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Chernihiv Polytechnic National University (Chernihiv, Ukraine)E-mail: sanyasens16@gmail.com. ORCID: <https://orcid.org/0009-0004-8561-3937>**ASSESSMENT OF THE IMPACT OF MARKETING STRATEGY ON THE ECONOMIC DEVELOPMENT OF THE COMMERCIAL ENTERPRISE**

Abstract. In the article, the impact of the marketing strategy on the economic development of the commercial enterprise is assessed. To determine the economic efficiency of the commercial enterprise, a system of key economic indicators (KPIs) is used, which allow assessing profitability, efficiency, productivity and general condition of the enterprise. It is proved that using digital technologies in the marketing activities of the commercial enterprise is the universal factor that must be taken into account in the marketing strategy and technologies. It is proposed to build a model of the dependence of the impact significance on economic indicators of the commercial enterprises of various digital components of the marketing strategy on the cost of their use using the methodology of the functional-cost analysis.

Keywords: marketing; strategy; digital marketing; economic development; commercial enterprise; functional-cost analysis.

Table: 5. Fig.: 2. References: 15.

Problem statement. Economic development demonstrates a balance between stability and dynamism. Economic development of the commercial enterprise is not just an increase in profits, but systematic improvement of all aspects of the activity, namely: efficiency, competitiveness, stability and ability to scale. The modern market is developing at the incredible speed; new products are constantly appearing on the market. As the market expanded, there were many potential new customers to attract. However, trading businesses are now facing some marketing realities due to the increased level of competition and market complexity. Additionally, owners of the merchant business need to have a clear pricing strategy and mission that resonates with their target audience and sets them apart from the competition.

The marketing strategy has become an essential tool worldwide for any enterprise to stay in the competitive market environment and become stronger. Businesses must constantly evaluate and adapt their marketing strategies based on the performance data of business and customers.

Analysis of recent research and publications. Various aspects of development of the marketing strategy of the commercial enterprise are studied in many scientific works of the leading scientists, including: K. Keller, I. Gnatenko, J. S. Atkinson, T. Maksymova, V. Khalin, T. Vasilieva, O. Shramenko, M. Bahorka, O. Popelo, A. Lyalyuk, A. Oliynyk, I. Shindirovsky and others.

Identification of the previously unresolved parts of the general problem. However, the issue of assessing the impact of the marketing strategy on economic development of the commercial enterprise requires further research and analysis.

Purpose of the article. The article is aimed at assessing the impact of the marketing strategy on economic development of the commercial enterprise in modern conditions.

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Presentation of the main material. To determine economic efficiency of the commercial enterprise, a system of key economic indicators (KPIs) is usually used, which allows you to assess the profitability, efficiency, productivity and general condition of the enterprise. Final result – profit A number of secondary indicators are used, each of which shows the contribution of each of the factors to the overall result. All economic indicators of the commercial enterprise are interdependent and complement each other. Thus, the return on assets indicator shows how efficiently the company uses its own property, for retailers it is retail space, store buildings. But even if the store premises are densely filled with goods, but they are poorly sold, then the areas are used inefficiently, since unpopular products are placed on them or customers make purchases for other reasons, for example, insufficient marketing activities, poor work of staff, etc. The relationship between return on assets and marketing can be linked through the inventory turnover indicator, which for retailers shows how quickly goods are updated on store shelves [1; 3; 5; 7; 11; 13].

The marketing strategy directly affects economic development of the commercial enterprise. It is an indisputable fact that any actions for development, measures should be considered in the context of achieving the goals of the enterprise. Marketing measures outlined by the marketing strategy of the commercial enterprise are no exception [6; 8; 12]. At the same time, the goals are analyzed not only quantitative, but also qualitative. Therefore, the first step towards determining the impact of the marketing strategy on the economic indicators of the commercial enterprise is to establish economic goals of the latter, among which the main ones may be:

- increase in sales;
- growth of net profit;
- market expansion (geographically or demographically);
- growth of market share.

