

## **CURRENT BUSINESS TRENDS AS THE BASIS OF THE COMPANY'S PHILOSOPHY**

**Natalia Babko**  
**State Biotechnological University**  
**(Kharkiv, Ukraine)**

**Halyna Lysak**  
**State Biotechnological University**  
**(Kharkiv, Ukraine)**

**Olena Kot**  
**State Biotechnological University**  
**(Kharkiv, Ukraine)**

**Koptieva Hanna**  
**National Technical University «Kharkiv Polytechnic Institute»**  
**(Kharkiv, Ukraine)**

**Abstract.** The article analyzes modern business trends and strategies. Considered issues of theoretical and practical meaningful filling of individual business directions in the field of strategic management. The tools and components of the presented strategies are elaborated, features and differences are outlined. The results of research on the possibilities of applied use of these strategies for various market situations and models are presented.

**Keywords:** business, business environment, market behavior, strategic management, strategies, company, efficiency.

Domestic business is specific in the field of marketing coverage of the activities of companies in various industries, which can be explained by the insufficient level of development of market relations, the imperfection of legislation in the spheres of management and economic reforms, the instability of the political environment, etc. Such circumstances require an analysis of the current practice of applying marketing concepts in domestic companies in accordance with the business orientations that are used and the determination of modern directions of relations between producers and consumers in the Ukrainian market.

Marketing as an instrument of market activity and business philosophy is the result of the theory and practice of different schools. The content and terminology of marketing is constantly updated under the influence of the development of the market environment and the relationships of its subjects. Concepts of marketing as an external and internal perspective of market activity develop in accordance with the

business orientations of the business environment. Numerous works of foreign and domestic scientists are devoted to the problem of development of marketing concepts. The main attention in such studies is paid to the essence and characteristics of traditional marketing concepts, in recent years there have been publications in which the development of marketing concepts is connected with the business orientations of market entities<sup>12</sup>.

The evolution of marketing concepts as a philosophy and a toolkit of entrepreneurial activity in Ukraine took place in accordance with the development of business orientations of market entities. In the 90s of the last century, the involvement of marketing tools in the domestic business became more active in Ukraine, which was caused by the accelerated pace of development of the market economy, the democratization of the management system, the processes of demonopolization and the birth of the concept, the expansion of medium and small entrepreneurship, etc.

Modern marketing, as a special approach to company management, has become widespread in all countries with a developed market economy. Therefore, it is important to assess the real prerequisites for the emergence of marketing, as well as to summarize the trends of its development in the current economy of Ukraine. A detailed study of the patterns of development of business processes makes it possible to objectively assess the causes of the consequences of management and predict the prospects for the further development of marketing in business.

The concept of marketing is considered as a system of basic ideas, a general idea, an ideology of the organization of the company's activities, an integrated target management philosophy. Under this approach, the concept assumes a scientifically based interweaving of its components, such as idea, strategy, tools and purpose. So, in this context, the concept of marketing is a scientifically based idea of the organization of the company's activities in general or marketing activities in particular, which is based on a specific guiding idea, an effective strategy, the necessary operational tools for the implementation of entrepreneurship in order to achieve the results determined by the company's strategic plan.

The development of the marketing concept should be based on the principles of strategic analysis of the company's planned or current activities and should include the following stages<sup>13</sup>:

- carrying out a strategic analysis of the internal and external environment;

---

<sup>12</sup> Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development; Babko N.M. et al. (2020). Povedinka spozhyvacha: navch. Posib; Kviatko T.M. et al. (2020), Marketynhovi doslidzhennia: navch. posib.

<sup>13</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieu v umovakh konkurentsii. Rozwój systemu kształcenia w zakresie nauk rolniczych – od teorii do praktyki; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges.

- determination of the company's goals and the goals of marketing activities;
- justification of the marketing strategy;
- selection of tools for marketing activity in order to achieve the planned results.

Depending on the level of development of production and demand for the offered goods, the concept of marketing has evolved. Changes in the concept of marketing were mainly determined and are determined by the state and interaction in the market space of such subjects as the producer, consumer and the state.

The concept of marketing is a system of views that determine the orientation of entrepreneurial activity at certain stages of its development.

