable population groups) with modern

local PR tools significantly strengthens the emotional connection with the target audience and enhances the brand's social capital.

Table 3.4 – Social initiatives of «Roshen Podillya» LLC as a tool for shaping the brand's value communication

The direction of the initiative	Key activities/examples	Purpose / functional purpose	Expected results
Charitable, cultural and educational activities	Festive events in hospitals, master classes, "Sweet Holiday with ROSHEN", participation in fairs and school competitions	Formation of emotional connection, positive image, association with care	Increased brand loyalty, trust, and community recognition
Supporting Ukraine's defenders	Gifts to military units, discounts for combatants, Thanksgiving, patriotic product series	Demonstration of social responsibility, strengthening the patriotic image	Loyalty of the military and their families, positive positioning under martial law
Cooperation with volunteer organizations	Support for volunteer centers, assistance to IDPs, participation in humanitarian aid programs	Involvement in systemic assistance, strengthening social presence	Increasing brand trust and reputational sustainability
Local PR campaigns and regional integration	Open days, tastings, participation in local events, cultural and sports activities	Deeper immersion of the brand in the regional environment, socialization of the company	Creating an image of an open brand, expanding contacts with the community
Media support for social initiatives	Customer stories, video reports, event map, geo-targeted advertising, social media and media posts	Promote brand values, transparent communication, increase awareness	Strengthening the emotional connection, creating a holistic brand leader

Source: developed by the author

Particular attention should be given to the company's involvement in patriotic projects and programs supporting military personnel, which is especially relevant during wartime. Such initiatives will contribute to increasing public trust in the company, shaping its positive image as a responsible participant in social

transformation, and reinforcing the brand's reputational stability. It is recommended to establish systematic cooperation with volunteer and civic organizations and ensure the regular presence of the brand in the region's cultural and social landscape through participation in festivals, educational events, and sports initiatives.

A critical condition for the effectiveness of the proposed measures is the creation of a transparent information policy to accompany social initiatives, aimed at the consistent transmission of brand values through official media channels such as the company website, social networks, and local media outlets. It is advisable to use modern communication formats – client story series, video reports, and interactive maps of events – which will help build a strong emotional bond with the consumer.

It is expected that the implementation of this value-based brand communication model will enable «Roshen Podillya» LLC to transition from a regional distributor to a full-fledged brand leader with high levels of trust, emotional engagement, and loyalty among its target audience. In the strategic perspective, this will contribute to growing stable demand, improving market positioning, and strengthening the company's competitiveness at the regional level.

The developed recommendations for improving brand management at «Roshen Podillya» LLC based on marketing principles are summarized in Table 3.4.

The conducted research confirms that effective brand management at «Roshen Podillya» LLC requires a comprehensive approach encompassing digital transformation of brand communications, the implementation of modern customer loyalty programs, and the active use of socially oriented initiatives as tools for emotional positioning. The proposed strategic directions cover all major consumer interaction touchpoints – from the digital environment to physical retail locations and the social sphere of the community.

Table 3.4 – Recommendations for improving brand management at «Roshen Podillya» LLC based on marketing principles

Measures	Goals to be achieved	Methods of implementation	Performance indicators and expected results
Development of the digital brand	Strengthen brand visibility, improve digital communication, enhance customer experience	<ul style="list-style-type: none"> - Website redesign (UX/UI, mobile optimization). - Content strategy. - Social media presence. - SEO, interactive catalog. - Online ordering and feedback tools 	<ul style="list-style-type: none"> - Higher brand awareness and trust. - Growth in site visits and time spent. - More online interactions and orders
Implementation of loyalty programs	Increase customer retention, stimulate purchases, personalize customer interaction	<ul style="list-style-type: none"> - Bonus and tiered loyalty systems. - Personalized programs for key clients. - Referral marketing. - CRM integration and automation 	<ul style="list-style-type: none"> - Growth in purchase frequency and average order value. - Reduced customer churn. - Increased lifetime value
Social initiatives and value communication	Build emotional and social connection with the audience, enhance trust and reputation	<ul style="list-style-type: none"> - Charity and cultural activities. - Support for military personnel. - Collaboration with NGOs. - Local PR events. - Transparent media communication 	<ul style="list-style-type: none"> - Strengthened brand reputation. - Deeper emotional engagement. - Expanded social presence and local loyalty

Source: compiled by the author based on the results of the study

The implementation of the developed measures will contribute to increased brand awareness, higher consumer engagement and loyalty, strengthened social capital, and the creation of sustainable competitive advantages for the company in the regional market environment. From a strategic perspective, this will lay the groundwork for the brand's stable development, the establishment of long-term relationships with target audiences, and the enhancement of the enterprise's marketing resilience in the context of the digital economy and high market turbulence.

Conclusions to the third section

The results of the research substantiate the necessity of a comprehensive approach to improving brand management at «Roshen Podillya» LLC in accordance with modern marketing principles and the realities of a digitalized and socially sensitive market environment. The developed measures address key aspects of brand development, from technological and communicative modernization to the strengthening of customer and community engagement.

The first strategic vector of improvement is related to enhancing the company's digital brand positioning. This includes redesigning the corporate website in line with UX/UI standards, expanding its functionality with interactive elements (product catalog, ordering forms, responsive design), launching and managing social media accounts, and applying SEO and mobile optimization. These steps aim to increase brand visibility, attract new audiences, and ensure consistent online interaction, thus enhancing the overall consumer experience.

The second direction focuses on reinforcing customer loyalty through structured engagement programs. This involves implementing a multi-tiered loyalty program (Silver, Gold, Platinum), personalized offers for strategic clients, referral initiatives, and the integration of CRM systems for managing customer data and communication. At the same time, offline brand experience is reinforced by standardized service protocols, brand merchandising, and a targeted promotional policy at points of sale.

The third key direction is the development of value-based brand communication through proactive involvement in social, charitable, cultural, and patriotic initiatives. Such initiatives include local charity projects, support for Ukraine's defenders, cooperation with volunteer and civic organizations, regional PR campaigns, and public event participation. These actions create strong emotional associations with the brand, strengthen its social capital, and contribute to the company's reputation as an open and responsible market participant. Importantly,

success in this area depends on transparent, consistent media support through digital and traditional channels, which should emphasize the social significance of the company's contributions rather than promotional messaging.

In summary, the implementation of the proposed improvement directions will allow «Roshen Podillya» LLC to transform its brand management model into a modern, integrated, and community-oriented system. This will enhance the company's regional market competitiveness, deepen consumer loyalty, and secure the company's position as a value-driven brand leader under conditions of economic volatility and increasing stakeholder expectations.

