

MARKETING AND LOGISTICS: INNOVATIONS STRATEGIES SOCIETY



***MARKETING AND LOGISTICS: INNOVATIONS,
STRATEGIES, SOCIETY***

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Monograph highlights key aspects of the transformation in marketing and logistics processes under the contemporary conditions of globalization, digitalization, and social change. The first section explores innovations and digital technologies shaping new management models. The second section focuses on the impact of geopolitical challenges, including military conflicts, on business and logistics, emphasizing the adaptation of strategies in crisis conditions. The third section examines corporate social responsibility, the role of environmental initiatives, and socially oriented marketing. The monograph provides theoretical foundations and practical recommendations for integrating economic, social, and environmental aspects into enterprise activities.

This monograph will be valuable for researchers, practitioners, and students interested in management, digital technologies, and socio-economic transformations.

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IMPLEMENTATION OF CATEGORICAL MANAGEMENT IN THE PRACTICE OF MARKETING MANAGEMENT OF THE TRADE ENTERPRISE: MODERN TRENDS

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The introduction of categorial management into the practice of marketing management of a trade enterprise is an important component for ensuring the efficient organization of commodity flows and increasing competitiveness. Categorial management is an approach that ensures the management of the product range as separate categories rather than individual products. This allows for a better focus on consumer needs, optimization of turnover, and increased business profitability. Current trends in categorial management (omnichannel approach, digitalization and data analytics, personalization of offers, use of Artificial Intelligence (AI) and automation, integration with supply chains, innovations in packaging and product design, etc.) reflect changes in business environments, technologies and consumer preferences.

Modern consumer market is characterised by increased competition between producers, sellers, excessive saturation of goods in most segments. The key element of the entire market system, the object of competitive struggle was and remains the goods, especially the process of its formation and management at the retail trade enterprise. There are many technologies and techniques of goods assortment management, such as assortment evaluation indicators, ABC- and XYZ-analysis, BCG matrix, merchandising. Using the technology of merchandising, experts have come to the conclusion that while optimising the display and presentation of goods in the retailer's hall, it is necessary to identify the main units of assortment management - categories. Trade practice has shown that customers see the assortment of the shop by categories. A product category is a commonality, a set of some goods that are united by a certain similarity of usage.

Problems of management of commodity assortment are devoted to the works of

such scientists as: Mushtai V. A. [6], Hlushchenko Yu. Ye. [3], Dobrianska V. V., Sirenko O. V. [2], Balabanova L. V. [1], Tkachenko N. B. [9], Kholodnyi H. O. [4], Mykytiuk N. YE. [7]. The analysis of the works of these authors helped to solve the set goals.

The basis for writing the scientific article are the conceptual foundations and methodological approaches to the implementation of categorical management in the practice of marketing management of the trade enterprise, which are covered in the works of domestic and foreign scholars and practitioners, periodicals and Internet resources devoted to the study of categorical management in general.

The article uses such scientific and empirical methods as causal analysis and synthesis, deduction, systematisation and generalisation, and a systematic approach. In particular, a combined ABC/XYZ analysis was applied, the results of which demonstrate effective management of the product range.

The information base of the study was formed by economic indicators (turnover, share of sales, share of sales in the cumulative total, sales revenue) of the product range of PE "Kulttovary-Vinnytsia", as well as scientific papers on the issues raised in the paper. The process of forming a system of product roles categories was divided into the following stages: determination of the list of roles to be used within the assortment matrix adopted by the company; assignment of roles to each category; allocation of resources among categories based on these roles.

The emergence of categorical management is associated with the company "Procter & Gamble", which at the beginning of the 90's of the last century for the first time grouped goods into categories not based on the principle of production, but on their common properties for the consumer. This simple idea seems today natural, but then it was revolutionary, because before that they did not divide the goods into categories in such way as it is perceived by the buyer [7].

Categorical management is a process of product range management process, in which each product category is considered as an independent business unit [3]. It is based on two main rules:

- 1) the consumer is the main value, all activities are focused on the maximum satisfaction of his/her requests;

- 2) the category is an independent business unit, it implies the unification of purchasing and selling functions, the presence of a single person responsible for everything that happens within the category.

Categorical management should be regarded as an effort to optimise product flows between the producer and the end consumer. In this case, the categorical manager acts as a buyer, a logistician, a promotional specialist and a salesperson. The main goal of categorical management is to increase the efficiency of interaction between the producer (the initial link of the commodity chain) and the subsequent links (retailers)

to fully meet the demands of consumers.