To create value for the enterprise, marketing must provide positive financial results that will contribute to profits and future investment opportunities. One way to create value for a business in the long run is to build a strong brand. Companies build the brand by providing high-quality products and create favorable and strong brand associations with consumers through marketing communications. In this respect, the marketing costs of building a strong brand can be considered as an investment for the company, since the brand contributes to increased cash flow and a higher profit margin, since strong brands are more likely to have loyal customers and a higher profit margin [9; 10; 0].

The brand value is an intangible asset for the commercial enterprise, which in turn contributes to the growth of all future cash flows and additional profits.

Marketing costs are the funds of companies that are allocated for advertising costs and other marketing communication activities, and it is not only a short-term expense, but also a long-term investment for the enterprise, since marketing activities contribute to increasing the value of the company's brand, which will improve the profit margin, current and future revenues. In addition, in the case of using this organizational and legal form of ownership of the commercial enterprise as a joint stock company, the brand can positively affect the value of shares and investment behavior of investors.

There are quite a few methods for determining effectiveness of the marketing strategy, however, it is an indisputable fact that the best marketing strategy is the one that

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allows you to achieve goals with the lowest cost. The most common method of these calculations is to determine the profit from marketing ROMI (Return on Marketing Investment) – the rate of return on advertising investment. The ROMI formula (1) helps to measure the return on investment in marketing, this indicator is called the best marketing KPI.

$$ROMI = \frac{\text{Additional income from marketing}}{\text{Marketing expenses}} \cdot 100\%. \quad (1)$$

However, the use of ROMI is not universal, it can be used in direct sales or to calculate the performance of the specific promotion. The main disadvantage of this indicator is that it is almost impossible to determine the volume of profit of the commercial enterprise from marketing activities in most trade enterprises, since in addition to marketing activities, other factors influence the purchase decision, and it is quite problematic to identify the share of purchases from marketing activities to assess their effectiveness.

Another well-known method for determining effectiveness of marketing activities, especially advertising, is the Dorfman-Steiner Theorem method, an economic model used in marketing to determine the optimal ratio of advertising costs. The method answers the question: how much should the commercial enterprise spend on advertising to be economically justified?

According to this method, the ratio of advertising or other marketing costs to total sales should be equal to the ratio of the elasticity of demand for marketing activities to the elasticity of demand for price, taking into account margins (see formula 2).

$$\frac{P}{\Pi} = \frac{E_p}{E_u} \cdot M; \quad (2)$$

where P is the cost of marketing activities;
 Π is the volume of sales;
 E_r is the elasticity of demand for advertising;
 E_c is the elasticity of demand by price;
 M is the margin.
 Away:

$$P = \Pi \cdot \frac{E_p}{E_u} \cdot M; \quad (3)$$

The proposed methodology allows us to draw the following conclusions: the greater the effectiveness of advertising (elasticity behind advertising), the more it is worth investing in advertising; the less elastic the price demand, the more profitable it is to spend on advertising and the higher the margin, the more the commercial enterprise can afford to spend on advertising without losing profit. However, the above method, although considered theoretically correct, has significant limitations in use, namely:

- the enterprise has an influence on the price of goods, there is a model of monopolistic competition or oligopoly. So, if a trading enterprise can control the price, it can also control demand through advertising;

- there is an opportunity to measure the elasticity of demand, which is a rather difficult task, it is necessary to analyze trade activities for a long period, which in itself requires significant efforts, time and money. If there is no such data, the method loses its meaning;

- the product has differentiation (it has unique properties), for example, some types of cosmetics, household appliances, where buyers react not only to the price, but also to advertising;

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– this method is suitable for the short- and medium-term period, when advertising has a direct economic effect;

– advertising should be aimed at the narrow assortment or specific products.

