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# The Global Frontiers of Sustainable Science and Human Development Congress 2026: Food Systems, Climate Resilience, Digital Transformation, Health, Governance, Bioeconomy and Inclusive Innovation

Proceedings of International Scientific  
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August 6.2026

in Wageningen University & Research,  
the Netherlands

2026

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І ВІДПОВІДАЛЬНЕ СПОЖИВАННЯ»**

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**APPROACHES TO THE FORMATION OF MARKETING STRATEGIES  
AT RETAIL ENTERPRISES**

Modern retail enterprises operate in an environment characterized by highly dynamic consumer demand, intensifying competition, accelerating digital transformation, evolving purchasing behavior patterns, and the continuous expansion of consumer interaction channels. Retailing is gradually transitioning from the traditional model, in which the primary point of contact with customers is a physical store, to a complex interaction system encompassing brick-and-mortar stores, online stores, mobile applications, marketplaces, social media platforms, loyalty programs, personalized communications, and digital services. Under these conditions, a marketing strategy can no longer be viewed merely as a long-term plan for promoting products. Instead, it must ensure the alignment of the enterprise's product, pricing, communication, distribution, and customer-oriented policies with its strategic objectives.

The relevance of this issue is particularly pronounced in the Ukrainian context. The war, destruction of infrastructure, forced population displacement, territorial disparities in demand, changes in the income structure of households, disruptions in logistics chains, and growing consumer requirements regarding the safety and availability of goods have significantly transformed the operating environment of retail enterprises. At the same time, statistical data indicate a gradual recovery in consumer activity. For example, in January–June 2025, the

physical volume index of retail trade turnover in Ukraine amounted to 111.6% compared with the corresponding period of the previous year, while the physical volume index of retail turnover generated by retail enterprises reached 106.4%. This creates favorable conditions for intensifying competition among retail enterprises for consumers and, consequently, increases the importance of well-founded strategic marketing management [6,7].

In contemporary academic literature, a marketing strategy is viewed as a comprehensive mechanism for aligning market opportunities, enterprise resources, and the value created for consumers. For retail enterprises, this concept acquires a specific meaning, as a retail company simultaneously acts as the creator of the product assortment, the organizer of customer service processes, the operator of sales channels, and the communicator of the brand. Consequently, the strategy should encompass not only the process of selling products but the entire value creation chain for consumers [3–5].

The purpose of this study is to provide a theoretical substantiation and systematization of contemporary approaches to the formation of marketing strategies for retail enterprises, to identify their specific features under conditions of digital transformation, and to develop a logical sequence for strategic marketing decision-making.

The concept of a marketing strategy is one of the fundamental categories in the theory of strategic marketing. In its broadest sense, a strategy defines the long-term logic of an enterprise's actions aimed at establishing a competitive position, interacting with target market segments, and achieving predetermined market and financial results. The classical approach to strategic marketing involves a sequential progression through the stages of environmental analysis, target market selection, positioning development, selection of the marketing mix, and performance monitoring.

A marketing strategy for a retail enterprise may be defined as a long-term system of interconnected managerial decisions concerning the selection of target market segments, the development of a value proposition, the positioning of the retail enterprise, the management of product assortment, pricing policy, sales channels, marketing communications, and customer service, taking into account the enterprise's resource capabilities and changes in the market environment [2-5].

This interpretation makes it possible to distinguish a marketing strategy from individual marketing activities. A discount, an advertising campaign, the introduction of a loyalty program, the opening of a new store, or the development of a mobile application are tactical decisions if they are not integrated within a unified long-term strategic logic. A strategy emerges when individual marketing instruments are combined around a clearly defined target market, competitive position, and value proposition.

For retail enterprises, it is fundamentally important to take into account the specific characteristics of the final consumer market. Unlike manufacturing enterprises, a retail operator interacts directly with end consumers; therefore, the effectiveness of its marketing activities largely depends on the quality of every customer touchpoint. Consumers evaluate not only the product itself but also the accessibility of the store, the breadth and quality of the assortment, the convenience of in-store navigation, the speed of service, product availability, pricing, return options, the quality of customer consultation, digital services, and the overall brand experience [4,5].