Conclusions

As a result of the conducted theoretical analysis, it has been established that in the context of the modern economy, a brand represents a multifaceted intangible asset that integrates elements of visual identity, value-based attributes, emotional perception, and communicative interaction with the consumer. Its essence lies not merely in the identification of a product or company, but in the formation of a complex marketing phenomenon within the consumer's consciousness, shaped through experience, associations, trust, and relationships.

Contemporary brand management encompasses a number of conceptual approaches to brand governance, including classical, emotional, functional, customer-oriented, integrated, systemic, and digital models. Each of these emphasizes a specific aspect of brand building – from ensuring visual recognition to creating a personalized customer experience. The most effective strategy is considered to be the integration of multiple approaches, enabling the formation of a strong brand presence under conditions of intense market competition.

Effective brand management is based on the comprehensive use of an appropriate set of marketing tools, such as positioning, identity development, public relations, loyalty programs, content strategies, CRM systems, and digital communication channels. It is also essential to consider the brand life cycle, which determines the need to adapt tools to the specific stage of brand platform development.

Particular attention should be paid to the impact of digital transformation on brand management, as it changes the principles of interaction with the consumer. Digital brand management involves multichannel communication, data-driven decision-making, automated customer engagement, and the creation of personalized content. This enables greater marketing communication effectiveness, stronger emotional ties with the target audience, and the development of long-term customer loyalty.

Therefore, improving brand management at the enterprise level based on marketing principles requires the synergy of traditional and digital approaches, customer orientation, systematic brand strategy development, and adaptability to changes in the competitive environment. This model serves as the foundation for the effective development of brand management, particularly within the confectionery production sector.

The analysis of the current state of the Ukrainian confectionery industry confirms its strategic importance within the national food sector, particularly under conditions of martial law and economic instability. Despite substantial challenges, enterprises demonstrate a high degree of adaptability, ongoing production modernization, and the preservation of quality standards. The market structure remains stable, while producers actively explore new segments aligned with global consumer trends. The high level of industry concentration, the leading role of ROSHEN Corporation, and the notable presence of regional and small-scale enterprises underscore the sector's competitiveness despite external threats.

The industry is highly concentrated, with ROSHEN Corporation holding over 25 % of total production. Other major players, including AVK, Konti, Biscuit-Chocolate, Zhytomyrski Lasoshchi, Lukas, and international brands like Mondelez («Korona») and Nestlé («Svitoch»), collectively control 40–45 % of the market. Regional and small enterprises account for approximately 30 %, primarily in the flour-based segment.

The SWOT analysis of the industry showed that the main strengths are concentrated in the structured production, stable domestic demand and competitive products, while the main risks are related to logistics barriers, dependence on imported raw materials and the impact of external shocks. To ensure sustainable development, it is necessary to increase the level of digitalization, expand investments in technology, and intensify marketing strategies both domestically and abroad.

The analytical assessment of the financial and economic performance of «Roshen Podillya» LLC for the period 2022–2024 confirms the company's

operational efficiency under inflationary pressure, rising costs, and external risks. The company exhibits stable growth in sales volumes and profitability, as well as consistent participation in public procurement channels. Furthermore, its effective cost control system and flexible pricing policy reflect sound resource management and market responsiveness.

However, the study of the company's brand management strategy revealed several strategic weaknesses that constrain the formation of long-term competitive advantages. In particular, limited integration of digital communication channels, a primarily informational website with minimal interactivity, lack of active social media presence, and underutilization of emotional engagement, social responsibility, and customer loyalty mechanisms point to the need for a profound transformation of marketing approaches.

The results of the research substantiate the necessity of a comprehensive approach to improving brand management at «Roshen Podillya» LLC in accordance with modern marketing principles and the realities of a digitalized and socially sensitive market environment. Improving the brand management system of «Roshen Podillya» LLC should be carried out through a comprehensive strategy encompassing digital modernization, activation of social media presence, expansion of loyalty programs, and enhanced participation in social and community activities. Such an approach will not only increase brand awareness but also strengthen emotional ties with the target audience, build social capital, and support sustainable enterprise development at the regional level.

The first strategic vector of improvement is related to enhancing the company's digital brand positioning. This includes redesigning the corporate website in line with UX/UI standards, expanding its functionality with interactive elements (product catalog, ordering forms, responsive design), launching and managing social media accounts, and applying SEO and mobile optimization. These steps aim to increase brand visibility, attract new audiences, and ensure consistent online interaction, thus enhancing the overall consumer experience.

The second direction focuses on reinforcing customer loyalty through structured engagement programs. This involves implementing a multi-tiered loyalty program (Silver, Gold, Platinum), personalized offers for strategic clients, referral initiatives, and the integration of CRM systems for managing customer data and communication. At the same time, offline brand experience is reinforced by standardized service protocols, brand merchandising, and a targeted promotional policy at points of sale.

The third key direction is the development of value-based brand communication through proactive involvement in social, charitable, cultural, and patriotic initiatives. Such initiatives include local charity projects, support for Ukraine's defenders, cooperation with volunteer and civic organizations, regional PR campaigns, and public event participation. These actions create strong emotional associations with the brand, strengthen its social capital, and contribute to the company's reputation as an open and responsible market participant. Importantly, success in this area depends on transparent, consistent media support through digital and traditional channels, which should emphasize the social significance of the company's contributions rather than promotional messaging.

The systematic implementation of the proposed measures will not only optimize the internal processes of brand management but also ensure the formation of a coherent, emotionally resonant, and socially responsible brand image in the public consciousness. By embracing a balanced combination of technological innovation, consumer-oriented interaction, and civic engagement, «Roshen Podillya» LLC can significantly expand its influence and resonance within the regional market space.

Moreover, this transformation aligns the company's strategic goals with the broader trends of sustainable marketing development, where transparency, trust, and emotional loyalty become decisive factors for long-term business stability. Strengthening digital communication infrastructure, deepening personalization mechanisms, and integrating social values into the core of the brand strategy will foster not only a more resilient customer base but also increased brand advocacy.

In summary, the implementation of the proposed improvement directions will allow «Roshen Podillya» LLC to transform its brand management model into a modern, integrated, and community-oriented system. This will enhance the company's regional market competitiveness, deepen consumer loyalty, and secure the company's position as a value-driven brand leader under conditions of economic volatility and increasing stakeholder expectations.