There are five alternative concepts on the basis of which a firm can carry out its marketing activities<sup>14</sup>:

1. The concept of improving production is aimed at consumers who prefer cheap and affordable goods. With the help of high production efficiency, the company has moderate costs and can offer consumers goods at low prices. This concept is appropriate in the following cases:

- when there is a shortage of goods on the market;
- when demand can be increased by reducing the price;
- when there is an opportunity to reduce costs by increasing the volume of product production.

2. The concept of product improvement – provides for constant and comprehensive improvement of product quality and is designed for consumers who are ready to pay a high price for high quality products.

3. The concept of intensification of sales efforts – assumes that consumers will not buy the company's goods in sufficient quantities if it does not make additional efforts in the field of sales promotion.

4. The concept of marketing – the key to achieving the company's goal is to determine the needs of target markets and ensure their desired satisfaction with more effective and productive methods than competitors. This is a modern concept of entrepreneurial activity, which is more perfect compared to the previous three.

If the main object of attention in the first of the concepts is the company's product, which is actively imposed on the consumer, then in the marketing concept the main object of attention is the needs of the target group of consumers, and the

---

<sup>14</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii. Rozwój systemu kształcenia w zakresie nauk rolniczych – od teorii do praktyki; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges; Hryenko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu. Suchasnyi marketynh: stratehichne upravlinnia ta innovatsiinyi rozvytok, p. 65-68; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Mandych O.V. et al (2020). Marketynhovyi menedzhment: navch. posib.

company earns profit thanks to the achievement and maintenance of consumer satisfaction.

In recent years, the concept of social and ethical marketing is gaining more and more popularity.

5. The concept of socio-ethical marketing involves determining the needs of consumers and satisfying them more effectively than competitors, taking into account the interests of all members of society. This concept arose under the influence of many external factors, including the deterioration of the quality of the environment, limited natural resources, rapid population growth, etc.

The concept requires balancing all three factors:

- the company's profit;
- consumer needs of the target group;
- the interests of society.

The concept of socio-ethical marketing assumes that the means of achieving the firm's goal is to identify the unsatisfied needs of target markets and ensure their desired satisfaction more productively than competitors, while simultaneously preserving or strengthening the welfare of the consumer and society as a whole.

By focusing on the concept of socio-ethical marketing, some foreign companies have already achieved a significant increase in sales and profitability, as they have won the trust of consumers.

In response to the existence of such social currents as consumerism and environmentalism, educated marketing arose. According to the philosophy of educated marketing, the company's marketing activity should be aimed at fulfilling the tasks of the entire marketing system in the long term.

At the same time, the main provisions of educated marketing are<sup>15</sup>:

- consumer-oriented marketing (according to which the firm must take into account the interests and wishes of consumers);
- innovative marketing (constant improvement of products and work methods);
- value marketing (constant increase in the value of products for the consumer, i.e. along with the direct satisfaction of a specific need, it is necessary to provide the consumer with additional profits);
- marketing with an understanding of its mission in society (the company should build its marketing activity not within narrow production boundaries, but in a broad social understanding);

---

<sup>15</sup> Mandych O., Mykytas A., Babko N. (2021). Communication as the basis of business and marketing activities; Fiiier O. et al. (2019). Risk managment in the sphere of state economic security provision using the example of professionsl liability insurance, p.51-60; Pakhucha E. et al. (2021). Strategic Analysis of Export Activities of Enterprises to Ensure Sustainable Development. European Journal of Sustainable Development, p.251-270; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment: navch. Posib; Sievidova I.O. et al. (2020). Konkurentospromozhnist pidpriemstva: navch. posib.

- social and ethical marketing. Ukrainian companies are prevented from comprehensively implementing the concept of marketing in their activities by certain features of the domestic market, which determine the specific features of marketing:
  - low level of solvency and awareness of the domestic consumer;
  - low level of domestic production competition, which makes it unnecessary to use the concept of marketing;
  - strong pressure from distribution structures, which leads to unjustified price increases;
  - formation of a layer of professional marketers is in the nascent stage;
  - the mentality of the domestic consumer gives rise to distrust in advertising promotions, sales promotion, etc;
  - unsettled legislative framework on issues of consumer rights protection, advertising, unfair competition, registration of patents and inventions, registration and protection of rights to signs for goods and services.

