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**Management of Trading Enterprise Development: Sustainable Approaches and
Implementation Imperatives in Ukraine**

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**Управління розвитком торговельних підприємств: сталі підходи та
імперативи реалізації в Україні**

Trade is a strategically important sector of the national economy that performs key socio-economic functions, ensuring the continuous movement of goods from producers to final consumers and shaping the structure of population consumption. The level of its development significantly influences the efficiency of the domestic market, the dynamics of economic growth, and employment. At the same time, modern challenges—such as martial law, destruction of logistics and energy infrastructure, population migration, economic transformations, digitalisation, changing consumer priorities, and intensifying competition—necessitate the improvement of functioning mechanisms and the search for effective approaches to managing the development of trading enterprises. In this context, the issue of forming modern models of trade organisation and adapting enterprises to new business conditions becomes particularly relevant.

The article examines current trends in the development of the trade industry and substantiates the necessity of implementing sustainable approaches in the

activities of trading enterprises. The role of trade in shaping consumer demand, ensuring employment, and developing the national economy is analysed. The dynamics of the consumer price index in Ukraine are presented and examined. The level of logistics infrastructure development and its impact on the trade industry are considered. Particular attention is paid to the environmental responsibility of trading enterprises, specifically to the influence of international initiatives aimed at reducing the negative environmental impact of trade. The main directions for implementing sustainable practices in trading enterprises are summarised, including sustainable marketing, ecological branding, digital transformation, e-commerce development, customer orientation, and the formation of sustainable supply chains. The study establishes that the integration of sustainable development principles into the activities of trading enterprises contributes to enhancing their investment attractiveness, competitiveness, and resource-use efficiency, reducing negative environmental impact, and creating prerequisites for long-term economic development.

Торгівля є стратегічно важливим сектором національної економіки, який виконує ключові соціально-економічні функції, забезпечуючи безперервний рух товарів від виробника до кінцевого споживача та формуючи структуру споживання населення. Рівень її розвитку суттєво впливає на ефективність внутрішнього ринку, динаміку економічного зростання та рівень зайнятості населення. Водночас сучасні виклики – зокрема воєнний стан, руйнування логістичної та енергетичної інфраструктури, міграція населення, трансформаційні процеси в економіці, цифровізація, зміна споживчих пріоритетів і посилення конкуренції зумовлюють необхідність удосконалення механізмів функціонування та пошуку ефективних підходів до управління розвитком торговельних підприємств. У цьому контексті особливої актуальності набуває проблема формування сучасних моделей організації торговельної діяльності та адаптації підприємств до нових умов господарювання.

Тому у статті розглянуто сучасні тенденції розвитку торговельної галузі та обґрунтовано необхідність упровадження сталих підходів у діяльність торговельних підприємств. Проаналізовано роль торгівлі у

формуванні споживчого попиту, забезпеченні зайнятості населення та розвитку національної економіки. Наведено та проаналізовано динаміку індексу споживчих цін в Україні. Розглянуто рівень розвитку логістичної інфраструктури та її вплив на діяльність торговельної галузі. Окрему увагу приділено екологічній відповідальності торговельних підприємств, зокрема впливу міжнародних ініціатив, спрямованих на зменшення негативного впливу торгівлі на навколишнє середовище. Узагальнено основні напрями впровадження сталих практик у діяльності торговельних підприємств, серед яких сталий маркетинг, екологічний брендинг, цифрові трансформації, розвиток електронної торгівлі, клієнтоорієнтованість та формування сталих ланцюгів постачання. В роботі визначено, що інтеграція принципів сталого розвитку у діяльність торговельних підприємств сприяє підвищенню їх інвестиційної привабливості, конкурентоспроможності, ефективності використання ресурсів, зменшенню негативного впливу на довкілля та формуванню передумов для довгострокового економічного розвитку.