As a conclusion, the Dorfman-Steiner method cannot be used in conditions of perfect competition, when the trading enterprise cannot significantly influence the price; Advertising does not have a direct impact on demand (for example, natural monopolies; it is impossible to accurately assess the elasticity of demand.

Another important feature of using this method is impossibility of using it for a new or unique product for which demand has not been formed. It is impossible to imagine trade without constant updating of goods in modern realities.

Also, from the above, it is quite clear that the marketing strategy has many components that affect economic performance of the commercial enterprise in different ways, in modern economic conditions it is unacceptable to limit yourself only to quantitative estimates of the marketing budget. As a simple example, the same funds on marketing can be spent in different ways. And the principle of “conservation” of elasticity for marketing in the Dorfman-Steiner model essentially prohibits development and improvement of marketing activities with a constant marketing budget (otherwise elasticity will change).

Thus, the problem of determining the impact of marketing actions on the performance indicators of the commercial enterprise must be solved comprehensively. Taking into account the wide variety of trading enterprises that differ in scale, localization, specialization, potential buyers, etc., it is impossible to build a universal marketing strategy. However, in modern trade, there are factors that need to be taken into account by almost all trading enterprises, and the main one in modern conditions is digitalization. And as the practice of carrying out economic activities of trade enterprises in wartime shows, it is digitalization. It was digital technologies that supported trade during martial law. Yes, online commerce and e-commerce, namely online stores, have become a life-saving channel when physical outlets have been destroyed or closed due to danger. Platforms, including Rozetka, Prom.ua, OLX allowed merchants to move their business online and continue sales even during active hostilities. Marketplaces with localized logistics have appeared, and they work even in frontline zones. CRM and ERP systems for process management helped to centrally manage sales, accounting, balances, personnel even in the event of an office evacuation or team separation. Mobile applications and chatbots simplify communication with customers, allow you to accept orders via Telegram, Viber, and social networks. Chatbots replace staff that are often lacking due to mobilization or migration. Contactless payments and digital financial services such as Apple Pay, Google Pay, Monobank, Privat24, etc., are critical for cashless payments in the face of disruption of the banking infrastructure. POS terminals with generators or powerbanks allow you to continue trading even in the electricity absence. Cloud technologies take care of information – all data is stored in the cloud, businesses do not lose access to accounting, commodity accounting, customer base even in the event of office destruction, Google Workspace, Microsoft 365 are actively used even by small businesses.

War is not only a physical confrontation, but also a cyber front. Merchants invest in customer data protection, online payment security, website attack, and CRM attacks.

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Parcel tracking, online delivery services (Nova Poshta, Ukrposhta, Meest) have become critical. Technologies for route optimization, GPS control of trucks, automated warehouses allow businesses to reduce losses due to logistics disruptions.

Thus, digitalization has become not just an advantage – it has become a condition for survival. Those merchants that invested in IT solutions and adapted to the digital environment retained customers, expanded markets, and provided flexibility in the most difficult times.

Examples of successful use of digital technologies by commercial enterprises that directly or indirectly influenced the activities of trade enterprises are the following:

- the MOYO electronics store chain became the first retailer in Ukraine to integrate digital documents from the Diia application to register new employees. This has made it possible to automate the hiring process and reduce using paper documents [0];

- In May 2022, the Foxtrot chain introduced the ability to pay for goods using the Binance Pay cryptocurrency service. This allowed customers to make contactless payments both in the online store and at retail points of sale [0];

- many Ukrainian retailers have implemented the “Click&Collect” model, which allows customers to order goods online and pick them up in physical stores. The omni-channel approach to sales, combining online and offline channels is also actively developing [14].

As a conclusion, it is the use of digital technologies in marketing activities of the commercial enterprise that is the universal factor that must be taken into account in the marketing strategy of each trading enterprise. It should be borne in mind that digital technologies in commerce that marketers should use are also different in cost and must correspond to the digital knowledge and capabilities of potential buyers. Since one of the main properties of the marketing strategy of the commercial enterprise is an optimal marketing budget, the implementation of planned marketing activities has risks that marketing costs will be too high and reduce the profit of the enterprise, and vice versa, insufficient funds for marketing will not allow the trading enterprise to reach the required level of sales.