Today, various forms of wholesale and retail trade are developing in practically all regions of Ukraine thanks to the activation of producers' activities to stimulate intermediaries and the formation of indirect sales channels.

The end of the 20th and the beginning of the 21st centuries were marked by the development of the business orientation of "attraction of the product by the market", according to which the consumer at a specific moment in time and in a specific place wants to buy a product of a certain company or brand. The main goal of marketing activities for this business orientation is the stable growth of sales and profitability in the long term through the management of consumer behavior. The latter is implemented according to such stages as the formation of the consumer, the image and perception of the company by the market, the conquest of a certain share of the market. That is, such a business orientation creates market intangible capital of the company, which contributes to the implementation of repeated and constant sales. In this business orientation, marketing is considered as a type of investment activity and has an active importance in making market decisions<sup>16</sup>.

The concept of traditional marketing (customer orientation) corresponds to the Market in business orientation, which involves conducting a systematic study of consumer needs and expectations, defining target segments and focusing the company's market activities on them. Much attention is paid to the formation of consumer trust, satisfaction and preservation of their loyalty to the brand.

---

<sup>16</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii. Rozwój systemu kształcenia w zakresie nauk rolniczych – od teorii do praktyki; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges. Mechanisms for ensuring innovative development of entrepreneurship: monograph; Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development; Babko N.M. et al. (2020). Povedinka spozhyvacha: navch. posib; Kviatko T.M. et al. (2020). Marketynhovi doslidzhennia: navch. posib; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiinykh merezhakh, p.297-303.

The concept of "customer orientation" refers not only to the behavior of employees who come into direct contact with the buyer. Often, this concept means directing all the company's activities to meet the expectations of consumers. Special management programs, a large number of which have been developed in recent years, are working to achieve the result, namely: "thin management", "concentration on clients", "care for regular clients", etc.

The "thin management" program is especially well-known, the purpose of which is flexible orientation to the consumer with minimal investment of resources and high quality of goods and services. At the heart of the program is an attempt to avoid any excessive use of resources. To do this, certain levels of management are eliminated in order to reduce the hierarchy and bureaucratic structure while giving employees freedom in decision-making. Then employees working in direct contact with buyers will be able to respond to their needs more quickly.

Along with such a broad reformation of the company, special programs for the organization of trade with consumer orientation have been developed: for example, "concentration on customers" or "care for regular customers".

Such programs influence the structure of the company so that it focuses on the wishes and needs of consumers.

Examples of the application of the concept of traditional marketing can mostly be found in developed countries, when it evolved from consumer-oriented marketing programs. The level of development of the market and consumers in Ukraine is low due to macroeconomic, social and political reasons. But development in this direction will go quickly enough, since the basic prerequisites (level of social awareness and education, development of public movements) are favorable. Already today in Ukraine there are examples of implementation of such programs, especially in commercial business.

Over the last decade, the business orientation of "attracting investments from the external business environment" has received active development, that is, the organization of the company's activities with the formation of investment attractiveness due to market factors of increasing business capitalization. Successful activity of market entities with such a business orientation is possible under the condition of constant use of special measures and marketing programs aimed at all groups of interests (owners of capital, employees, suppliers, consumers, partners, local authorities)<sup>17</sup>.

The implementation of marketing programs increases the amount of capital due to the tangible and especially intangible part and contributes to the attractiveness of the company to ensure the sustainability of its own capital and attract additional capital. Marketing is considered as an investment activity that realizes the strategic goals of the company's market development. The importance of marketing is

---

<sup>17</sup> Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiynykh merezhakh; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment : navch. posib.

intensified both in the direction of the formation of marketing programs aimed at investors, and in reducing the risk of losing the company's market value.

The business orientation of "attracting investments from the external business environment" corresponds to the concept of socially responsible marketing and its development in the concept of relationship marketing and customer retention. The concept of socially responsible marketing is based on the principles of traditional marketing, but taking into account universal public interests. The emergence of the concept of socially responsible marketing was facilitated by increased requirements for the impact of business on ecology, human habitat, limited natural resources and problems of social development.