List of sources of reference

1. ABM Loyalty. – URL: <https://www.getapp.co.uk/software/2054528/abm-loyalty-1> (date of appeal: 20.04.2025).
2. Analysis of the confectionery market in Ukraine. 2024 // Pro- Consulting. Analytics markets. – URL: <https://pro-consulting.ua/ua/issledovanie-rynka/analiz-rynka-konditerskih-izdelij-v-ukraine-2024-god> (date of appeal: 12.04.2025).
3. Analysis of the confectionery market in Ukraine. 2023. – URL: <https://pro-consulting.ua/ua/issledovanie-rynka/analiz-rynka-konditerskih-izdelij-v-ukraine-2023-god> (date of appeal: 10.04.2025).
4. Bochko O. Y. Confectionery market research: the impact of the pandemic and war / O. Y. Bochko, U. O. Balyk, O. P. Karpiy // The actual problems of regional economy development. – 2022. – №. 2 (18). – P. 264-273. – URL: <https://journals.pnu.edu.ua/index.php/aprde/article/view/6124> (date of appeal: 10.04.2025).
5. Budiman S. The effect of social media on brand image and brand loyalty in generation Y / S. Budiman // The Journal of Asian Finance, Economics and Business. – 2021. – Vol. 8. – № 3. – P. 1339–1347. – DOI: <https://doi.org/10.13106/jafeb.2021.vol8.no3.1339> (date of appeal: 05.05.2025).
6. Chmut A. V. Analysis of the development of confectionery industry enterprises in Ukraine under martial law / A. V. Chmut // Scientific Bulletin of Kherson State University. Series of Economic Sciences. – 2024. – № 51. – P. 45-50. – URL: <https://ej.journal.kspu.edu/index.php/ej/article/view/842> (date of appeal: 08.04.2025).
7. Danilyuk A. The study of the essence of brand management in the system of marketing management of an enterprise / A. Danilyuk // Galician Economic Herald. – 2023. – № 1 (80). – P. 20-28. – URL: https://doi.org/10.33108/galicianvisnyk_tntu2023.01 (date of appeal: 22.04.2025).

8. Dembitska A. Brand management of international retail chains / A. Dembitska, L. Kudyrko // UNIVERSUM. – 2024. – Issue 9. – P. 44–51. – URL: <https://archive.liga.science/index.php/universum/article/view/1079> (date of appeal: 22.04.2025).
9. Dubovik N. A. Digital Branding: Innovative Approaches in the Context of Transformation of the Ukrainian Market in the Context of War / N. A. Dubovik // Economic achievements: prospects and innovations. – 2024. – № 2. – URL: <https://doi.org/10.57125/econp.2024.01.29.05> (date of appeal: 04.04.2025).
10. Erokhina A. Formation of the company's brand in the global marketing environment / A. Erokhina, D. Say // UNIVERSUM. – 2024. – Issue 10. – P. 12–17. – URL: <https://archive.liga.science/index.php/universum/article/view/1160> (date of appeal: 21.04.2025).
11. Essential types of loyalty good for you and your brand business. – URL: <https://www.theblacksheep.community/types-ofloyalty> (date of appeal: 14.04.2025).
12. Exports of Ukrainian sweets increased significantly. – URL: <https://agroportal.ua/news/ukraina/ukrajina-suttyevo-zbilshila-eksport-solodoshchiv> (date of appeal: 18.04.2025).
13. Fayvishenko D. S. Transformation of the branding concept as a result of the development of digital marketing / D. S. Fayvishenko, O. I. Melnichenko, D. V. Yatsyuk // Ukrainian Journal of Applied Economics and Technology. – 2022. – № 7 (2). – P. 91–98. – URL: <https://doi.org/10.36887/2415-8453-2022-2-11> (date of appeal: 28.04.2025).
14. Financial statements of «Roshen Podillya» LLC. – URL: https://clarity-project.info/edr/38687178/yearly-finances?current_year=2024 (date of appeal: 20.03.2025).
15. Holovan O. Theoretical and methodological loyalty management approaches in the conditions of digital transformation / O. Holovan, M. Oliinyk, S. Markova // Management and Entrepreneurship: Trends of Development. – 2024. – № 2 (28). – P. 61–75.

16. Ibrahim B. Social media marketing activities and brand loyalty: A meta-analysis examination / B. Ibrahim // *Journal of Promotion Management*. – 2022. – Vol. 28. – № 1. – P. 60–90. – DOI: <https://doi.org/10.1080/10496491.2021.1955080> (date of appeal: 24.04.2025).
17. Information about Roshen // *Journal Forbes Ukraine*. – URL: <https://forbes.ua/profile/roshen-241> (date of appeal: 10.04.2025).
18. Information on public finances of «Roshen-Podillya» LLC. – URL: <https://clarity-project.info/edr/38687178/treasury> (date of appeal: 20.03.2025).
19. Kitchenko O. M., Lyal'ko K. A. Formation of brand strategy with the help of the latest marketing technologies / O. M. Kitchenko, K. A. Lyal'ko // *Effective economy*. – 2024. – № 5. – URL: <https://nayka.com.ua/index.php/ee/article/view/3816> (date of appeal: 15.04.2025).
20. Kononenko O. Theoretical aspects of the organization brand management / O. Kononenko // *The current state of research and technology in industry*. – 2021. – № 1 (15). – P. 76–82. – URL: <https://itssi-journal.com/index.php/itssi/article/view/262/> (date of appeal: 08.04.2025).
21. Kotler F. *Marketing 5.0: Technology for humanity* / F. Kotler, G. Katarjaya, Y. Setiawan. – Hoboken, NJ: Wiley, 2021. – 224 c.
22. Kovbas G. Formation of the strategy of emotional brand marketing / G. Kovbas, R. Kurgansky, Y. Madai, O. Semkin, A. Dubov, V. Belov // *Scientific notes of Lviv University of Business and Law*. – 2024. – Issue 41. – P. 57–66. – URL: <https://nzlulp.org.ua/index.php/journal/article/view/1204> (date of appeal: 12.04.2025).
23. Krymska A. O. Digital transformation in the field of marketing: new approaches and opportunities / A. O. Krymska, U. O Balyk., I. O. Klimova // *Academic visions*. – 2023. – № 26. – P. 1-12. – URL: <http://dx.doi.org/10.5281/zenodo.10374255> (date of appeal: 10.04.2025).
24. Kubareva I. Digital leadership as a tool for strengthening the market position of the enterprise: corporate and personal context / I. Kubareva, V. Tarliev // *Strategy of economic development of Ukraine*. – 2022. – Issue 51. – P. 120-138.