To determine the optimal costs for the use of various digital technologies in marketing activities, it is proposed to build a model of the dependence of the impact significance of various digital components of the marketing strategy on the economic indicators of the commercial enterprises on the cost of their use, for which to use the method of functional and cost analysis.

Functional-cost analysis (FVA) is a method of systematic study of the function of the object, aimed at minimizing costs or improving the quality and usefulness of the object, which allows you to establish the ratio of the importance of the function and the cost of its use.

In this study, we will consider the function as the ability of digital factors to influence the final performance of trading enterprises. To determine importance of each function, we will conduct the correlation analysis using the Microsoft Excell program of retail turnover of trade enterprises of Ukraine and the use of information and communication technologies by the latter according to the State Statistics Service of Ukraine. The calculation of correlation coefficients of digital factors affecting effectiveness of the marketing strategy is given in Tables 1-4.

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Table 1

Impact of Internet access

Year	Retail turnover, UAH million	Number of enterprises with access to the Internet, %	Number of employed employees who have access to the Internet
2018	930629,2	87,4	32,6
2019	1094045,8	86,4	35,4
2021	1443832,9	88,8	31,7
2022	1396268,8	81,2	32,2
2023	1855384,1	90,6	36,4
2024	2170994,7	95,0	45,7
Correlation coefficient		0,70	0,80

Source: calculated by the author according to the data [0].

Table 2

Impact of having a website

Year	Retail turnover, UAH million	Share of the number of enterprises with a website in the total number of enterprises of the corresponding type of the economic activity, %	Of these, by areas of use	
			Possible ordering or booking online	Personalized website content for regular customers
2018	930629,2	20,7	9,7	6,6
2019	1094045,8	21,2	10,3	6,8
2021	1443832,9	22,1	10,4	6,8
2024	2170994,7	27,4	16,0	12,9
Correlation coefficient		0,98	0,95	0,93

Source: calculated by the author according to the data [0].

Table 3

Impact of Social Media Use

Year	Retail turnover, UAH million	Share of the number of enterprises using social media in the total number of enterprises of the relevant type of the economic activity, %	Of these, by areas of use	
			Social media	Enterprise blogs or microblogs
2018	930629,2	27,2	22,1	6,1
2019	1094045,8	28,7	24,0	6,9
2022	1396268,8	27,3	23,3	6,4
2024	2170994,7	28,8	27,4	6,5
Correlation coefficient		0,54	0,94	0,12

Source: calculated by the author according to the data [0].

Table 4

Impact of Using Cloud Computing

Year	Retail turnover, UAH million	Share of the number of enterprises purchasing cloud computing services in the total number of enterprises of the corresponding type of the economic activity, %	Of these, CRM software
2018	930629,2	9,4	2,3
2019	1094045,8	8,9	2,8
2021	1443832,9	9,5	2,7
2022	1396268,8	8,7	1,8

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2024	2170994,7	17,5	3,1
Correlation coefficient		0,89	0,49

Source: calculated by the author according to the data [0].

The obtained values of correlation coefficients from the point of view of mathematical statistics cannot be considered reliable and can be used for forecasts due to a small number of observations. However, in this study, the task was to obtain approximate values of the impact dependence of digitalization factors on trade, so the obtained values can be considered acceptable for approximate assessment of the weight of each of the digitalization factors for ranking the latter.

If we consider it mandatory to use these digital technologies in marketing activities of trade enterprises, then to conduct the functional and cost analysis of the latter, it is necessary to determine their relative importance, which is carried out according to the formula (4).

$$K_i^{bar} = \frac{K_i^{kop}}{\sum K_i^{kop}}; \tag{4}$$

where K_i^{bar} are the coefficients of the importance of the digital technologies used;
 K_i^{kop} – correlation coefficients of the digital technologies used.

