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IMPLEMENTATION OF THE CONCEPT OF RELATIONSHIP MARKETING IN RETAIL

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Abstract. The article is devoted to the research of retail marketing from the positions and tasks of implementing the principles of the concept of mutual relations, which is focused on building a long-term partnership not only with consumers, but also with other market entities that form the microenvironment of the functioning of trade companies. The relevance of the chosen topic is dictated by the need to find ways to increase the competitiveness of retail companies through the use of modern marketing approaches, which are based on building a system of relationships through the formation of additional values for the subjects of interaction on the market, the end result of which is obtaining mutual benefits for each of the partners. A theoretical substantiation of the feasibility of developing and building partnership relations between retail companies and market entities is the purpose of the article. According to the results of the study, the concept of marketing in retail trade and trade marketing that is often identified with it, which involves the influence on all participants of the distribution channel and consumers, are distinguished. The essence of the modern concept of relationship marketing is considered, which makes it possible to assert the expediency of abandoning the use of stimulation as a tool of influence in favor of motivation as a process aimed not just at stimulation, but at the conditions for changing the intentions, attitudes, and opinions of the participants of the relationship. It is determined that the retail trade company with the set of elements of the marketing complex, expanded due to the added "partnership" tool, through the motivational field represented by controlled and uncontrolled parts, directs its efforts to market entities, such as consumers, suppliers, competitors, intermediaries, as well as contact audiences. It is noted that the motivational field should be understood as an environment formed from a set of all interests, motives and incentives that determine the mutual influence on the participants of the relationship, determining the goals and the set of actions related to their achievement. The desired results of the retail trade company's motivation of the participants of the relationship are determined and conclusions have been made regarding the feasibility of providing and benefits of partnership with such entities as suppliers and competitors.

Keywords: retail marketing, trade marketing, partnership, motivation, motivation field

Introduction

The dynamics and nature of changes in retail trade actualize the search for effective marketing tools aimed both at creating competitive advantages and at ensuring turnover and growth of the market value of retail companies in the long term. The concept of relationship marketing, the key feature of which is the focus on building a system of mutually beneficial relationships with all market entities that are part of the microenvironment of the retail trade company, is relevant to the defined task. In quite a number of scientific works, the expediency of implementing the concept of relationship marketing is equated only with the need to focus on cooperation with consumers (Mulhern, 1997; Gordon, 1999), the result of which should be the formation of the latter's loyalty. However, significant benefits and improved business results can be achieved through partnerships with other entities, such as suppliers, competitors, intermediaries and contact audiences (Balabanyts, 2013; Bengtsson & Kock, 2003;

Dannikov, 2011; Knyazyk, 2010; Kock, 1991; Striy, 2000; Tyszkiewicz, 2012). The determined orientation requires both a review of the structure of the elements of the marketing complex and the tasks of their use in favor of abandoning the principles of transactional marketing - a transition from one-time interaction, in particular with consumers, to a systematic and mutually beneficial one, which is characteristic of partnership. Allowing to achieve better results of economic activity due to the combination of financial, marketing, and innovation resources, refusing one-time stimulation in favor of long-term motivation with the aim of creating common values, partnership relations form the central core of the marketing activity of retail companies, determining its direction and activity.

Literature review

The works of Solomyanuk (2013), Rozumey *et al.* (2020), Karpenko *et al.* (2022), Proskurnina (2018) are devoted to the problems and issues of the development and research of the essence of trade marketing and retail marketing, in particular, their tasks and the tools used. At the same time, the relevance of the concept of relationship marketing determines a significant scientific interest in it by both domestic and foreign authors, which is reflected in a significant number of existing scientific studies that contain substantiation, a description of modern approaches, algorithms and features of the implementation of the above-mentioned concept in the activities of companies. Among the authors, the works of Budnikevich *et al.* (2021), Dannikov (2011), Us (2011), Bengtsson & Kock, (2003), Kotler and Keller (2012), Weiss and Tyszkiewicz (2016) are noteworthy. However, issues of adaptation and modification of the structure of the marketing complex in terms of opportunities to influence not only consumers, but also such market entities as suppliers, competitors, intermediaries and contact audiences, remain insufficiently studied and researched. Taking into account the current trends in the development of retail trade and emerging challenges for companies, the formation of partnership relations with the specified entities can significantly increase both the level of consumer satisfaction with the services provided and the quality of life of society as a whole.