The implementation of the concept of socially responsible marketing in domestic companies contributes to the formation of modern economic relations in Ukraine, which are based on the central ideas of marketing, namely: respect for various tastes and preferences of people, individual freedom, consumer priorities, etc.

Modern business trends related to the processes of globalization and internationalization of the world economy, the development of outsourcing, reengineering, electronic business and informatization of society, the creation of strategic alliances, etc., require the further development of social marketing in the concept of relations and retention of consumers.

Under the conditions of modern business trends, the basis of the concept in the market environment is the struggle for the attention of consumers. For many products, the most important development factor is the formation of long-term relationships with consumers, suppliers, intermediaries through the implementation of a loyalty program and the use of direct marketing tools. In Ukraine, the concept of relationship marketing is most actively developing in the service sector, in particular trade, the financial sector, education, some branches of the processing industry and various branches of non-commercial activity<sup>18</sup>.

However, the implementation of the marketing concept of consumer retention by domestic companies encounters reasons, including the presence of highly specialized marketing divisions, the mass nature of marketing communications, the absence of a loyalty program and address databases of regular customers, little attention to the establishment of cooperation with consumers, the inability to define the goals of loyalty programs and set the limit of the number contacts with consumers, insufficient level of qualification training of managers and marketers of all levels in working with partners and consumers. In order to eliminate the identified causes and ensure the conditions that contribute to the implementation of consumer retention marketing concepts, it is necessary to study the best practices of direct

---

<sup>18</sup> Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Pakhucha E. et al. (2021). Strategic Analysis of Export Activities of Enterprises to Ensure Sustainable Development, p.251-270; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment: navch. posib.

marketing and adapt it to the specific conditions of the market activity of domestic companies.

Although the principles of marketing business management are successfully implemented both in Ukrainian and foreign companies, global and local challenges and problems of the 19th century made the concept of marketing policy, which was practiced earlier, ineffective. As a result, companies are forced to change their approaches to the use of marketing, and therefore it is necessary to determine the features of the modern concept of marketing and the main characteristics of the latest marketing complex.

The general characteristics of the domestic and global concept of marketing in 2022 had significant differences compared to the beginning of the century, and changes occurred in all components of the marketing complex. In our opinion, there are a number of prerequisites for such changes<sup>19</sup>:

- the availability of the Internet, the emergence of smartphones and high-speed mobile Internet, which made it possible for businesses and consumers to be online around the clock;

- the global economic crisis of 2007-2008, which forced even successful multinational companies to review and minimize marketing budgets;

- implementation of the principles of corporate social responsibility of corporations (primarily transnational companies) and the transformation of social and ethical marketing into a mandatory rule of business.

- the COVID-19 pandemic, as a result of which retail trade and the sales policy of enterprises have finally changed;

- military challenges related to Russia's invasion of Ukraine.

To justify the characteristics of the latest marketing concept of the domestic company, we will analyze the radical changes that have taken place in the marketing policy on the Ukrainian market. First of all, it should be emphasized that domestic marketing is relatively young. If in the world this science was born at the beginning of the 20th century, then in Ukraine marketing began to be born in the 80s of the last century with the emergence of cooperatives and shuttle trade in imported products. Classical marketing tools began to be implemented in business from the beginning of the 90s of the 20th century during the transformation of the economy from a command-administrative to a market economy. International companies that entered the Ukrainian market became legislators of marketing principles. The high level of inflation, low purchasing power, lack of specialists in the field of marketing and the

---

<sup>19</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges.; Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development; Babko N.M. et al. (2020). Povedinka spozhyvacha: navch. posib.; Kviatko T.M. et al. (2020). Marketynhovi doslidzhennia: navch. posib.; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovyykh komunikatsii v informatsiinykh merezhakh, p.297-303; Hrynko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu, p.65-68.



unadaptability of domestic enterprises to market conditions slowed down the formation of the Ukrainian concept of marketing management. At a time when the system of socio-ethical marketing already prevailed in Western Europe, marketing approaches were formed in Ukraine in accordance with the concepts of intensification of commercial efforts and marketing itself. As a result, those subsystems of Western marketing, which remained relatively stable during the last 20 years, have significantly evolved in Ukraine<sup>20</sup>.