- DOI: <https://doi.org/10.33111/sedu.2022.51.120.138> (date of appeal: 13.04.2025).
25. Kukina N. V. Analysis of the role of social networks in the formation of brand loyalty / N. V. Kukina, Y. O. Savchuk, A. M. Lyalyuk // *Actual Problems of Economics*. – 2024. – №. 8 (278). – P. 116-128. – DOI: <https://doi.org/10.32752/1993-6788-2024-1-278-116-128> (date of appeal: 23.04.2025).
26. Lebed L. Confectionery market: products should be not only tasty but also Instagram-worthy / Lebed L. – URL: <https://agroportal.ua/agrocheck/made-in-ukraine/rinok-konditerskih-virobiv-produkciya-povinna-buti-ne-tilki-smachnoyu-a-y-dostoynoyu-instagram> (date of appeal: 30.03.2025)..
27. Lysenko I. Creation and development of e-commerce brands in the context of digitalization / I. Lysenko, A. Ponomarenko // *Problems and prospects of economics and management*. – 2023. – № 3 (35). – P. 82-97. – DOI: [https://doi.org/10.25140/2411-5215-2023-3\(35\)-82-97%20](https://doi.org/10.25140/2411-5215-2023-3(35)-82-97%20) (date of appeal: 23.04.2025).
28. Lyshenko M. Brand management as a tool for marketing activities of enterprises / M. Lyshenko // *Economy and society*. – 2023. – № 48. – URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2289> (date of appeal: 03.04.2025).
29. Nuseir M. The effects of facilitating conditions, customer experience and brand loyalty on customer-based brand equity through social media marketing / M. Nuseir, G. Elrefae // *International Journal of Data and Network Science*. – 2022. – Vol. 6. – № 3. – P. 875–884. – DOI: <https://doi.org/10.5267/j.ijdns.2022.2.009> (date of appeal: 29.04.2025).
30. Official website of the State Statistics Service of Ukraine. – URL: <http://ukrstat.gov.ua>.
31. Ostapchuk T. Formation and development of the concept of marketing management in modern conditions: European experience / T. Ostapchuk, K. Buzhymyska // *Economics, management and administration*. – 2024. – Issue 2 (108). – P. 42-50. – DOI: [https://doi.org/10.26642/ema-2024-2\(108\)-42-50](https://doi.org/10.26642/ema-2024-2(108)-42-50) (date of appeal: 23.04.2025).

03.04.2025).

32. Panasko O. A. Customer loyalty programs at the trade enterprise: theoretical and practical perspectives / O. A. Panasko, N. V. Nikitenko // *Young scientist*. – 2022. – № 1 (101). – P. 233-241. – URL: <https://doi.org/10.32839/2304-5809/2022-1-101-48> (date of appeal: 25.04.2025).

33. Podra O. P. Features of the development and implementation of the strategy of enterprise brand development in the conditions of European integration / O. P. Podra, N. Y. Petryshyn // *Management and entrepreneurship in Ukraine: stages of formation and problems of development*. – 2022. – № 2 (8). – P. 79-87.

34. Puspaningrum A. Social media marketing and brand loyalty: The role of brand trust / A/ Puspaningrum // *The Journal of Asian Finance, Economics and Business*. – 2020. – Vol. 7. – № 12. – P. 951–958. – DOI: <https://doi.org/10.13106/jafeb.2020.vol7.no12.951> (date of appeal: 28.04.2025).

35. Samarah T. The role of brand interactivity and involvement in driving social media consumer brand engagement and brand loyalty: the mediating effect of brand trust / T. Samarah, P. Bayram, Y. Hasan, E. Hamzah // *Journal of Research in Interactive Marketing*. – 2022. – Vol. 16. – № 4. – P. 648–664. – URL: <https://www.emerald.com/insight/content/doi/10.1108/JRIM-03-2021-0072/full/htm> (date of appeal: 15.04.2025).

36. Samodai V. Methodological principles of brand creation / V. Samodai, Y. Mashina, G. Kovtun // *Economy and society*. – 2023. – № 47. – URL: <https://economyandsociety.in.ua/index.php/journal/article/view/2037> (date of appeal: 28.03.2025).

37. Semenchenko T. O. Consumer loyalty management in the context of digitalization / T. O. Semenchenko, N. L. Morozova, P. O. Semenchenko // *Problems of Economics*. – 2024. – № 1 (59). – P. 90-95. – URL: <https://oaji.net/articles/2023/728-1717260194.pdf> (date of appeal: 17.04.2025).

38. Sorokina A. M. Analysis of the current state of the confectionery industry in Ukraine and ways to improve the economic efficiency of production with the introduction of innovations / A. M. Sorokina // *Bulletin of Kherson National*

Technical University. – 2023. – № 4 (87). – P. 429-442. – URL: https://journals.kntu.kherson.ua/index.php/visnyk_kntu/article/view/542 (date of appeal: 06.04.2025).

39. Tanasiichuk A. Formation of a brand promotion strategy by means of digital marketing / A. Tanasiichuk, S. Sirenko, V. Pnevskyi // Eastern Europe: economy, business and management. – 2020. – № 1 (24). – P. 161–167. – URL: <https://doi.org/10.32782/easterneurope> (date of appeal: 15.04.2025).

40. Tessitore S. How to measure customer loyalty in 2024 / S. Tessitore. – URL: <https://customergauge.com/blog/how-to-measure-customerloyalty> (date of appeal: 20.04.2025).

41. The website of Roshen Podillya LLC. – URL: <https://www.roshen-podillya.com/>.

42. The website of the Roshen confectionery corporation. – URL: <https://roshen.com/>.

43. Tsybko N. Modern tools of affiliate marketing in the B2B market / N. Tsybko // Bulletin of Khmelnytsky National University. – 2023. – № 5. – P. 157–162. – URL: <https://doi.org/10.31891/2307-5740-2023-322-5-26> (date of appeal: 19.04.2025).

44. Vdovychena O. Digital marketing as a tool for efficiency and competitiveness of modern business: features and prospects of implementation in Ukraine / O. Vdovychena, O. Dyuhovanets, I. Chernova // Investments: practice and experience. – 2022. – Issue 2. – P. 81–87.

45. Wenger V. Indicators of the Ukrainian confectionery market / V. Wenger, N. Romanovska, T. Romanovska, O. Sheiko, I. Savchenko // Scientific Bulletin of the International Association of Scientists. Series: Economics, management, security, technology. – 2024. – № 3 (3). – URL: <https://doi.org/10.56197/2786-5827/2024-3-3-3> (date of appeal: 11.04.2025).

46. Yahelska K. Brand strategy formation in the conditions of transformation of consumer sentiments of Ukrainian society / K. Yahelska, L. Vasylyshyna // SWorld Journal. – 2023. – № 2 (19-02). – P. 75–81. – URL:

<https://sworldjournal.com/index.php/swj/article/view/swj19-02-069> (date of appeal: 08.04.2025).