In this regard, the marketing strategy of a retail enterprise should be considered as a multi-level framework [2–5]. At the corporate level, the overall development logic and the role of marketing in creating competitive advantages are determined. At the business strategy level, the desired competitive position of the enterprise is defined. At the marketing level, target market segments, positioning, and the integrated set of marketing decisions are developed. At the

operational level, the strategy is translated into specific programs related to product assortment, pricing, marketing communications, sales channels, customer service, and customer relationship management.

The formation of a marketing strategy for a retail enterprise should be regarded as a process of determining the long-term directions of its market behavior, taking into account the characteristics of consumer demand, the competitive environment, and the enterprise's internal capabilities. Unlike individual marketing decisions, a marketing strategy defines the overall logic of the enterprise's interaction with the market: which consumer groups are considered priorities, what value the enterprise offers them, how it intends to differentiate itself from competitors, and which resources will be employed to achieve its strategic objectives [1].

In view of the above, the principal approaches to the formation of marketing strategies for retail enterprises can be identified as the market-oriented, resource-based, competitive, and customer-oriented approaches.

The market-oriented approach involves developing a marketing strategy based on a systematic analysis of the external environment and the identification of the most promising directions for market development. For retail enterprises, its significance is determined by the direct dependence of business performance on changes in consumer demand, household income levels, demographic structure, the geographical distribution of customers, seasonality, and the intensity of competition. Consequently, strategic analysis should encompass not only the general characteristics of the market but also the specific features of its individual segments and local service areas.

The resource-based approach complements market analysis through the assessment of the enterprise's internal potential. Its underlying premise is that strategic choices should correspond to the enterprise's available resources and capabilities while simultaneously creating opportunities for their further

development [5]. For retail enterprises, such resources include financial capacity, retail space and store locations, relationships with suppliers, product assortment, personnel, brand equity, customer base, information systems, digital infrastructure, and managerial competencies.

The competitive approach focuses the development of a marketing strategy on determining the enterprise's position relative to its principal competitors and identifying sources of sustainable competitive advantage. In retailing, such an advantage may be built upon pricing policy, product assortment, geographical accessibility, service quality, brand strength, technological capabilities, order fulfillment speed, or the uniqueness of the customer experience.

The customer-oriented approach shifts the focus of strategic management from individual products or sales channels to the customer and the value created for them. Its application in retailing is justified by the fact that customers evaluate not a single element of the offering but the overall experience of interacting with the enterprise. This experience is formed throughout the entire customer journey, including information search, product selection, purchase, order fulfillment, product use, and after-sales service [2]. The customer-oriented approach also involves differentiating the customer base according to its economic and behavioral value. For this purpose, indicators such as purchase frequency, average transaction value, recency of the most recent purchase, repeat purchase rate, and the duration of the customer relationship may be employed. Of particular importance is the use of the Customer Lifetime Value (CLV) metric, which makes it possible to evaluate not merely an individual transaction but the customer's expected economic value throughout the entire period of interaction with the enterprise [2].

Thus, a customer-oriented strategy does not imply the mechanical satisfaction of every customer request. Rather, it involves identifying those

attributes of the value proposition that are of greatest importance to the target market segments and concentrating the enterprise's resources on delivering them.

Accordingly, the formation of a marketing strategy for a retail enterprise should be based on the alignment of four interrelated strategic dimensions: market opportunities, customer value, resource potential, and competitive position. Their interaction determines the soundness of strategic decision-making and provides the foundation for the subsequent development of the product, pricing, communication, distribution, and digital components of the marketing strategy. In this context, digitalization and omnichannel retailing should not be regarded as independent strategic approaches but rather as contemporary instruments for implementing the selected strategy and facilitating effective interaction between the enterprise and its customers [3,4].

The approaches discussed above establish a logical sequence for strategic decision-making. First, the enterprise identifies the characteristics and trends of the market in which it operates. Next, it determines the needs and behavioral patterns of its priority customer segments. It then evaluates its internal resources and competencies, defines its competitive position, and develops a value proposition for the target customer. Such a sequence helps avoid situations in which the strategy is based solely on the enterprise's internal capabilities or, conversely, exclusively on market demand without taking into account actual resource constraints.

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