Determining the features of modern marketing, we will analyze the latest characteristics of the classic marketing complex (4R) and the marketing information system and the changes that have taken place in recent times both in Ukraine and in the West. As you know, the classic marketing complex consists of four marketing policies (subsystems):

- merchandise (goods);
- price (price);
- sales (place);
- communication (promotion).

Among the mentioned subsystems, the commodity policy has undergone the least changes in the world during the last period. Commodity policy is a set of measures, with the help of which one or several goods are used as the main tools of the enterprise's production and sales activities. In a general sense, this is a set of activities related to the formation of competitive advantages and the creation of goods that satisfy the needs of customers and ensure the company receives the necessary profit.

Companies in product policy shift the emphasis to the concept of "unique product offering", proposed in the middle of the 20th century by Rosseter River, which in its modern form states that a product will be in high demand if it has unique characteristics that will make it excellent from competitors. As a result, during the last two decades, many studies have been conducted on the management of product competitiveness and the formation of significant competitive advantages. This approach integrates not only the product, but also other components of the marketing complex, as it involves the formation of price, communication, and sales competitive advantages, but the basis of sustainable competitiveness remains the product and its differences.

The product policy of individual industries has undergone changes. Thus, during the second half of the 20th century, Europe and North America were

---

<sup>20</sup> Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiynykh merezhakh, p.297-303; Hrynko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu, p.65-68; Mandych O.V. et al. (2020). Marketynhovi menedzhment: navch. posib.; Mandych O., Mykytas A., Babko N. (2021). Communication as the basis of business and marketing activities; Fiier O. et al. (2019). Risk managment in the sphere of state economic security provision using the example of professionsl liability insurance, p.51-60; Pakhucha E. et al. (2021). Strategic Analysis of Export Activities of Enterprises to Ensure Sustainable Development, p.251-270; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment: navch. posib.

dominated by the consumption economy. As a result, even durable goods such as cars or household appliances were quite quickly updated by consumers. As a result, at the beginning of the 2000s, the global automobile industry changed its approach to the production of cars, made them cheaper by replacing some of the metal structures with plastic and composite ones, counting on the consumer not needing to use this product for a long time.

The following changes were made to the product policy in 2007-2009, when, as a result of the economic crisis, the purchasing power of most consumers decreased and they revised their consumer behavior in the direction of extending the duration of use of industrial goods and clothing. These challenges have made adjustments to the process of product development and modification by manufacturers. However, in domestic marketing, the product policy has undergone significant changes<sup>21</sup>.

If the requirements for the safety of goods in Europe and the USA were formed already in the last century, in Ukraine the legislative regulation of quality began in 2000. First of all, we are talking about the labeling of goods, informing the consumer about the actual composition of products, warning about the harmfulness or danger of individual components. If in Europe such legislative regulation was carried out at the end of the last century, then in the first decade of the 21st century in Ukraine, this component of product policy was a sign of social and ethical marketing and social responsibility of business. Only in December 2018, the Law of Ukraine "On Information for Consumers Regarding Food Products" was adopted, which obliged manufacturers not only to inform buyers about the full composition of food products, but also prohibited misleading consumers with the names of individual products. In particular, in accordance with Art. 28 of the specified law, it was forbidden to call natural dairy products in which milk substitutes are used, and it became necessary to indicate the list of ingredients in full, in the order of decreasing their weight at the time of their use in the process of producing a food product, with the indication of substances or products that cause allergic reactions or intolerance.

Thus, starting from 2019, food manufacturers, when developing their product policy, must take into account not only their taste characteristics and appearance, but also the need to inform consumers about the components of products and their harmfulness. Pricing policy is the art of price management and pricing, the art of setting such prices and varying them depending on the position of the product and the firm on the market so that the set goals are achieved. Pricing policy is a behavioral philosophy or general operating principles that a company intends to adhere to in setting prices for its goods or services. In our opinion, significant changes in the pricing policy of global manufacturers took place in connection with the development of Internet technologies at the time of the appearance of online trading platforms for

---

<sup>21</sup> Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiynykh merezhakh, p.297-303; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Fiiier O. et al. (2019). Risk managment in the sphere of state economic security provision using the example of professionsl liability insurance, p.51-60.

the sale of consumer goods. This point is closely related to sales policy. Selling goods via the Internet implies a reduction in sales costs due to the absence of the need to maintain retail stores. As a result, the consumer got the opportunity to buy goods cheaper via the Internet, and the manufacturer – to choose the method of sale, offering simultaneously one or two methods of pricing – with and without the costs of maintaining the distribution network<sup>22</sup>.