Keywords: *trade, investment attractiveness, fast fashion, sustainable practices, environment, green marketing, logistics, sustainable consumption.*

Ключові слова: *торгівля, інвестиційна привабливість, швидка мода, сталі практики, довкілля, зелений маркетинг, логістика, стале споживання.*

Problem statement and its connection to important scientific and practical tasks. Trade is one of the key sectors of the national economy, performing important socio-economic functions by ensuring the continuous movement of goods from producer to final consumer and shaping the consumption structure of the population. The level of development of the trade sector largely determines the efficiency of the domestic market, the dynamics of economic growth, and the level of employment. However, existing challenges – including martial law, the destruction of logistics and energy infrastructure, population migration, transformational processes in the economy, digitalisation, changing consumer priorities, and intensifying competition – necessitate the improvement of operational mechanisms and the search for effective

approaches to managing the development of trading enterprises. In this regard, the problem of forming modern models for organising trade activities and adapting trading enterprises to new business conditions becomes particularly relevant.

Analysis of recent research and publications. Contemporary scholarly literature pays considerable attention to the management of trading enterprise development. For instance, scholars P. Kutsyk, R. Lupak, M. Virt, O. Kachan, and R. Shchupakovskiy [1] emphasise the role of domestic trade as a crucial component of the national economy that ensures the satisfaction of the population's needs for goods and services and supports the economic stability of the state. The analysis of trade sector development trends conducted in that study demonstrates the influence of globalisation processes, competition levels, digitalisation of business processes, logistics efficiency, and institutional changes – all of which necessitate the modernisation of management mechanisms in trading enterprises. The article also focuses on the analysis of foreign experience in state regulation and support of domestic trade, particularly the application of economic, organisational, and institutional mechanisms for industry development. On the basis of this research, the authors identify imperatives for adapting international practices to the conditions of the national economy with the aim of enhancing the efficiency of Ukraine's trade system.

L. Kyrylieva, L. Polyvana, N. Kashchena, T. Naumova, and N. Akimova [2] examine the specificities of trading enterprise development in the context of digital transformations. In particular, they present statistical data on e-commerce development and emphasise the need to introduce modern digital tools for substantiating managerial decisions using innovative technologies of the Retail 4.0 concept.

The issue of trade digitalisation is also addressed in the work of T. Danko and N. Yavorska [3], who argue that the development of information technologies has actively promoted the spread of internet commerce, offering enterprises new opportunities to expand markets, reduce sales organisation costs, and enhance communication efficiency with consumers. The study underscores that internet trade forms new approaches to marketing activities, customer interaction, and trade process management – distinguishing it substantially from traditional commerce.

V. Konenko and O. Rudachenko [4] note that the introduction of modern digital tools – including big data analysis, online platforms, mobile services, and automated management systems – substantially transforms the business models of trading enterprises and approaches to consumer interaction. The work highlights that the integration of innovative technologies into marketing activities, product positioning, and promotion systems enhances the competitiveness of retail enterprises, optimises business processes, and facilitates the formation of customer-oriented development strategies.

The development of retail trade is also addressed in the work of H. Kupalova, N. Honcharenko, and N. Shmalii [5]. The article examines the importance of implementing omnichannel sales strategies, digital platforms, and intelligent data processing technologies that enhance the efficiency of trade process management. The study emphasises that the use of innovative technologies, the expansion of online consumer interaction channels, the personalisation of offerings, and the development of logistics infrastructure strengthen the competitive positions of trading enterprises and foster new approaches to organising activities in a digital economy.

In their study [6], M. Kurbeta and S. Korol devote considerable attention to the environmental aspects of corporate social responsibility in trading enterprises and their reflection in financial and non-financial reporting. The authors note that modern trading enterprises must integrate principles of environmental responsibility into their business activities, since the operation of trade infrastructure, logistics systems, and supply networks involves the consumption of significant amounts of energy and material resources, as well as the generation of waste and emissions. Accordingly, the implementation of environmental policies, the use of resource- and energy-saving technologies, the development of waste disposal and recycling systems, and the provision of transparent environmental information in corporate reporting become increasingly important.

The issue of sustainable trade development is examined in the work of O. Nikolaichuk and H. Lavronenko [7], who indicate that trade development through more rational and efficient resource use, production growth, income increases, and investment leads to economic growth and employment. The authors also emphasise that trade is of key importance for achieving the Sustainable Development Goals, as

it facilitates access to new markets and new investments, improves living standards, and promotes sustainable development.

Thus, the analysis of scholarly literature indicates that the development of trading enterprises should involve the implementation of sustainable practices, the use of modern information technologies for substantiating managerial decisions and implementing marketing strategies, and the optimisation of logistics.