47. Yankovets T. Digital branding of the enterprise in the complex of marketing communications / T. Yankovets, K. Medvedeva // *Bulletin of the Kyiv National University of Trade and Economics*. – 2022. – № 144 (4). – P. 72–83. – URL: [https://doi.org/10.31617/1.2022\(144\)05](https://doi.org/10.31617/1.2022(144)05) (date of appeal: 28.04.2025).

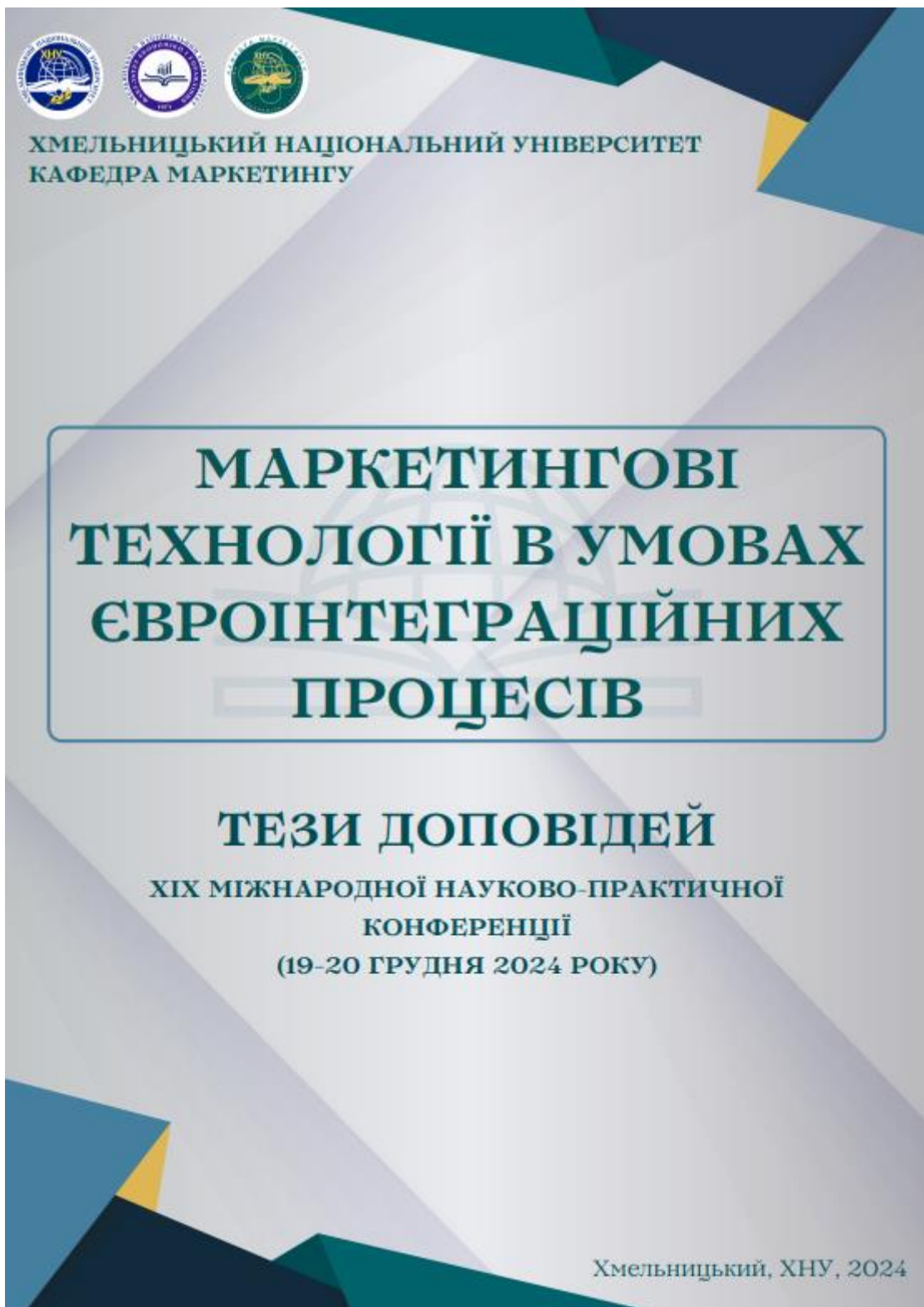
48. Zakryzhevska I. Innovative strategies of digital branding in Ukrainian business: analysis and recommendations / I. Zakryzhevska, V. Nyanko, Y. Polishchuk // *Economy and society*. – 2024. – № 60. – URL: <https://doi.org/10.32782/2524-0072/2024-60-31> (date of appeal: 19.04.2025).

49. Zhengyin Su. Marketing tools in the management of trade enterprises / Su Zhengyin, Zinaida Andrushkevych // *Marketing technologies in the context of European integration processes: abstracts of the XIX International Scientific and Practical Conference (December 19-20, 2024)* – Khmelnytskyi: KHNU, 2024. – P. 36-41.

50. Zinchenko O. A. Adaptive strategies of enterprises in the digital environment / Zinchenko O. A. // *Problems of the economy*. – 2021. – № 3 (49). – P. 110–116. – URL: <https://doi.org/10.32983/2222-0712-2021-3-110-116> (date of appeal: 20.04.2025)

APPENDIXES

Appendix A



УДК 339.138:339.9]:338(477)
М26

*Рекомендовано до друку Вченою радою факультету економіки
і управління Хмельницького національного університету,
протокол № 26/24 від 13 грудня 2024 року*

Подані тези доповідей XIX Міжнародної науково-практичної інтернет-конференції «Маркетингові технології в умовах євроінтеграційних процесів» (19-20 грудня 2024 р.).

У рамках конференції розглянуто теоретико-аналітичні основи та практичні рекомендації до застосування маркетингових технологій в економіці та бізнесі в умовах євроінтеграційних процесів, за напрямками: стратегічна парадигма інноваційного маркетингу; актуальні проблеми застосування теорії і практики маркетингу у різних сферах господарювання в умовах воєнного часу; міжнародний маркетинг в умовах інтеграції України в ЄС; маркетинг-менеджмент: підходи і перспективи розвитку; тенденції інноваційного розвитку економіки в умовах інтеграції в міжнародний економічний простір.

Редакційний комітет конференції:

Закрижевська І.В., канд. екон. наук, доц.;

Карпенко В.Л., канд. екон. наук, доц.;

Літинська В.А., канд. екон. наук., доц. (техн. секр.)

Матеріали подані в авторській редакції.