Materials and methods

Publications of domestic and foreign scientists, which cover the issues of trade marketing, retail marketing, and the concept of relationship marketing, have been the information base of the study. The following methods are used in the work: structural-logical and categorical analysis and synthesis - to define the concepts of trade marketing, retail marketing and relationship marketing; generalization that makes it possible to single out the tasks and tools of relationship marketing in terms of forming partnerships with market entities.

Results and discussion

Retail trade, taking into account the dynamics of its development and specific characteristics determined by interaction with the consumer, in addition to other participants of the distribution chain, is a highly competitive sector of the economy that requires modern marketing approaches. Being the final link in the distribution channel of manufacturers, retail trade is interpreted as "a type of economic activity in the field of merchandise circulation, which includes the purchase and sale of goods to the final consumer and the provision of trade services to him" (DSTU 4303:2004).

Analyzing the existing approaches to the organization of marketing activity in the field of retail trade, let's note that in domestic scientific literature, two interchangeable concepts - "retail marketing" and "marketing of retail trade", which are different from often identified with it concept of trade marketing, are used to denote this type of activity. By its essence, trade marketing is "one of the directions of marketing that allows to increase sales due to the effect on the supply chain" (Solomyanuk, 2013) or is considered as "a set of marketing technologies used throughout the entire product life cycle to influence three market participants: sales staff of all players of the marketing channel, sales intermediaries and consumers, and it is also an opportunity to supplement the company management system with an economically efficient function that will ensure a constant return on investment and act as a constant source of ideas for sales growth" (Rozumey *et al.*, 2020).

In addition, scientists (Karpenko *et al.*, 2022) note that within trade marketing, "active influence involves motivating everyone who is between the goods and the buyer (from wholesalers to small shops within walking distance)" to work in the sales hall.

In contrast to trade marketing, retail marketing is considered as "a set of activities carried out by a retailer to increase awareness and sales of the company's goods. It differs from other types of marketing because of its retail components, such as the sale of finished goods in small quantities to a buyer or end consumer, usually from a fixed location" (Ganapathy, 2017).

According to Proskurnina (2018), "the marketing of retail trade can be interpreted as actions that direct each trade operation to understand and satisfy consumer needs based on the identification of customer needs, segmentation of target markets, market opportunity research, product planning and development, value management, determination of distribution points and channels of promotion of goods and services". In addition, the author notes that "the marketing of retail trade is a technology of organizing knowledge about the actions and interactions of retail operators to meet the needs of end consumers and obtain the desired economic effect".

Scientists (Ganapathy, 2017) also note that the key marketing factors in retail are the following:

- "the retailer must attract the attention of the consumer and at least ensure the availability of an offer that corresponds to the set of acceptable alternatives expected by him;
- the choice of the seller is more important for the consumer than the choice of the product, because the consumer may want to buy more than one name of the product, so retailers should ensure that a group of purchases is made, not just one."

However, the implementation of the principles of the modern concept of relationship marketing significantly expands the understanding of the tasks of its implementation in the field of retail trade. It should be noted that some scholars in their research, narrowing the understanding, consider relationship marketing as "a truly customer-oriented concept that embraces a data-driven approach to the effective management of relationships with consumers" (Mulhern, 1997). A similar approach is reflected in the work of Gordon (1999), who emphasizes that "relationship marketing is a long-term process of identifying and creating new values with an individual customer, with the subsequent sharing of benefits from this during the entire period of cooperation. It includes understanding, focusing attention and managing current joint activities between suppliers and selected customers to mutually create and share values through interdependence and organizational coherence".