Among the main tasks solved by categorical management, first of all, it should be emphasised [2]:

- analysing the market of goods and services by supply and demand with the development of products that maximally satisfy the possible demand of the end customer;

- optimisation of stocks and commodity flows of products on the basis of development and sale of products of increased demand at the optimal price on the market;

- clear division of all product groups into categories (for example, “TV sets” in the group of household appliances or “groats”, «pasta» in the group of dry food products, etc.);

- studying the consumer demand of the population for each of the product categories.

Categorical management builds the work of the retail company in such way that the work is aimed at maximising the satisfaction of consumer requirements of customers. Business processes of the retailer and supplier are constantly improving, logistics is becoming better, which leads to cost reduction and growth of the company's income. It is impossible to achieve this without close co-operation between the retailer and the supplier to exchange all necessary data and jointly manage product assortment and product flows. The assortment management process within the framework of the categorical management concept implies consistent implementation of nine stages: formation of a product category, setting the role of the product category, category evaluation/formulation of norms for the product category, determination of the product category strategy, determination of the product category tactics, fulfilment of the product category plans, product category analysis/assessment of the product category efficiency, period report on the product category, control and adjustment.

Identify areas of development, promising directions for improving the assortment of the enterprise, is most likely at the second stage of the process of implementation of category management - the assignment of roles to product categories.

Assignment of different roles to goods and categories is considered as a tool for formation (at the operational level) of the assortment promotion policy and pricing in accordance with the expectations of customers.

The role of a product category is determined by its importance for the buyer and seller. In accordance with the role of a product group, shops allocate to it linear and square metres on the shelves, warehouses, attract funds for advertising, engage service personnel. The process of forming the system of product category roles can be divided into the following stages: defining the list of roles to be used within the assortment matrix adopted in the company; assigning roles for each category; distributing

resources among the categories based on these roles.

Determination of the roles list for using in the assortment matrix of the company is the initial stage of building category management. The larger the format of a trading division, the more product categories it counts. The number of product categories also depends on the specifics of the business: DIY-retail, for example, has significantly fewer categories than grocery retail. A supermarket format can have as many as 400 categories/subcategories. And each plays an important but variable role in achieving goals. The company management involved in product assortment management should create a complete list (classifier) of category roles which will be used by the whole company.

In the theory of categorical management, a number of authors [3, 5, 7, 8] distinguish eight types of roles assigned to product categories - Table 1.

Table 1

The role of categorical management in the activities of a trade enterprise

Role of categorical management	Principle of merchandising	Principle of pricing	Principle of Commodore
<i>1. Traffic Builder</i> – is well-known products with stable demand, representing a large share of the target market. The decision to buy is made quickly. These products are special in that they provide a mass flow of buyers (who also buy other categories of goods).	popular, well-known brands are placed at eye level. Double-facing, advertising and information materials, samples are used. The best places, ends, pallets are used for lay-out	indicator prices at or below market level, special prices	promotions for a well-known or beautiful product + additional offer to stimulate interest
<i>2. Cash Generator:</i> goods with this role are known to most consumers and are sold by most market players at a medium or small mark-up. Impulse goods, or goods that complement the main purchase, also play the role of cash generators.	provide adequate space for display, emphasise novelties, rotation of goods with high margins, checkout area. Display encourages impulse purchases in the most walkable or relevant places.	market prices, if necessary slightly below the market average.	intensive promotion - emphasise competitiveness, use point-of-sale promotions
<i>3. Profit Generator</i> – high-margin goods that also have loyal consumers. These may be seasonal	expanding the range of high-priced/high-margin products. Mixing high-margin items with lower-	price - maximising profits on the market, skimming the cream on exclusive products	only very high-margin products are supported and without price reductions (+ gift, + service).