Also, to conduct the functional-cost analysis, it is necessary to determine coefficients of the cost of the information and communication technologies used according to the formula (5).

$$K_i^{bap} = \frac{B_i^{in}}{\sum B_i^{in}}; \tag{5}$$

where K_i^{bap} are coefficients of the cost of digital technologies used;
 B_i^{in} – cost of digital technologies used.

The results of the calculations are summarized in Table 5.

Table 5

Coefficients of Weight and Cost of Information and Communication Technologies Used

Information and communication technologies	Function code	Weighting factors	Cost factors
1	2	3	4
Number of enterprises with access to the Internet, %	f1	0,095	0,009
Number of employees who have access to the Internet	f2	0,109	0,009

End of Table. 5

1	2	3	4
Share of the number of enterprises with a website in the total number of enterprises of the corresponding type of the economic activity, %	f3	0,134	0,151
Share of the number of enterprises that have the ability to order or book online	f4	0,129	0,151
Share of the number of businesses that have personalized website content for regular customers	f5	0,127	0,151
Share of the number of enterprises using social media in the total number of enterprises of the relevant type of the economic activity, %	f6	0,074	0,189



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Share of the number of businesses using social media	f7	0,128	0,189
Proportion of the number of businesses using enterprise blogs or microblogs	f8	0,016	0,038
Share of the number of enterprises purchasing cloud computing services in the total number of enterprises of the corresponding type of the economic activity, %	f9	0,121	0,109
Proportion of businesses using CRM software	f10	0,067	0,004

Source: calculated by the author.

The results of calculations are clearly shown in Fig. 1.