Research objectives. The aim of this study is to analyse the current state and trends of the trade industry in Ukraine, as well as to substantiate the feasibility of implementing sustainable approaches for enhancing the operational efficiency of trading enterprises.

Presentation of the main research findings. Scholars pay considerable attention to the problem of managing the development of the trade sector. This is evidenced by the existence of more than 13,000 published articles in the Scopus scientometric database, of which more than 2,400 publications belong to the field of Business, Management and Accounting. If we examine the total number of references by the keywords "development management and trade," there are more than 22,000 such works, and the field of knowledge "development management and trade" comprises more than 4,000 papers, represented in the form of a terminology analysis in Fig. 1.

As shown in Fig. 1, scholars in their works dedicated most attention to three main research directions in the management of trade sector development. The largest cluster is formed by "sustainable development," followed in second place by "international trade," while "information management" ranks third.

When examining strictly relevant publications (for the period from 2021 to 2026), there are more than 5,800 such articles, of which 800 works belong to the field of Business, Management and Accounting.

Table 1. Structure of active business entities in the trade sector in 2024
(compiled based on data from [10])

Indicator	Value (Wholesale and retail trade)
Number of large enterprises, units	169
As % of total number of enterprises	30.17
Number of medium enterprises, units	2,792
As % of total number of enterprises	19.92
Number of small enterprises, units	68,469
As % of total number of enterprises	25.26
Number of micro enterprises, units	60,028
As % of total number of enterprises	25.78

Based on the data in Table 1, it can be observed that trade as an economic activity encompasses a network of wholesale and retail enterprises. The dynamics of the growth rate of active business entities in the trade sector are presented in Fig. 2.