goods, goods with a high degree of novelty or supported by advertising. The goods have high sales growth rates and provide high profits	priced items		
4. <i>Image Creator</i> : the role is given to expensive prestige goods. The task of goods is not so much to increase sales as to attract attention and 'ennoble' the shopping atmosphere, they complement the positive consumer perception of the shop.	better quality of products, service and maintenance, branded equipment, stands, boxes to increase attractiveness.	the maximum reasonable mark-up at which the goods can be sold.	actions, media, PR, masterclasses, presentations
5. <i>Turf Defending</i> : this category includes products based on price. The aim is to attract and retain price-sensitive customers, keeping them from leaving for competitors, with a quick decision to buy.	placement with higher-margin, more expensive ones. Use branded equipment, stands, boxes to increase attractiveness	prices are below the market average, if necessary the lowest on the market, trading at a loss for a number of goods is possible.	intensive promotion, which aims to emphasise competitiveness, to carry out local and media promotions.
6. <i>Excitement Creating</i> – new products: seasonal, including for holidays, fast-growing, forming a new need.	places for novelties, best seats, special equipment, installations.	periodic price reductions leading to immediate purchase (special offers).	mandatory support from the supplier, presentations, PR.
7. <i>Transaction Building</i> – goods necessary to increase both the average cheque and the total sales volume of the shop in physical terms. Goods can be attractive to large families or favourable from a price point of view, e.g. 4 for the price of 3.			
8. <i>Test SKU's</i> – goods with a minimal share in total sales. The presence of these goods should be dictated by necessity. Necessity is: an experimental position; to create an impression of completeness of the assortment; for a special client for the purpose of word of mouth.			

Depending on the goals pursued by the retailer, it is determined a set of roles that they need to work with.

From a practical point of view, it is worth noting that the complex structure of the relationship between supplier and retailer leads to the fact that the parties are actively modernising their informational systems, developing new models of analysis of

customer behaviour and approaches to managing shelf space and store space in general, changing pricing models by category in the retail network, and implementing categorical management strategies in managing sales of retailers' own brands.

The mechanism for implementing categorical management at the enterprise is described in the source [10], consisting of four interrelated blocks in Figure 1.

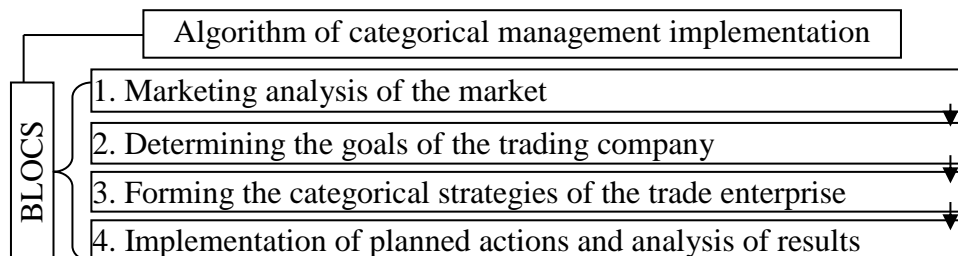


Fig. 1. The mechanism of implementation of categorical management at a trade enterprise [10]

The data presented in Table 2 were obtained by analysing a number of food hypermarkets sales with a total turnover of more than 100 million UAH per month with 72 product subcategories consisting of more than 11,000 items [3, P. 60].

The proposed system of role classification can serve as a ready-made algorithm for product assortment management at the enterprise. However, the final algorithm (the number of roles, variants of their combination) depends on the breadth and depth of the company's assortment, available technologies and, most importantly, the place the company occupies in the chain “producer - end consumer”.

By the example of the product range of PE “Kulttovary-Vinnytsia”, working in the consumer market of Vinnytsia, we will define the categories and their roles. PE “Kulttovary-Vinnytsia” realises the direction of wholesale and retail school, office and stationery goods. The assortment of goods of PE “Kulttovary-Vinnytsia” includes more than 3000 items, which can be classified into 9 categories of goods, which are proposed to be taken as a basis and used as product categories, considering them further as independent business units.

ABC-XYZ-analysis allows to classify the categories of goods of a trading company into 9 groups depending on their contribution to the company's revenue (ABC) and regularity of purchases (XYZ) [3]. This classification simplifies the work in planning and forming the assortment at different levels of flexible logistics systems, in production systems, supply and sales systems.

Implementation of this method helps to reduce the number of missed sales, reduce surplus goods, minimise total costs related to inventories.

Table 2 presents ABC-analysis of the assortment of PE “Kulttovary-Vinnytsia” for 2023.