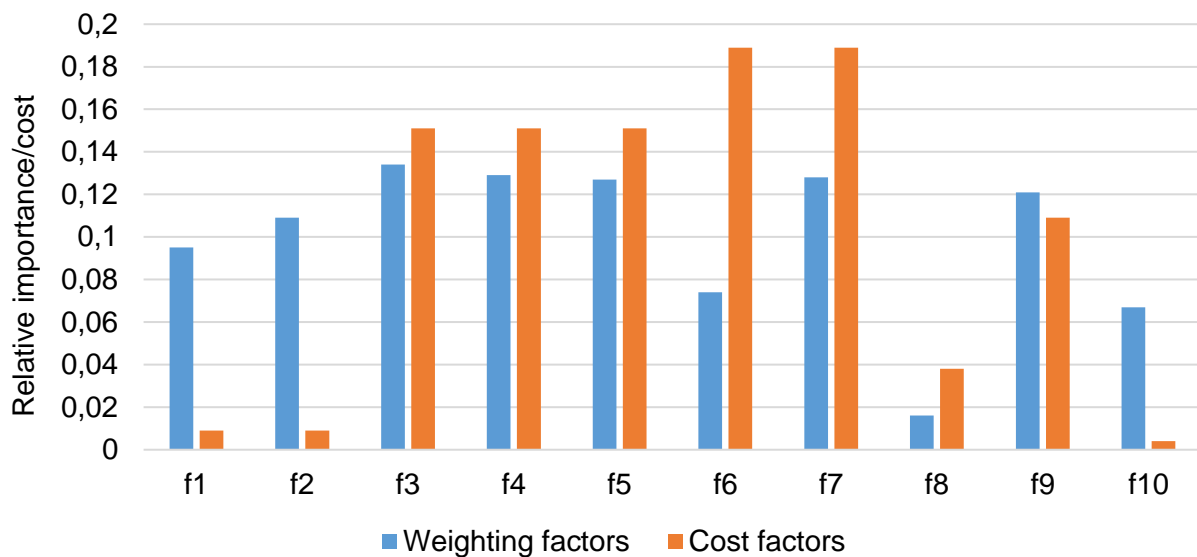
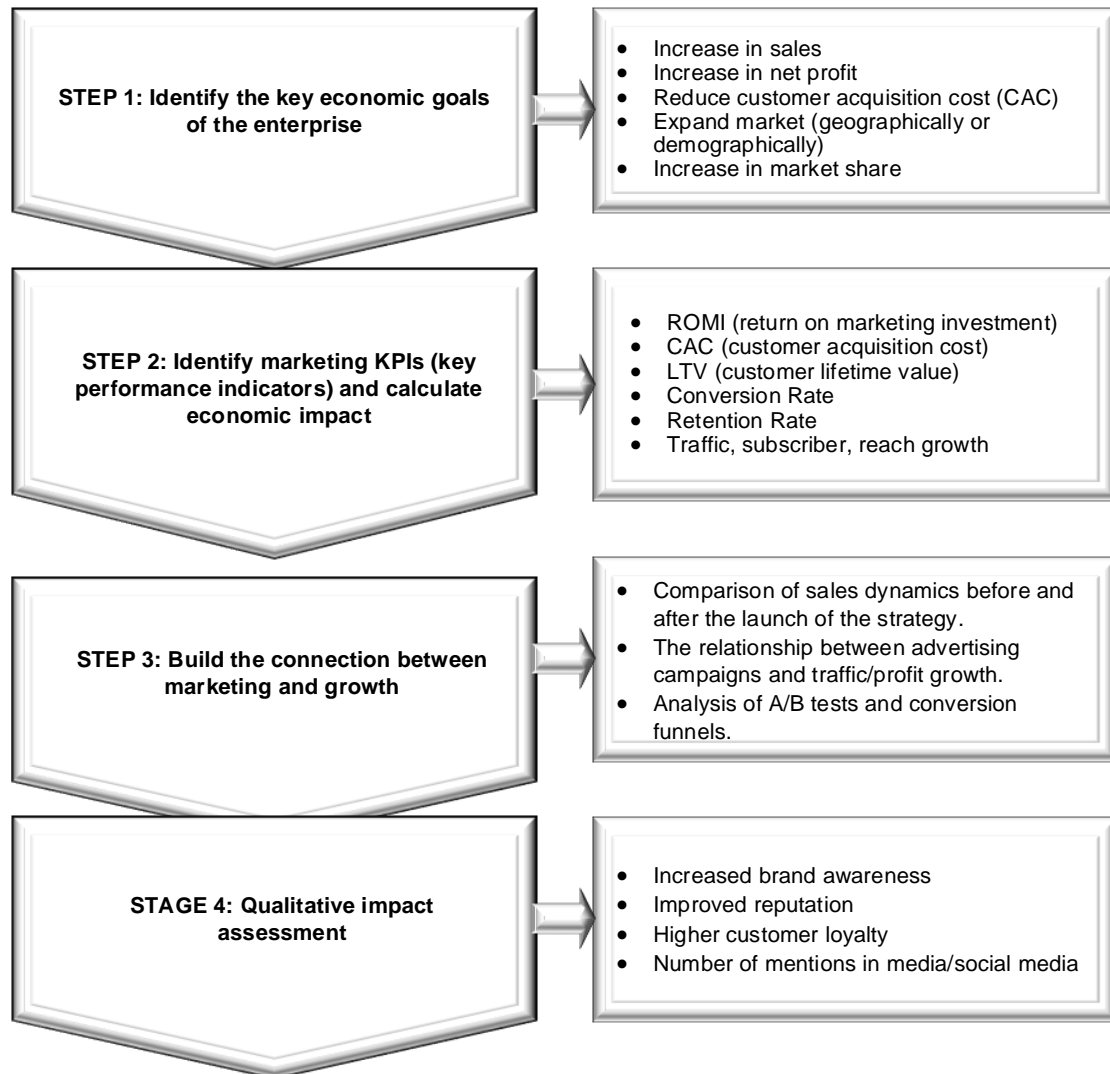


Fig. 1. Functional-cost diagram of the use of information and communication technologies in marketing activities of the commercial enterprise

Source: developed by the author.