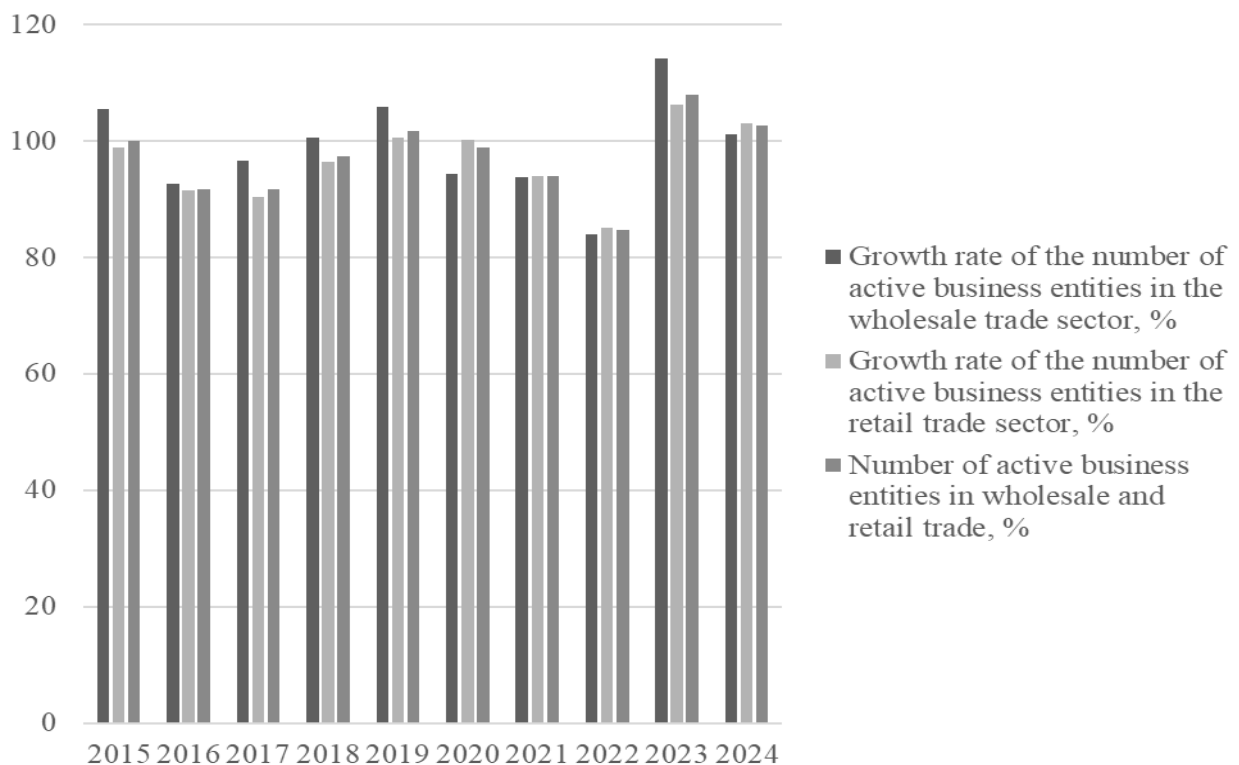


Fig. 2. Dynamics of the number of active business entities in the trade sector

Source: Systematised, summarised, and grouped based on data from [10]

According to data published by the State Statistics Service of Ukraine, the most adverse dynamics in the number of active business entities in the trade sector were observed in 2022. In particular, the decline in the number of wholesale trading

enterprises amounted to 16.1%, and that of retail trading enterprises to 14.9% [10]. This trend was largely driven by the introduction of martial law, which led to a substantial transformation of logistics chains, changes in consumer priorities, fluctuations in exchange rates, and the need for businesses to adapt to the requirements of the European market.

The substantial role of the trade sector in the national economy is further confirmed by the number of employed workers in the sector and the volumes of goods sold, as presented in Table 2.

Table 2. Number of employed workers and volumes of goods sold in the trade sector in 2024 (compiled based on data from [10])

Indicator	Value
Number of employed workers in wholesale trade, persons	581,049
Number of employed workers in retail trade, persons	1,277,708
Number of employed workers in wholesale and retail trade combined, persons	2,260,594
Volume of goods sold in wholesale trade, UAH million	4,632.59
Volume of goods sold in retail trade, UAH million	1,506.89
Volume of goods sold in wholesale and retail trade combined, UAH million	6,139.48

It should be noted that in 2024, the turnover of wholesale trade amounted to UAH 3,477,218.4 million, and the turnover of retail trade to UAH 2,171,984.0 million, totalling UAH 5,649,202.4 million – which is 7.8% higher than the 2023 figure [10].

According to scholars [1], the consumer price index influences the development of the trade sector, the dynamics of which are presented in Fig. 3.

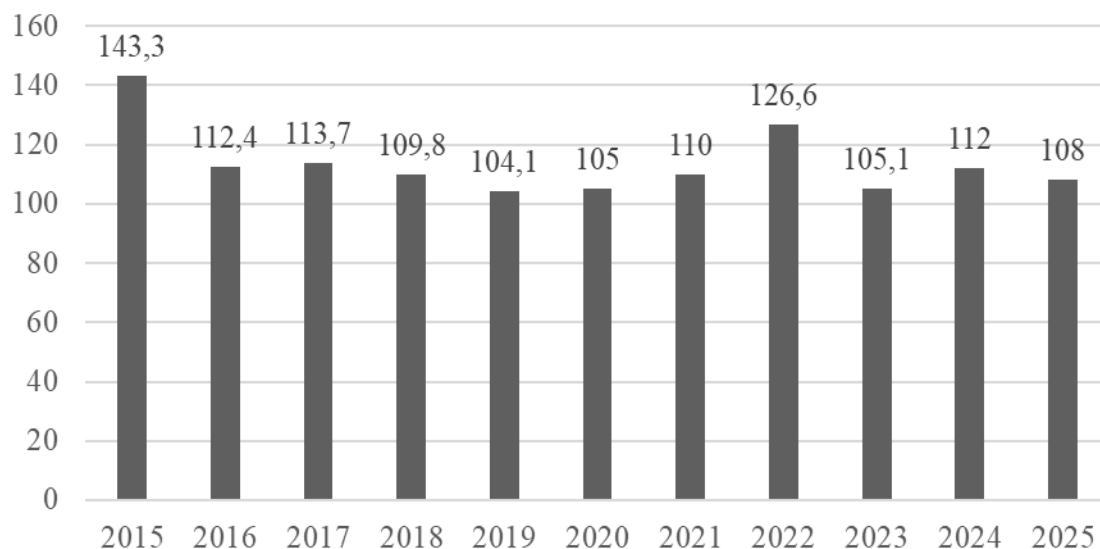


Fig. 3. Dynamics of the consumer price index in Ukraine

Source: Systematised, summarised, and grouped based on data from [11].