Table 2

Balance characteristics of the roles of product assortment categories

Role of category	Profitability of the categories	Share of categories in assortment	Share of sales volume	Result of ABC-analysis by revenue by category	Category turnover in days	Promotion costs
Traffic Builder	10–20 %	25–40 %	20–45 %	Only A	2–23	highest
Cash Generator	15–30 %	20–30 %	20–45 %	All	2–33, but there are more 50	low
Profit Generator	15–50 %	10–20 %	10–20 %	Mostly B and C	0-69	medium
Image Creator	10–48 %	1–5 %	1–7 %	Only C	16–75, but there are more 100	low
Turf Defending	0–19 %	5–15 %	10–20 %	Mostly A and B	1–19	high
Excitement Creating	15–30 %	0,1–5 %	1–10 %	B and C	From 0 to more than 1 000 (stale stock)	during season - high
Test SKU's	19–24 %	0,1–3 %	0,1–5 %	C	70–150	low
Transaction Building	0–6 %	5–15 %	0,1–9 %	C	10–50	medium
Subcategories without an explicit role	18–29 %	0,1–2 %	0,1–3 %	C	4–50	no

The data of Table 3 indicate that group A, providing enterprise with the largest share of revenue, can include products for school and art, office equipment, writing tools, paper and products made of paper. Group B includes office machinery, safe equipment, office tools and accessories.

The rest of the product categories were categorised as group C.

XYZ-analysis can be used for a more profound study of the assortment. It allows to create a more complete picture of the trading process at the trading enterprise [2].

XYZ-analysis also involves the division of the assortment of the trading enterprise into groups X, Y and Z, and the criterion of this analysis can be the profitability of goods or the stability of their sales (characterised, for example, by the profit from sales by categories of goods).

Table 3

ABC analysis of the assortment of PE “Kulttovary-Vinnytsia”

	Name of product categories	Turnover, UAH thousand	Share of sales, %	Share of sales by cumulative total, %	Name of the group
1	Goods for school and art	8992,7	29,54	29,54	A
2	Office equipment	7711,1	25,33	54,87	A
3	Writing tools	3991,0	13,11	67,98	A
4	Paper and products made of paper	3150,8	10,35	78,33	A
5	Office machinery, safe equipment	2520,6	8,28	86,61	B
6	Office tools and accessories	1777,8	5,84	92,45	B
7	Housewares, household appliances, tableware	1095,9	3,6	96,05	C
8	Stamping products	672,8	2,21	98,26	C
9	Food products	529,7	1,74	100	C
	Turnover, TOTAL	30442,6	100	–	–

The results of XYZ-analysis are shown in Table 4 and indicate that the following categories of goods can be attributed to group X: Housekeeping supplies, school and art supplies, writing supplies, paper and products made of paper. Group Y includes office machinery, safes equipment, office tools and accessories. Outsiders, group Z, include housewares, household appliances, tableware, stamping products, goods for school and art.

Table 4

XYZ - Analysis of the assortment of PE “Kulttovary-Vinnytsia”

Name of product categories	Turnover, UAH thousand	Share, %	Share of sales by cumulative total, %	Name of the group
1. Office equipment	675,8	17,5	17,5	X
2. Goods for school and art	621,7	16,1	33,6	X
3. Writing tools	590,8	15,3	48,9	X
4. Paper and products made of paper	475,0	12,3	61,2	X
5. Office machinery, safe equipment	451,8	11,7	72,9	Y
6. Office tools and accessories	401,6	10,4	83,3	Y
7. Housewares, household appliances, tableware	328,2	8,5	91,8	Z
8. Stamping products	173,8	4,5	96,3	Z
9. Food products	142,9	3,7	100	Z
Profit from sales, TOTAL	9225,0	100	–	–

Further it is necessary to combine the results of ABC- and XYZ-analysis, as a

result of which the whole assortment of the enterprise is divided into 9 segments based on two criteria - the share of the product group in the turnover of the enterprise and the share of the product group in the profit. The results of the combined analysis are presented in Table 5.

Table 5

Result of combining ABC and XYZ analysis

Category	A	B	C
X	goods for school and art, office equipment, writing tools	equipment and safe	–
Y	paper and products made of paper office machinery	Office tools and accessories	–
Z	–	–	Housewares, household appliances, tableware, stamping products, food products

The most favourable for PE “Kulttovary-Vinnytsia” categories of goods are AX, BX-, AY-groups, which provide the greatest contribution to the turnover and profit formation of the enterprise. This zone whose products should be given the most attention, includes goods for school and art, office equipment, writing tools, paper and products made of paper, office machinery, safe equipment. Among the groups that need special actions to improve their efficiency are BY-group goods (office tools and accessories). These groups have sufficient potential, but for their moving up into the group of profitable goods, it is necessary to optimise the assortment and pricing policy related to these groups. Finally, the least profitable and poorly turnover goods include segments BZ, CZ. These include: housewares, household appliances, tableware, stamping products, food products.