In our opinion, these statements are somewhat inaccurate, as the relationships with other market participants, which form the microenvironment of the company's functioning, are not taken into account. This is supported by the works of Kotler & Keller (2012), in which "relationship marketing, along with internal, integrated, socially responsible marketing, are considered as components of holistic marketing, the essence of which is the development, design and implementation of marketing programs, processes and actions that take into account the breadth and interdependence of the modern marketing environment." In addition, the results of research by Morgan & Hunt (1994) allow them to note that "relationship marketing covers all marketing activities aimed at establishing, developing and maintaining successful interactions." The scientific work of Striy (2000), in which the concept of relationship marketing is defined as "a marketing philosophy aimed at establishing, maintaining and strengthening of mutually beneficial cooperation relationships with all participants in the process of planning, production and distribution of goods, services and information in order to ensure the long-term prosperity of the company, support and improve well-being of its partners, consumers and society as a whole," testifies to the expediency of not being limited to customer orientation when building relationships. Balabanyts (2013) is inclined to the same opinion in his research, comprehensively considering the building of relationships with all market participants, which, according to marketing theory, can be attributed to the microenvironment of the company.

The implementation of the concept of relationship marketing determines the possibility of refusing the use of stimulation as a means of managing persons participating in relationships. In such a case, the motivation as a process aimed not just at stimulation, but at the conditions for changing

intentions, attitudes, opinions, and in relation to consumers, the emotional background is the relevant approach. All processes related to the motivation and motivating of the participants in the company's relations, including consumers, suppliers, intermediaries, competitors and contact audiences, take place within the motivational field (Fig. 1).