The analysis of consumer price index dynamics in Ukraine reveals significant volatility in the price environment, which directly affects the development of the trade sector and the activities of trading enterprises. During 2015–2017, the level of consumer prices consistently exceeded 10.0%, reaching 48.7% in 2015. A sharp increase was also observed in 2022, which can be attributed to external military and hybrid aggression, the devaluation of the national currency, and economic instability. Under such conditions, the role of state regulation becomes substantially more pronounced; accordingly, a balanced approach to curbing inflationary processes is advisable [1], which involves combining market mechanisms with state price regulation to ensure domestic market stability.

The development of trade is also significantly influenced by the availability of logistics infrastructure. To assess its level, the Logistics Performance Index (LPI) is used – a logistics efficiency index calculated and published by the World Bank to evaluate the level of logistics system development and the quality of logistics services across different countries.

The LPI is an integral indicator characterising a country's capacity to effectively organise international cargo transport, ensure customs clearance, develop transport infrastructure, and maintain reliable delivery. According to the Logistics Performance Index (LPI) ranking for 2023, Ukraine ranked 79th among 139 countries

with an overall score of 2.7 points, indicating a slightly below-average level of logistics system efficiency and the presence of structural constraints in transport infrastructure, customs procedures, and the organisation of international transport. Ukraine's specific indicators were as follows: customs procedure efficiency – 2.4; quality of transport infrastructure – 2.4; organisation of international shipments – 2.8; quality of logistics services – 2.6; timeliness of delivery – 3.1; ability to track consignments – 2.6 [12]. These results indicate the necessity of modernising transport and logistics infrastructure, improving customs procedures, digitalising logistics processes, and developing international transport corridors – all of which are important prerequisites for enhancing the efficiency of Ukraine's trade system and its integration into global supply chains.

Thus, the development of the trade sector depends on many factors, including the efficient use of human capital, the quality of logistics infrastructure, the stability of the national currency, and the overall economy. Consequently, state policy must ensure favourable conditions for the operation of trading enterprises, as the statistical data presented confirm the substantial role of trade in the Ukrainian economy.

To support the development of the trade sector, in addition to the use of institutional mechanisms, it is advisable to develop measures to enhance the investment attractiveness of trading enterprises. Scholars [13] argue that it is precisely through investment that competitiveness can be increased and long-term market advantages can be formed. To attract foreign investment, it is worth implementing sustainable approaches and CSR programmes. According to research by Harvard Business School Online, more than 70% of investors state that a company's efforts to improve the environment and society influence their investment decisions [14].

The importance of environmental and social responsibility among trading enterprises is also underscored by recent trends. Trade is increasingly viewed through the lens of climate risks and carbon footprint, driving the integration of sustainable development principles into international trade policy. A landmark stage in shaping the global environmental agenda was the 2015 Paris Climate Summit Agreement, which established a framework for global decarbonisation and set guidelines for the transition to a low-carbon economy [15]. As a result, states are increasingly

integrating climate objectives into trade policy, facilitating the formation of "green trade" as a new standard of international economic relations.

A significant step in this direction was taken by the EU countries with the adoption of the European Green Deal, which aims to achieve climate neutrality by 2050. As part of this policy, the Carbon Border Adjustment Mechanism (CBAM) was introduced, providing for the taxation of goods with a high carbon footprint (steel, cement, aluminium, and fertilisers). By imposing new restrictions on exporting countries, it incentivises enterprises to transition to environmentally responsible production and trade practices [16].

An important direction in the transformation of contemporary trade is the development of "green" trade infrastructure, which entails forming sustainable supply chains (Green Supply Chains), implementing product environmental certification systems, and introducing EU Digital Product Passports. Digital technologies – including Big Data and artificial intelligence – are increasingly applied in this process, enabling the monitoring of environmental performance across production, transportation, and product consumption [17].

It is also noteworthy that the World Trade Organisation launched the Trade and Environment Sustainability Structured Discussions (TESSD) initiative, the purpose of which is to align the trade policies of states with climate commitments. Within this platform, issues of green trade development, waste recycling, carbon regulation, and the promotion of exports of environmentally safe products are discussed [18].