Based on the completed ABC- and XYZ-analysis (Tables 3, 4) and the results of the combined matrix (Table 5), each category is assigned its role in the process of assortment management (Table 6), which allows to form a sales strategy of the enterprise by product categories, the main provisions of which are presented above.

For example, to the creators of the flow, which included such product categories as goods for school and art, office equipment, it is recommended to lay out at eye level, to use double-facing, to use the best places, ends, pallets for laying out. It is recommended to spend the highest promotion costs on this product category, to conduct special promotional campaigns.

Such product categories of PE “Kulttovary-Vinnytsia” as office tools and equipment, writing utensils were classified as defenders. It is suggested that the goods used as defenders should be placed interspersed with higher-profitable, more expensive ones. It is recommended to use branded equipment, stands and boxes to increase the

attractiveness of the display. Prices should be set below competitors' prices. It is suggested that significant funds be spent on product promotion, local and media campaigns.

Table 6

Assignment of roles to product categories in the product range of PE
“Kulttovary-Vinnytsia”

Name of product categories	Name of categories	Share of sales, %	Share in assortment, %	Share of profit from sales, %	Role
1. Products for school and creative work	AX	29,54	21,7	15,3	Traffic Builder
2. Office equipment	AY	25,33	26,8	11,7	Traffic Builder
3. Writing tools	AX	13,11	13,9	12,3	Turf Defendin
4. Paper and products made of paper	AX	10,35	15,6	17,5	Profit Generator
5. Office equipment, safe equipment	BX	8,28	5,2	16,1	Excitement Creating
6. Office tools and accessories	BY	5,84	6,7	10,4	Turf Defendin
7. Housewares, household appliances, tableware	BZ	3,60	9,4	8,5	Excitement Creating
8. Stamping products	CZ	2,21	0,6	4,5	Transaction Building
9. Food products	CZ	1,74	0,3	3,7	Excitement Creating
Turnover, TOTAL	–	100	100	100	

Housewares, household appliances, tableware, food products have been assigned the role of image creators. In relation to these product categories, it is recommended to provide the best quality of service and maintenance. In terms of pricing, apply the most reasonable margin at which the goods can be sold. Promotion should be carried out through promotions, masterclasses and presentations, as well as paying for advertising in the media.

With regard to stimulators of purchase volume, which included the product category “Stamping products”, it is recommended to apply pallet display, to use for display the ends, checkout area, places with high passing traffic. In pricing, it is recommended to set a favourable price (tangible savings) when buying large quantities of goods.

To achieve the maximum effect from the introduction of categorical management, it is most appropriate to take measures in the first place in relation to product groups whose share in the company's sales is the largest. These product groups include,

according to Tables 4 and 6, goods for school and art, office equipment, and writing tools.

Thus, the implementation of categorical management in the practice of marketing management of a retail enterprise as a strategic cooperation between a retail operator and a supplier, within which the parties manage the category as a strategic unit, will contribute to the growth of the category (increase in sales and profits) through a set of customer-oriented actions. The use of adequate tools of categorical product management will allow to adequately implement the product policy of the retailer, optimize the efficiency of resource potential use by increasing the degree of fulfillment of consumer expectations in the context of its features and trends.

Digital technologies and data analytics have become the basis of modern categorical management. Big Data, machine learning, and artificial intelligence (AI) tools enable retailers to more accurately forecast demand, analyze consumer behavior, optimize pricing, and make more informed decisions about assortment management.

Moreover, omnichannel marketing and sales are an integral part of the company's categorical management strategies. Consumers today use different channels for shopping: physical stores, online stores, mobile applications, social networks, etc.

Thus, the priority goals in product categorical management projects carried out jointly by a retailer and its key suppliers are the following indicators: growth of the category as a whole; increase in sales of the category in physical terms; reduction of the out-of-stock rate; reduction of inventory in the store; increase in category profitability; optimisation of shelf space and creation of a structured layout; simplification of the process of product selection by the customer through segmentation and navigation in the category; creation of a new image of the category through visual communications.

The effectiveness of this marketing technology has been proven by the experience of using it in retail chains in the US and Western Europe. We consider it appropriate to implement it at large retailers (retail chains). As for small trade enterprises, whose turnover, as noted, accounts for almost half of retail turnover, we believe that they can successfully implement some elements of categorical management, in particular approaches to building relationships with suppliers (manufacturers).

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