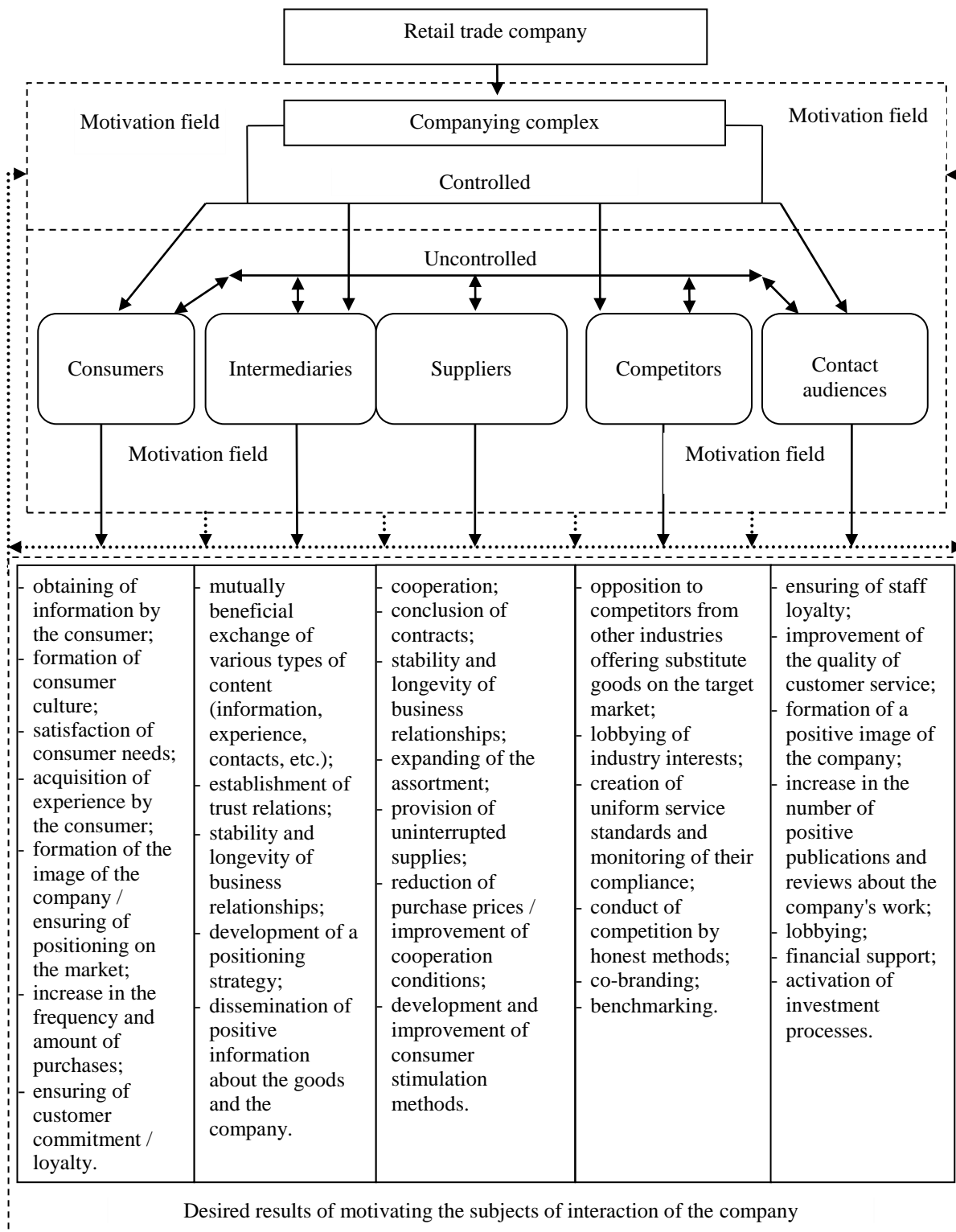


Figure 1. The place and content of motivation within the framework of the retail trade company's relationship with market entities

Source: compiled and developed by the authors based on Balabanyts (2010)

An extended marketing complex, within which, in addition to the 7Ps traditional for the field of consumer-oriented services, the "Partnership" element (Nickulcha & Chaplinskii, 2017) provides motivation for other, above-mentioned participants in the relationship, is being formed by a retail company. The desired results of such motivation for each subject of the relationship are different. In turn, the participants of the relationship influence the marketing complex of the company, adapting it to the market environment.

It should be noted that the concept of a motivation field is considered both from the standpoint of relationships with personnel only, and from the standpoint of relationships between market participants. In particular, from the standpoint of the relationship between market participants, the motivation field is considered as an economic environment, in which economic processes take place, which forms motivating motives for the participants of these processes to achieve one or another level of activity, which, in turn, causes a corresponding level of activity efficiency organizations (Vasylenko, 2005).

In accordance with the subject of the study, we believe that the motivation field should be understood as an environment formed from a set of all interests, motives and incentives that determine the mutual influence on the participants of the relationship, determining the goals and the set of actions related to their achievement.

In the structure of the motivation field, scientists (Vasylenko, 2005) distinguish its internal and external components relative to the retail trade company. The external component of the motivation field determines the effectiveness of market transactions, which involves obtaining benefits from concluded contracts, that is, the parties' interest in their implementation. The internal component of the motivation field is under the influence of external factors and, mainly, is formed by the management of the company, which applies to its employees both economic and administrative motivational measures of influence. At the same time, the marketing approach allows to consider the components of the motivation field, based on the ability of the retail company to control the means of influence on the participants of the relationship, distinguishing the controlled and uncontrolled parts.

Unlike the controlled part, which is represented by the marketing complex, the uncontrolled part of the motivation field is formed from the motives and interests of the participants in the relationship with the retail company, which it cannot influence, or this influence is minimal (indirect).

The motivation of the subjects of the relationship with the retail company results in the joint achievement by each party of both better results of economic activity and the realization of their own interests than those that could be achieved by each participant independently. In particular, it is noted that "a pure cooperative relationship involves a process in which, over time, companies, recipients, and suppliers form strong, broad social, economic, commercial, and technical ties. In such a conceived partnership, the common strategic goal is to reduce the total costs and increase the cost of participation of the companies participating in this relationship" (Tyszkiewicz, 2012).

The expediency of motivating and building relationships with suppliers is confirmed by the content of the official description of the EFQM European Excellence Model (2010), in which it is noted that "partnership" for both parties is a relationship that helps to develop and provide added value. A partnership with suppliers is considered a working relationship between the recipient and the supplier that is built on mutual trust and provides added value not only for both partners, but also for the end customers (Weiss & Tyszkiewicz, 2016). It is noted that "a strategic partnership with suppliers goes beyond traditional transaction-based buyer-supplier relations. It involves a shift in focus from short-term deals to long-term cooperation and shared success. This partnership is built on trust, transparency and open communication. By aligning goals and working together, both buyers and suppliers can achieve mutual benefits and gain a competitive advantage in the marketplace" (Altaf, 2023).