Ukraine is also gradually integrating into the global processes of "green" trade transformation. In particular, national legislation is being adapted to the requirements of the European Green Deal and the CBAM mechanism, and economic recovery programmes based on sustainable development are being implemented. An important step in this direction was the "Green Recovery Ukraine" initiative (2023–2025), which envisages the development of sustainable production, the digitalisation of supply chains, and the implementation of green logistics principles [19].

The analysis of scholarly literature enabled the identification of the main directions of contemporary sustainable development practices for trading enterprises:

Sustainable marketing. "Green marketing" (eco-marketing) is a philosophy of promoting and selling goods and services oriented towards meeting consumer needs

with minimal negative impact on the environment [20]. Sustainable development marketing strategies involve the use of marketing approaches aimed at ensuring the economic, environmental, and social sustainability of trading enterprises, including in international markets. Such strategies are based on integrating sustainable development principles into the processes of production, promotion, and sale of goods and services – in particular, through the use of ecological materials, responsible resource consumption, support for social initiatives, and ensuring business transparency. This approach takes into account global challenges, including climate change, inequitable access to resources, and growing demand for ethical and socially responsible products [21].

Ecological branding. This involves the use of ecological packaging and organic and recycled materials, contributing to the formation of a positive brand image and increased consumer trust [22].

Digital transformation. The introduction of digital technologies, big data, artificial intelligence, mobile platforms, and social networks to enhance the efficiency of business processes and the competitiveness of trading enterprises [23]. In particular, the creation of information and analytical services and the use of the Retail 4.0 concept to support managerial decisions and improve the operational efficiency of enterprises in a digital environment [24].

Promotion of sustainable consumption. This involves forming responsible consumer behaviour oriented towards the rational use of goods, reducing excessive consumption, and supporting environmentally safe products. In this context, considerable attention is devoted to the problem of fast fashion, which is characterised by the mass production of inexpensive clothing with a short life cycle and a significant negative environmental impact. The promotion of responsible and slow consumption concepts is aimed at reducing overproduction, extending the product lifecycle, and supporting more sustainable models of production and consumption [25].

E-commerce. This involves the use of online platforms, marketplaces, and digital sales channels to expand markets, enhance product accessibility for consumers, and optimise business processes [26]. The development of e-commerce

contributes to improving logistics efficiency, reducing costs, and forming new models of consumer interaction in a digital environment.

Customer orientation. This involves business models that entail significant investment in identifying consumer needs, improving service quality, developing personalised services, and forming long-term customer relationships [27]. Such an approach enhances consumer loyalty, enables adaptation to rapidly changing consumer needs, strengthens competitive positions, and reduces sales volumes of products that do not meet customer requirements.

Sustainable supply chain. This involves integrating environmental, social, and economic principles into the processes of procurement, transportation, and distribution of goods [28]. The implementation of sustainable supply chains is aimed at increasing business process transparency, reducing negative environmental impact, enhancing resource-use efficiency, and ensuring the accountability of all participants in the value creation chain.

Conclusions and prospects for further research. The trade sector is an important component of the national economy, as it contributes to the formation of consumer demand, ensures employment, influences the development of production, and supports the functioning of the domestic market. The development of the trade sector is influenced by many factors, among which macroeconomic stability, consumer price index dynamics, logistics infrastructure efficiency, the level of business process digitalisation, and state entrepreneurship support policy occupy an important place.

Today, trading enterprises must devote considerable attention to environmental and social responsibility issues. Trade has a substantial impact on the state of the environment, since its operation is accompanied by the transportation of goods, increases in production volumes, and growing consumption of natural resources. In this regard, international institutions are facilitating the formation of new approaches to regulating trade activities. Such approaches envisage the implementation of sustainable practices, including sustainable marketing, ecological branding, digital transformation, e-commerce development, customer orientation, and the formation of sustainable supply chains.

In further research, it is advisable to analyse the structure, content, and domestic trends in the implementation of non-financial reporting at trading enterprises. It is also necessary to develop recommendations for assessing the effectiveness of implementing sustainable practices in the activities of trading enterprises.

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