*Відповідальність за зміст, автентичність цитат
та правильність посилань несуть автори*

М26 Маркетингові технології в умовах євроінтеграційних процесів : тези доповідей XIX Міжнародної науково-практичної конференції (19-20 грудня 2024 р.). – Хмельницький : ХНУ, 2024. – 328 с.

Для фахівців з маркетингу, викладачів, аспірантів та студентів економічних спеціальностей ЗВО.

УДК 339.138:339.9]:338(477)

© Автори тез, 2024

© ХНУ, оригінал-макет, 2024

ЗМІСТ

Михайло Білуха Сутність стратегічного управління дистрибуцією інноваційної продукції ...	10
Евеліна Духіна, Валентина Бобровник Інноваційні аспекти формування інтегрованих маркетингових комунікацій компанії Samsung Electronics.....	12
Віталій Карпенко Дизайн-мислення як засіб планування та розробки маркетингових інновацій.....	16
Альона Михня, Людмила Калініченко Інноваційні тенденції в маркетингу: ефективне використання коротких відео та подкастів на прикладі українського бренду CHER 17	18
Богдан Шейнер, Віталій Карпенко Інноваційне управління на засадах маркетингу: сутність, методи та переваги	21
Інна Щоголева Вплив транснаціональних корпорацій на міжнародну маркетингову діяльність	23
Bai HE, Iryna Zakryzhevskа Case analysis of tourism marketing strategy in China	26
Chen RUI, Iryna Zakryzhevskа Developing a marketing strategy for enterprises in the context of digital transformation	30
Zhao Ming, Zinaida Andrushkevych Modern marketing approaches to the management of trade enterprises	33
Su Zhenning, Zinaida Andrushkevych Marketing tools in the management of trade enterprises	36
Tang Huiping, Iryna Zakryzhevskа Formation of the marketing communication strategy of the enterprise	42
Zhu Longping, Iryna Zakryzhevskа Customer education strategies of internet medical enterprises in China on the example of jian ke	44
Zhu Longping, Zinaida Andrushkevych Digital marketing as a tool for enhancing consumer loyalty	50

advertising, based on the analysis of user behavioral data, allows you to reach your target audience as accurately as possible. Collaboration with influencers has become an effective method of promotion, as influencers help build brand trust through recommendations or product demonstrations.

Augmented and virtual reality are changing the way customers interact with products. AR and VR allow customers to virtually try on products, view them in real space, or learn how to use complex devices. This makes the buying process more immersive and helps customers make informed decisions.

Modern marketing is also focused on sustainability. More and more brands are striving to meet the expectations of consumers who value sustainable development. Using recycled materials in packaging, implementing energy-efficient technologies, and reducing emissions have become important aspects for many companies seeking to maintain customer trust and demonstrate their responsibility to society.

Table 1 presents modern marketing tools, their detailed description and impact on the management of a trade enterprise.

Table 1
Characterization of Modern Marketing Instruments in the Management of a Trade Enterprise

A modern marketing tool	Inventory	Impact on the management of a trading company
Omnichannel	Integration of all channels of customer interaction - online, offline, mobile applications, providing a holistic experience	Improving customer experience, providing seamless service, increasing customer satisfaction
Digital loyalty programs	Use of mobile applications to provide personalized offers, discounts and bonuses	Stimulating sales, obtaining data to improve marketing strategies, building loyalty
Content marketing	Creating informative and engaging content (storytelling, video reviews, interactive materials) to attract and retain customers	Increase brand trust, create an emotional connection, and attract new customers
Artificial intelligence (AI)	Data analysis, forecasting customer needs, price optimization, and personalized recommendations	Improve the accuracy of marketing campaigns, minimize costs, and increase business efficiency
Social networks	Communication with consumers through social media platforms, targeted advertising, and cooperation with influencers	Expanding the audience, creating a community around the brand, and increasing awareness
Augmented and virtual reality (AR/VR)	Using technology to virtually try on products or learn how to use complex devices	Improving customer experience, increasing trust, maintaining an innovative brand image
Environmental friendliness	Implementation of eco-initiatives, recycled materials, and energy-efficient solutions to meet consumer expectations	Strengthening reputation, meeting the needs of society, creating long-term customer loyalty

Source: compiled by the author based on materials [1-5]

In general, modern marketing is a multifaceted system that combines innovative technologies, personalization, interactivity, and responsibility. It allows you to create stronger connections with customers, optimize business processes and remain competitive in a dynamic environment.

Modern marketing-based approaches to managing retail businesses are based on customer focus, the introduction of digital technologies and innovations, and the creation of sustainable competitive advantages through personalization and responsibility. In the context of global and local challenges, these approaches allow retailers to ensure efficient operations, meet market demands, and build long-term relationships with consumers.

References

1. Andrushkevych Z. M. Digitalization – an effective tool of the enterprise’s communication policy during the COVID-19 pandemic / Z. M. Andrushkevych, V. M. Nyanko, O. V. Sitarchuk // Bulletin of Khmelnytsky National University. Economic Sciences. – 2020. – № 5. – P. 15-18. URL: [http://journals.khnu.km.ua/vestnik/pdf/ekon/pdfbase/2020/VKNU-ES-2020-N5\(286\).pdf](http://journals.khnu.km.ua/vestnik/pdf/ekon/pdfbase/2020/VKNU-ES-2020-N5(286).pdf).
2. Bolila S. Marketing tools for creating advantages of a retail enterprise in an unstable environment / S. Bolila // Tavriyskyi naukovyi vestnik. – 2023. – № 18. – P. 62-73. URL: <http://tnv-econom.ksauniv.km.ua/index.php/journal/article/view/436/406>.
3. FMCG and Digital: how to promote yourself on the Internet and be visible. URL: <https://sponuka.com/fmcg-ta-digital-ia-k-prosuvatysia-v-interneti-ta-buty-pomitynm/>.
4. Krymska A. O. Digital transformation in the field of marketing: new approaches and opportunities / A. O. Krymska, U. O. Balyk, I. O. Klimova // Academic Visions. – 2023. – № 26. – C. 1-12. URL: <http://dx.doi.org/10.5281/zenodo.10374255>.
5. Research on the main trends of retail in 2023 in the EU and the world. URL: <https://ukrlegprom.org.ua/news/doslidzhennya-pro-osnovni-trendy-rytelju-2023-yes-ta-svitu/>.