Summarizing scientific developments, the goal of partnership relations with suppliers can be defined as establishment of sustainable relationships, under which suppliers become reliable partners of the company. This allows to determine in advance the need to purchase goods from each partner on mutually beneficial terms, contributing to process optimization and risk reduction. In addition, this approach allows to develop innovative ideas and work together to improve operational processes and services. Partnerships are an important element of the company's logistics strategy, which contributes to the stability and success of the business.

According to Balabanyts (2008), "management of relationships with suppliers based on the concept of relationship marketing should be based on the following principles:

- availability of a single information and analytical system that ensures effective information exchange between participants in the interaction process;
- creation of a mechanism for balancing goals and coordinating business processes of partners;
- formation of a synergistic strategy of relations with business partners;
- availability of a monitoring system".

Dannikov (2011) notes that "partnership relationships in the marketing channel are close cooperation between suppliers and their intermediaries or suppliers and their customers. However, the results achieved by these parties thanks to the partnership can hardly be called simple". The author draws special attention to the fact that "partnership relationships effectively develop in marketing channels as in vertical chains, which increase the value of the product and create a competitive advantage. Partnership relations at the upper and lower levels of the marketing channel lead to the signing of contracts for the supply of larger volumes of products, reduce the level of competition, reduce excess stock of goods and allow channel participants to predict the market situation" (Dannikov, 2011).

Building of partnerships with suppliers can take quite non-obvious forms in terms of the expected result, including, for example, environmental protection. In particular, the Carrefour network has engaged suppliers to commit to reducing their CO₂ emissions by 20 megatons by 2030. The Tesco company, in partnership with the bank, offers preferential loan rates to suppliers who disclose carbon data (The State, 2023).

According to Us (2011), "the direction of forming partnership relations with competitors contains three components that refer to competitive forces according to M. Porter: existing and potential competitors, as well as firms that offer substitute goods, services and technologies, they are also inherently competitors, because their activities threaten the functioning of the company." Knyazyk (2010) notes that "relationships with competitors develop in the process of sharing experience and development of the industry and are supported throughout the entire existence of companies." However, the power of influence and, accordingly, the results of motivating competitors can, in particular, be improved by joining entities in the form of business networks, which should be understood as a set of companies and organizations that combine their tangible, financial and intangible assets with the aim of gaining competitive advantages in the market and implementing other projects (Holoshubova *et al.*, 2014).

Considering the construction of interaction between competitors, certain scientists (Kock, 1991), it is noted that "cooperative relations between competitors can have both a more formal nature, that is, strategic alliances, and a more informal nature, when the relationship is based on trust and mutual interests. Both types are based on a mutual interest in cooperation, as the interaction in both cases provides access to external resources and knowledge needed by the competitors involved in the relationship." At the same time, companies interact according to two different logics: cooperation and competition. Accordingly, "within the framework of the cooperative part of the relationship, the firm will gain access to external resources such as know-how, finance or other non-valuable assets. In the competitive part, firms are forced to generate a competitive advantage

compared to other entities by being, for example, more efficient, well-organized or customer-oriented" (Bengtsson & Kock, 2003).

According to Deloitte's retail trends study, there will be many changes in 2024, including greater collaboration between competitors and a focus on sustainability and emissions throughout the food chain as safety, responsibility, environmental impact and transparency will be at the fore (Retail Trends, 2023). In addition, the charity initiative "Hryvnias for the Armed Forces" launched by supermarket networks "Nash Kray" and SPAR, thanks to which more than 800 thousand hryvnias were collected in 2022 is an example of an effective partnership between competitors whose cooperation goals meet public demand during the war. A total of 85 stores of both networks took part in the campaign in 2022, and all the collected funds were transferred to equip first-aid kits and shoulder bags for the Ukrainian military (Hryvnya saves lives, 2023).