The price policy involves not only the establishment of pricing principles, but also the formation of a system of price promotion of sales – price promotions, discounts, and sales. Although the global market economy has been using this toolkit for a long time, it is quite new for domestic enterprises, especially for retail trade. The first promotional price offers for consumers began to appear at the turn of the millennium with the formation of large chain retail. At first, the mechanism of price promotion of sales appeared in food retail. In addition, since 2000, adopting the experience of Western business, large retail chains have started implementing loyalty programs, which provide additional discounts to regular customers. At the moment, chain retailers specializing in the sale of household appliances and electronics, goods of daily demand, building materials, and medicines are massively implementing such loyalty programs in Ukraine. Loyalty programs are quite common among sellers of clothes and shoes, representatives of public catering. With the advent of smartphones, loyalty programs have evolved significantly and with the help of special applications have provided additional opportunities for both sellers and consumers. However, only large businesses can afford to develop such programs and software for them<sup>23</sup>.

If non-food retail in the West implemented systems of seasonal and pre-holiday sales already in the last century, the trigger for the introduction of significant sales discounts in Ukraine was the COVID-19 pandemic and quarantine closures of non-food stores. For two decades, the mass media have actively discussed "sales" of domestic retail trade, which involved manipulations with inflated regular prices on the eve of promotions or the insignificance of discounts, as business owners expected to sell unsold goods during the following seasons. The drop in demand for non-food products and the expectation of another lockdown at the end of 2020 – the beginning of 2021 launched the mechanism of real discounts and sales.

Sales policy is the activity of the company regarding the planning, implementation and control of the movement of goods from the producer to the final

---

<sup>22</sup> Fiier O. et al. (2019). Risk management in the sphere of state economic security provision using the example of professional liability insurance, p.51-60; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment: navch. posib.

<sup>23</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges.; Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development; Babko N.M. et al. (2020). Povedinka spozhyvacha: navch. posib.; Kviatko T.M. et al. (2020). Marketynhovi doslidzhennia: navch. posib.; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiinykh merezhakh, p.297-303; Hrynko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu, p.65-68.

consumer in order to satisfy the needs of consumers and obtain profit. The development and availability of Internet technologies changed the sales policy of many enterprises, and quarantine restrictions accelerated these changes and made them irreversible both in the whole world and in Ukraine. If at the end of the 20th century, retail stores were the main way of selling goods to the final consumer, and network marketing and direct sales were used for certain types of products, from the end of the 2000s, the emergence of online stores for consumer durables began. If the first online stores involved investments in the development and maintenance of sites, the emergence of online shopping sites (Joom, Amazon, Alibaba, AliExpress, Rozetka, OLX, etc.) during the last decade made it possible to make this sales method cheaper and make it accessible to small and micro businesses.

Moreover, the development of social networks made it possible for micro-businesses to organize Internet sales in such networks without creating their own pages and without additional costs. The main categories of goods sold over the Internet were durable goods and long-life goods. This type of sales was not typical for food products. However, the COVID-19 pandemic has caused significant changes in the distribution system of both retailers and manufacturers. Due to strict quarantine restrictions and the complete closure of non-product trade, most manufacturers and traders have started using Internet resources either in parallel or instead of traditional trade through stores. And restrictions on the free movement of people during virus outbreaks have created a need to buy groceries online with door-to-door delivery. Under such a situation, another type of participants (intermediaries) appeared in the sales systems of companies – delivery services<sup>24</sup>.

The last type of marketing policy, which, at the same time, has undergone the greatest changes, is communication. It is well known that the marketing communication policy is a promising course of action of the company, aimed at ensuring interaction with all subjects of the marketing system in order to satisfy the needs of consumers and obtain profit, and marketing communications itself is a process of information exchange between the enterprise and the consumer. In the 20th century, advertising was considered the main communication, along with which others gradually appeared – public relations, merchandising, exhibitions, sales promotion, sponsorship, packaging, corporate style, etc.