Su ZHENNING, Zinaida ANDRUSHKEVYCH
 Khmelnytskyi National University

MARKETING TOOLS IN THE MANAGEMENT OF TRADE ENTERPRISES

Marketing plays a key role in ensuring the competitiveness of modern trading companies. In a dynamic market environment, where consumer preferences are changing rapidly and competition is becoming increasingly fierce, the effective

use of marketing tools is becoming the basis for successful management. These tools help businesses not only meet customer needs, but also anticipate their desires, adapting to changes in the external environment. They affect all aspects of a company's business: from creating unique products to promoting them on the market. Understanding and effective use of these tools allows not only to attract new customers, but also to ensure long-term loyalty, which is the basis for the stability of the trading business.

Given the importance of marketing in ensuring the competitiveness of a trade enterprise, let us consider the marketing tools that affect the efficiency of trade enterprise management. Product management, as a fundamental marketing tool, is a key element for the effective functioning of a retailer. The product is at the center of the entire marketing strategy, as it is the main object of demand and consumer satisfaction. The development, adaptation and modification of products, as well as competent management of their life cycle, ensure business stability, allowing retailers to maintain a competitive advantage in the market [1].

The product management process involves creating new products, improving existing ones, and adapting them to changing market conditions and consumer demands. In today's business environment, where consumer needs and preferences are changing at a rapid pace, retailers need to be flexible in their approach to product mix. For example, retailers, such as supermarkets or specialty stores, regularly update their assortments with new products that meet fashion trends or technological innovations.

Updating the assortment helps maintain consumer interest and attract new customers. At the same time, the company must take into account seasonality, the competitive environment, and technological progress. For example, during the COVID-19 pandemic, many retailers have expanded their range of sanitary and hygiene products to meet the urgent needs of customers.

Managing the product life cycle. The product life cycle consists of four main stages: introduction, growth, maturity, and decline. An important task for a retailer is to effectively manage these stages to maximize the potential of each product [3].

At the implementation stage, the company focuses on creating demand. This is achieved through active marketing campaigns, discounts, or free samples that stimulate interest in the new product. For example, the launch of a new drink can be accompanied by free tastings in supermarkets. At the growth stage, the focus shifts to increasing sales and expanding distribution channels. For example, after a successful launch, a product is actively sold both in physical stores and online.

The maturity stage requires maintaining stable demand. This is achieved by updating the product, adding new features, or improving packaging. For example, cosmetic brands often change the design of their packaging to match the aesthetic preferences of modern consumers. In a downturn, it is important to withdraw goods from the market in a timely manner or find new markets. For

example, old electronics models are often sold at a reduced price in countries where they may still be in demand.

Price is one of the most important elements of marketing, which directly affects the consumer's perception of the product and the competitiveness of the enterprise [2]. A successful pricing policy is based on the analysis of production costs, competitors' behavior, and the consumer's perception of the value of the product. For example, premium goods often have a high price, which emphasizes their exclusivity and quality. At the same time, low-budget brands use low-price strategies that make their products attractive to a wide range of consumers.

It is important for retailers to choose the right pricing strategy depending on their target audience, product positioning, and market conditions. Flexible pricing, promotions, and discounts are effective ways to attract customers and drive sales.

Distribution, or making goods available to end users, is an important aspect of a retailer's business. Efficient distribution helps to optimize logistics costs, reduce delivery times, and provide convenience for customers. Modern retailers use a combination of physical stores, online platforms, and mobile applications to maximize their reach. For example, large retail chains such as Auchan or Metro provide their customers with a choice between traditional in-store shopping and online ordering with home delivery [6].

Product promotion includes a wide range of activities aimed at generating interest in the product and stimulating demand. Traditional tools, such as advertising, promotions, and public relations, remain effective, but with the development of technology, digital marketing is becoming increasingly important [4; 5].

Social media, SEO optimization, and email marketing allow you to create personalized advertising campaigns that best meet the needs of a specific audience. For example, online stores actively use targeted advertising on Facebook or Instagram to draw attention to promotional products [4; 5].

Product management, pricing, distribution, and promotion are key tools that allow retailers to remain competitive in a dynamic market. Proper use of these tools helps to attract new customers, increase loyalty, and ensure stable business development in the face of growing consumer demands.

Customer Experience Management (CEM) is also an important part of the strategic management of retailers' operations. In today's competitive environment, where consumers have a wide choice of goods and services, providing a positive customer experience is becoming a crucial factor in attracting new customers and retaining existing ones. A positive experience encourages customers to return to the brand, increasing loyalty, and motivates them to recommend the company to others. Effective customer experience management includes creating a convenient shopping environment, using innovative technologies, and implementing omnichannel strategies that ensure the integrity and interaction between different sales channels [5].

One of the key elements of customer experience management is creating a comfortable shopping environment. In this context, the logical organization of the store space is extremely important. Clear zoning of the retail space, the location of essential goods closer to the entrance and easy access to popular categories contribute to the convenience of the shopping process. For example, supermarkets often place the most popular products, such as bread or dairy products, in places accessible to consumers to make them easier to find.

In addition to spatial optimization, the quality of service plays a significant role in creating a positive experience. Well-trained staff with product knowledge can not only help customers with their choices, but also create a sense of care and attention to their needs. A friendly attitude, quick response to customer requests and the ability to solve their problems create a positive impression of the company and enhance its reputation. Cleanliness and comfort in stores are also important aspects. Neat interiors, pleasant aromas, places to sit or relax, and departments with free water or coffee create additional conditions for customer convenience. For example, large retail chains such as IKEA offer seating areas that allow customers to enjoy the process of selecting goods without fatigue.

Thus, creating a convenient shopping environment is a basic condition for ensuring a positive customer experience. Retailers seeking to gain the trust of their customers and ensure their loyalty should pay special attention to these aspects. Simplicity, convenience, and comfort create a sense of satisfaction that encourages customers to come back again.

Emotional marketing is one of the key tools that help build a long-term relationship between a brand and a consumer. Its uniqueness lies in the impact on not only rational but also emotional needs of customers, which significantly increases the effectiveness of brand interaction with the audience. The main goal of emotional marketing is to create associations that evoke fond memories, feelings of trust and loyalty among consumers. Retailers that use emotional marketing create not only demand for their products, but also an emotional connection that becomes the basis for long-term brand loyalty [7].

One of the most effective methods of emotional marketing is storytelling. Through well-crafted stories, brands are able to evoke strong emotions that resonate with consumers' values and experiences [4]. For example, Coca-Cola's campaigns often use stories related to family values, the joy of holidays, and moments of happiness. The brand's advertising creates a sense of warmth, comfort, and harmony among consumers, associating these emotions with the product itself. As a result, Coca-Cola has become not just a drink, but a symbol of celebration and unity.

Emotionally charged advertising campaigns also make extensive use of visual content that appeals to consumers' senses. For example, bright colors, nostalgic music, and images of happy moments help brands create positive associations. Evoking emotions such as joy, gratitude, or hope significantly

increases the likelihood that a consumer will not only purchase a product but also become a loyal customer.