Partnership relations with intermediaries in retail trade, as well as the interaction process itself, are significantly different from the type of relations built by the manufacturer or other participants in the distribution chain. This is due to the fact that retail trade is the final link in the distribution channel, ensuring the sale of goods directly to consumers. Accordingly, the task of forming partnerships between a retail company and intermediaries is to develop a set of actions related to positioning, ensure effective communication with the target audience, obtain up-to-date information on market development trends, changes in consumer behavior, and access to databases. In addition, current trends in retail development demonstrate the effectiveness of partnerships in ensuring communication, in particular through retail media (RM), an example of which is Carrefour's agreement with Publicis and Citrus Ads to monetize joint opportunities and implement the RM platform for small food retailers ("RM as a service") (The State, 2023).

Conclusions

The implementation of the principles of the concept of relationship marketing in the activities of retail companies ensures the transformation of the logic of business processes, focusing on the creation of common values and obtaining benefits by each participant-partner. Contrary to the most common approach, in which relationship marketing is considered as an activity aimed at ensuring consumer loyalty, retail companies can build partnerships with entities that form the microenvironment of its activity: customers, marketing intermediaries, suppliers, competitors and contact audiences. Accordingly, each of the participants in the relationship, receiving certain benefits, should evaluate the expediency of such cooperation due to the presence of a developed algorithm and a set of indicators. In this regard, further research focused on the substantiation of the system of indicators for evaluating the results of partnership relations by each of the subjects of the microenvironment is considered promising.

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Conflict of interest

None.

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ІМПЛЕМЕНТАЦІЯ КОНЦЕПЦІЇ МАРКЕТИНГУ ВЗАЄМОВІДНОСИН У РИТЕЙЛІ

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Анотація. Стаття присвячена дослідженню ритейл-маркетингу з позицій та завдань впровадження принципів концепції взаємовідносин, що орієнтована на побудову довгострокового партнерства не лише зі споживачами, а й з іншими суб'єктами ринку, які формують мікросередовище функціонування підприємств торгівлі. Актуальність обраної тематики продиктована необхідністю пошуку шляхів підвищення конкурентоспроможності підприємств роздрібною торгівлі через застосування сучасних маркетингових підходів, в основі яких – побудова системи відносин шляхом формування додаткових цінностей для суб'єктів взаємодії на ринку, кінцевим результатом яких є отримання взаємних вигод для кожного із партнерів. Метою статті є теоретичне обґрунтування доцільності розвитку та побудови партнерських відносин підприємств роздрібною торгівлі із суб'єктами ринку. За результатами дослідження розмежовано поняття маркетингу в роздрібній торгівлі та, часто ототожнюваного з ним торговельного маркетингу, що передбачає вплив на усіх учасників каналу розподілу та споживачів. Розглянуто сутність сучасної концепції маркетингу взаємовідносин, що дає змогу стверджувати про доцільність відмови від застосування стимулювання як інструменту впливу на користь мотивування як процесу, спрямованого не просто на стимуляцію, а на умови щодо зміни намірів, настанов, думок учасників взаємовідносин. Визначено, що підприємство роздрібною торгівлі сукупністю елементів комплексу маркетингу, розширеною за рахунок доданого інструмента «partnership», через мотиваційне поле, представленого контрольованою та неконтрольованою частинами, спрямовує зусилля на суб'єктів ринку, таких як споживачі, постачальники, конкуренти, посередники, а також контактні аудиторії. Зазначено, що під мотиваційним полем слід розуміти середовище, сформоване із сукупності усіх інтересів, мотивів та стимулів, що обумовлюють взаємний вплив на учасників взаємовідносин, визначаючи цілі та комплекс дій, пов'язаний із їх досягненням. Визначено бажані результати мотивування підприємством роздрібною торгівлі учасників взаємовідносин, додатково розглянуто та зроблено висновки щодо доцільності забезпечення і переваг партнерства з такими суб'єктами, як постачальники та конкуренти.

Ключові слова: маркетинг роздрібною торгівлі, торговельний маркетинг, партнерство, мотивування, мотиваційне поле