For a long time, for most enterprises, advertising was the basis of the communication policy, and all other communications were ancillary. At the end of the 20th century – at the beginning of the 2000s, television advertising was considered the most effective form of advertising. As a result, the television airwaves were flooded with advertisements. If the world's advertising industry has flourished

---

<sup>24</sup> 1. Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges.; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiinykh merezhakh, p.297-303; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Romaniuk I.A. et al. (2020). Reklamnyi menedzhment: navch. posib.

for several decades, the domestic advertising market began to establish itself only in the 90s of the last century. Advertising studios and agencies began to be created, and advertising creation specialists appeared. At that time, international producers actively spread advertising on national television and began to use national ones. As a result, advertising broadcasting began to be limited in Ukraine at the legislative level. Trying to get the maximum effectiveness from advertising, both in the world in general and in Ukraine, large enterprises maximized advertising budgets, constantly updated advertising messages, tried to achieve maximum advertising creativity. The first changes in the marketing communication policy of enterprises took place during the global economic crisis of 2006-2009. Due to a sharp drop in sales, manufacturers began to review their costs and came to the conclusion of the need to reduce advertising costs in favor of more effective and cheaper communications. On the other hand, the cheaper access to the Internet provokes the emergence of various types of Internet advertising and its active use. The next and most significant impetus for changes in communication policy is the development of Internet technologies, the emergence of sites with media libraries. As a result, more progressive consumers began to prefer viewing media content on the Internet with fewer or no advertising messages. At the current stage, there are prepaid resources and services that make it possible to completely avoid viewing advertisements. For example – Youtube Premium, Netflix, paid viewing of media library content<sup>25</sup>.

If we analyze merchandising in Ukraine, this type of communication was borrowed from the West and was actively used by both international and national companies in the markets of goods in mass demand. In the early 2000s, companies developed merchandising principles that included point-of-sale branding, product display rules, point-of-sale promotional materials, standards for compliance with company colors, etc. for specific products. However, at the moment, the possibilities of using this communication are limited. At the moment, the main market players have implemented a corporate style and do not place manufacturers' advertising materials in the sales halls. As for grocery stores, they even develop their own rules for the display of goods, which do not take into account the wishes of manufacturers and distributors. This can be observed in such network players as "Silpo", "ATB", etc. An exception to branded materials is refrigeration equipment. In chains of household chemicals stores (Prostor, Watson, Eva) you can find branded shelves of manufacturers of decorative cosmetics. On the other hand, over the last decade, the

---

<sup>25</sup> Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii; Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges; Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding; Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development; Babko N.M. et al. (2020). Povedinka spozhyvacha: navch. posib.; Kviatko T.M. et al. (2020). Marketynhovi doslidzhennia: navch. posib.; Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovyykh komunikatsii v informatsiinykh merezhakh, p.297-303; Hryenko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu, p.65-68; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Mandych O.V. et al. (2020). Marketynhovyyi menedzhment: navch. posib.

newest forms of Internet communications have been actively used: blogs, discussions of products and enterprises in social networks. The main challenge for companies was the lack of controllability of such communications, as they can be generated by consumers, persons unfamiliar with the company's products, and competitors<sup>26</sup>.

Thus, as a result of the virtualization of leisure time, changes in information consumption methods for companies, contact audiences are increasingly difficult to reach. In our opinion, in the near future there should be changes in the marketing communication policy of enterprises in the direction of personal communications, communications at points of sale, etc.

In addition, it should be noted that the marketing information system of companies is rapidly undergoing changes. Over the past decades, thanks to Internet technologies, they have gained access to large amounts of information, and the cost of obtaining such information has decreased. The toolkit for marketing research using modern technology has changed. However, such data arrays require the development of new methods of analysis and generalization of information. The conducted analysis makes it possible to claim about a radical change in the marketing of both domestic enterprises and the world since the beginning of this century. The development of information technology has caused a revolution in marketing tools, which continues. As a result, in the future, it is necessary to search for measures to manage such tools and to develop new methods of assessing its effectiveness.

### **References:**

1. Babko N.M. (2022). Marketynh yak protses upravlinnia kompaniieiu v umovakh konkurentsii. Rozwój systemu kształcenia w zakresie nauk rolniczych – od teorii do praktyki: zbiór materiałów Międzynarodowej konferencji naukowo-praktycznej, Łomża, 04.11.2021 Wydawnictwo Wyższej Szkoły Agrobiznesu w Łomży.