In addition, emotional marketing contributes to brand differentiation in a highly competitive environment. In a world where consumers are exposed to thousands of advertising messages every day, emotionally charged campaigns stand out and are memorable. For example, Dove's campaign emphasizing natural beauty and self-acceptance has evoked a strong emotional response from millions of women, increasing brand awareness and perception of the brand as ethical and close to consumers.

Emotional marketing also contributes to the creation of viral content that spreads thanks to consumers. When an advertising campaign evokes strong feelings, people share it on social media, discuss it, and become brand ambassadors. This allows companies to reach a wider audience without significant additional advertising costs.

Thus, emotional marketing is becoming an important element of the modern strategy of retailers. By using tools such as storytelling, visual content, and emotionally charged campaigns, retailers can not only attract new customers but also build long-term relationships based on trust and emotional attachment. Successful examples of campaigns like Coca-Cola's demonstrate that emotional marketing is a powerful tool for increasing brand awareness and customer loyalty.

Table 1 shows the relationship between marketing tools and their impact on the management of trade enterprises.

Table 1
Interrelation of marketing tools and their impact on the management of trade enterprises

Marketing tool	Inventory	Impact on the management of a trading company
Product management	Creating, adapting and modifying products to meet market needs. Includes product life cycle management.	It helps to remain competitive, attract new customers and maintain demand for goods. Ensures that the assortment is in line with market trends.
Pricing policy	Setting prices based on cost analysis, competitive environment, and customer value.	It affects the competitiveness and profitability of the enterprise. Ensures effective market positioning.
Distribution (sales channels)	Optimization of ways to deliver goods to consumers through physical stores, online platforms and logistics networks.	Provides convenient access to goods for customers. Reduces logistics costs and increases service efficiency.
Promotion of goods	Advertising, promotions, public relations, SEO, email marketing and social media to generate interest in the product.	It stimulates demand, increases brand awareness, and attracts new customers. Allows you to tailor communications to the needs of your audience.
Customer experience management	Creating a positive experience through convenient shopping conditions, omnichannel, self-service and personalized service.	Ensures high customer loyalty, increases repeat purchases and creates an emotional connection with the brand.
Emotional marketing	Using storytelling, emotionally charged advertising campaigns and visual content to build brand trust.	Builds long-term brand loyalty, strengthens emotional connection with customers, and encourages their active participation in product promotion through reviews and recommendations.

Source: compiled by the author based on materials [1-7]

Marketing tools are an indispensable resource in the activities of trading companies, as they contribute to the realization of strategic goals and ensure adaptation to a changing market environment. The correct application of tools such as product management, pricing, distribution, promotion, and customer experience management allows not only to satisfy consumer needs but also to build brand loyalty.

Thus, the effective use of these marketing tools creates the foundation for the successful operation of retailers and guarantees their long-term presence in the market

References

1. Andrushkevych ZM Commodity policy as an important component of the marketing activity of the enterprise / ZM Andrushkevych, RV Boyko VM Niyanko // Bulletin of Khmelnytsky National University. Economic Sciences. – 2024. – No. 328 (2). – P. 470-476. URL: <https://doi.org/10.31891/2307-5740-2024-328-70>.
2. Bolila S. Marketing tools for creating advantages of a retail enterprise in an unstable environment / S. Bolila // Tavriyskyi naukovyi vestnik. – 2023. – № 18. – P. 62-73. URL: <http://tv-econom.ksauiv.ks.ua/index.php/journal/article/view/436/406>.
3. Chorna M. Evaluation of the advantages of retail enterprises at the stages of their life cycle / M. Chorna, N. Smolnyakova, A. Volosov // Journal of European Economics. – 2020. – Vol. 19 – No. 4 (75). – P. 725-742.
4. FMCG and Digital: how to promote yourself on the Internet and be visible. URL: <https://sponuka.com/fmcg-ta-digital-iak-prosuvatysia-v-internet-ta-buty-pomitym/>.
5. Krymska A.O. Digital transformation in the field of marketing: new approaches and opportunities / A.O. Krymska, U.O. Balyk, I.O. Klimova // Academic Visions. – 2023. – № 26. – C. 1-12. URL: <http://dx.doi.org/10.5281/zenodo.10374255>.
6. Maranchak M. Without cashiers and sellers: Auchan opened the first autonomous store in Ukraine. URL: <https://rau.ua/novyni/ashan-v-ukraini-autonomnij-magazin/>.
7. Research on the main trends of retail in 2023 in the EU and the world. URL: <https://ukrtepprom.org.ua/news/doslidzhennya-pro-osnovni-trendy-tytjelu-2023-yes-ta-svitu/>.

Tang HUPING, Iryna ZAKRYZHEVSKA
Khmelnyskyi National University

FORMATION OF THE MARKETING COMMUNICATION STRATEGY OF THE ENTERPRISE

In today's competitive environment, marketing communications play a key role in creating effective interaction between a company and its consumers. Developing a marketing communication strategy is a necessary step to ensure successful promotion of products and services, increase brand awareness and attract loyal customers. Marketing communications include a variety of tools, such as advertising, PR, personal selling, and digital marketing, which should work in a single complex to achieve maximum effect.

A marketing communication strategy is a system of actions aimed at conveying the value of a product or service to consumers through various communication channels. The main goal of this strategy is to create a positive perception of the brand among consumers and build loyalty to the company's products or services.

In today's environment, it is important to integrate traditional and new forms of marketing communications. Businesses should effectively use both offline (television, radio, outdoor advertising) and online channels (social media, email marketing, contextual advertising).

The formation of a marketing communication strategy consists of several main stages [2]:

1. Market and target audience analysis. At the first stage, it is necessary to conduct a detailed market analysis and determine the target audience of the company. The study of demographic, psychographic and behavioral characteristics allows you to create a clear picture of the needs and interests of potential consumers.
2. Determination of communication goals and objectives. Formulation of specific goals of the communication strategy, which may include increasing brand awareness, stimulating demand, increasing sales, strengthening reputation, etc.
3. Selection of communication tools. After defining the goals, it is necessary to choose the best communication tools that will effectively convey the message to the target audience. These can include advertising, PR activities, special events, sponsorship, participation in exhibitions, and work with opinion leaders.
4. Develop a creative concept. An important stage is the development of a creative concept that will ensure the consistency of all communication materials and help to distinguish the brand from competitors.
5. Identification of communication channels and media planning. The selection of the right communication channels depends on the chosen strategy and the characteristics of the target audience. This may include traditional channels