The functional-cost diagram allows you to determine the imbalance of importance and cost of using various information and communication technologies in marketing activities of the commercial enterprise. From the diagram it can be seen that the best cost savings in this case are achieved under conditions of significant weight and low cost. For general determination of the impact of the marketing strategy on the economic performance of the commercial enterprise, it is necessary to perform a number of sequential actions (Fig. 2).

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Rice. 2. Stages of determining the impact of the marketing strategy on the economic development of a trading enterprise

Source: developed by the author.

Conclusions and suggestions. Therefore, the marketing strategy when drawing up the marketing budget should take into account the balance of importance and cost of the components of the marketing strategy. The above calculations illustrate the dependence of economic results on the information and communication technologies of retail trade enterprises in Ukraine.

In the context of a significant variety of trade enterprises, the marketing costs outlined in the marketing strategy depend primarily on the financial capabilities of the enterprises themselves, therefore, digital technologies available in the IT market should be chosen in accordance with available funds. Undoubtedly, the financial capabilities of a large supermarket and a small store are radically different, however, their competitive conditions are different. But both often have situations when a potential buyer refused to buy. Trading practice shows that losing the buyer is much easier than attracting a new one. Digital

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technologies are exactly the tool that allows you to significantly improve communication between the seller and the buyer, turn the potential customer into the real one.

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**ОЦІНКА ВПЛИВУ МАРКЕТИНГОВОЇ СТРАТЕГІЇ НА ЕКОНОМІЧНИЙ РОЗВИТОК
ТОРГОВЕЛЬНОГО ПІДПРИЄМСТВА**

Анотація. У статті здійснено оцінку впливу маркетингової стратегії на економічний розвиток торговельного підприємства. Для визначення економічної ефективності торговельного підприємства використано систему ключових економічних показників (KPI), які дозволяють оцінити прибутковність, рентабельність, продуктивність і загальний стан підприємства. Розглянуто методики визначення ефективності маркетингової стратегії. Доведено, що використання цифрових технологій у маркетинговій діяльності торговельного підприємства є тим універсальним чинником, який має бути обов'язково врахованим у маркетинговій стратегії. Акцентовано увагу на тому, що цифрові технології у торгівлі, які мають використовувати маркетологи, є різними за вартістю і мають відповідати цифровим знанням і можливостям потенційних покупців. Для визначення оптимальних витрат на використання у маркетинговій діяльності різних цифрових технологій запропоновано побудувати модель залежності значущості впливу на економічні показники діяльності торговельних підприємств різних цифрових складових маркетингової стратегії від вартості їх використання за допомогою застосування методики функціонально-вартісного аналізу. Обґрунтовано, що маркетингова стратегія безпосередньо впливає на економічний розвиток торговельного підприємства, адже будь-які дії щодо розвитку розглядаються в контексті досягнення цілей підприємства. Наголошено на тому, що не виключенням є і маркетингові заходи, окреслені маркетинговою стратегією торговельного підприємства. Аргументовано, що маркетингова стратегія при складанні бюджету маркетингу має враховувати баланс важливості і вартості складових маркетингової стратегії. Здійснені розрахунки ілюструють залежність економічних результатів від інформаційно-комунікаційних технологій підприємств роздрібної торгівлі України. Вказану методику рекомендовано використовувати і для практики окремого торговельного підприємства. Для визначення коефіцієнтів вагомості доцільно використовувати метод експертних оцінок.

Ключові слова: маркетинг; стратегія; цифровий маркетинг; економічний розвиток; торговельне підприємство; функціонально-вартісний аналіз.

Табл.: 5. Рис.: 2. Бібл.: 15.

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