2. Babko N., Mandych O., Duiunova T. (2022). Features of digital globalization in conditions of modern challenges. Mechanisms for ensuring innovative development of entrepreneurship: monograph. Tallinn: Teadmus OÜ.

3. Babko N., Mandych O., Mykytas A. (2021). Creating a brand as the initial stage of branding. The IV International Science Conference «Prospects and achievements in applied and basic sciences», February 9-12. Budapest, Hungary, 706 p.

4. Babko N., Mandych O., Mykytas A. (2021). Current trends in branding development. The II International Science Conference on Science and practical Technologies, January 26-29, 2021, Luxembourg, Luxembourg. 557 p.

---

<sup>26</sup> Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovykh komunikatsii v informatsiinykh merezhakh, p.297-303; Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy; Pakhucha E. et al. (2021). Strategic Analysis of Export Activities of Enterprises to Ensure Sustainable Development, p.251-270.

5. Babko N.M., Mandych O.V., Sievidova I.O., Kviatko T.M., Romaniuk I.A. (2020). Povedinka spozhyvacha: navch. posib. Kharkiv : KhNTUSH, 165 s.
6. Kviatko T.M., Mandych O.V., Sievidova I.O., Babko N.M., Romaniuk I.A., Vitkovskiy Yu.P., Mykytas A.V. (2020). Marketynhovi doslidzhennia: navch. posib. Kharkiv: KhNTUSH, 166 s.
7. Babko N.M., Naumenko I.V., Spivak S.I. (2020). Osoblyvosti marketynhovyykh komunikatsii v informatsiinykh merezhakh. Ukrainskyi zhurnal prykladnoi ekonomiky. Tom 5, № 1, 297-303.
8. Hryenko A.O., Babko N.M. (2020). Atrybuty brendu yak skladova protsesu brendynhu. Suchasnyi marketynh: stratehichne upravlinnia ta innovatsiinyi rozvytok : materialy II Mizhnar. nauk.-prakt. konf. do 90-rich. zasnuv. KhNTUSH/ Kharkiv. nats. tekhn. un-t sil. hosp-va im. P. Vasylenka. Kharkiv : KhNTUSH. 65-68.
9. Mandych O., Babko N. (2022). Characteristic features of the digital transformation of the Ukrainian economy. Modern trends in the development of agricultural production: problems and perspectives: monograph. Tallinn: Teadmus.
10. Mandych O.V., Sievidova I.O., Babko N.M., Kviatko T.M., Romaniuk I.A. (2020). Marketynhovyi menedzhment: navch. posib. Kharkiv : KhNTUSH, 160 s.
11. Mandych O., Mykytas A., Babko N. (2021). Communication as the basis of business and marketing activities. The III International Science Conference on E-Learning and Education, February 2–5, Lisbon, Portugal. 390 p.
12. Fiier O., Arefieva O., Miahkykh I., Babko N., Kuskova S., Khloponina-Gnatenko O. (2019). Risk managment in the sphere of state economic security provision using the example of professions liability insurance. Global journal of Environmental Sciens and management. 51-60.
13. Pakhucha E., Babko N., Bilousko T., Bilousko R., Vynohradenko S., Azizov O. (2021). Strategic Analysis of Export Activities of Enterprises to Ensure Sustainable Development. European Journal of Sustainable Development. 10(4), 251-270.
14. Romaniuk I.A., Mandych O.V., Sievidova I.O., Kviatko T.M., Babko N.M. (2020). Reklamnyi menedzhment : navch. posib. Kharkiv: KhNTUSH, 162 s.
15. Sievidova I.O., Mandych O.V., Kviatko T.M., Babko N.M., Romaniuk I.A. (2020). Konkurentospromozhnist pidpriumstva: navch. posib. Kharkiv : KhNTUSH, 200 s.
16. Mykytas A., Ustik T., Zaika S., Zaika O. (2021). The development of theoretical, methodological and practical recommendations of the innovative development vectors of business process reengineering and strategic management of enterprises. Technology audit and production reserves. Vol. 6(4), 62.