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THE IMPORTANCE OF RETAIL FOR ACHIEVING THE COMPETITIVENESS OF INDUSTRIAL ENTERPRISES

A comparison of traditional and latest models of retail systems by sales channels, interaction with customers, inventory management, adaptation to consumer needs, technologies has been carried out. The main characteristics of retail, development trends and the importance of internal transformation have been identified. The challenges faced by industrial enterprises in the process of forming and adapting retail strategy and interaction with retailers in the conditions of changing domestic and foreign markets, taking into account high standards of product quality, requirements for assortment and pricing policy, marketing communications and taking into account the terms of delivery of goods. The problems faced by industrial enterprises in the process of forecasting the demand for specific goods, which ensures timely deliveries and the reduction of both shortages and excess stocks, which negatively affects the cooperation of manufacturers and retailers, are noted. It has been established that it is also important to plan the costs and profitability of retail channels, which seriously depend on the effectiveness of digital transformation and adaptation to online sales. It is substantiated that the growing popularity of e-commerce leads to the need to integrate the latest technologies by retailers for effective management of sales processes. It has been proven that industrial enterprises and retailers are not always ready for significant investments in digital infrastructure, but it is the introduction of such innovative technologies that ensures a high level of competitiveness of industrial enterprises in the online market.

Keywords. Retail, online channels, assessment, forecasting, planning, assortment and pricing policy, needs, consumers, competitiveness.

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ВАЖЛИВІСТЬ РОЗДРІБНОЇ ТОРГІВЛІ ДЛЯ ДОСЯГНЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ ПРОМИСЛОВИХ ПІДПРИЄМСТВ

В статті проведено порівняння традиційних та новітніх моделей роздрібних систем за каналами збуту, взаємодією з клієнтами, управлінням запасами, адаптацією до потреб споживачів, технологіями. Визначено основні характеристики роздрібною торгівлі, тенденції розвитку та важливість внутрішньої трансформації. Розглянуто виклики, з якими стикаються промислові підприємства в процесі формування та адаптації роздрібною стратегії та взаємодії з роздрібними торговцями в умовах мінливого внутрішнього та зовнішнього ринків, враховуючи високі стандарти якості продукції, вимоги до асортиментної та цінової політики, маркетингових комунікацій та враховуючи умови поставки товарів. Зазначено проблеми, з якими стикаються промислові підприємства в процесі прогнозування попиту на конкретні товари, що забезпечує своєчасні поставки та зменшення як дефіциту, так і надлишкових запасів, що негативно впливає на співпрацю виробників та роздрібних торговців. Встановлено, що також важливим є планування витрат та прибутковості каналів роздрібною торгівлі, які

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серйозно залежать від ефективності цифрової трансформації та адаптації до онлайн-продажів. Обґрунтовано, що зростання популярності електронної комерції призводить до необхідності інтеграції роздрібними торговцями новітніх технологій для ефективного управління процесами продажів. Доведено, що промислові підприємства та роздрібні торговці не завжди готові до значних інвестицій у цифрову інфраструктуру, але саме впровадження таких інноваційних технологій забезпечує високий рівень конкурентоспроможності промислових підприємств на онлайн-ринку.

Ключові слова: роздрібна торгівля, онлайн-канали, оцінка, прогнозування, планування, асортиментна та цінова політика, потреби, споживачі, конкурентоспроможність.

Results. Retail is an important component of the economy, which includes the process of selling goods or services to end consumers through various distribution channels, which were studied by scientists: Dmytruk A. [1], Kelman V. [2], Kovalchuk S. [3], Kovalchuk S. [3], Lialiuk A., Sak T. & Borsuk K. [4], Nikolaychuk O., Kostakova L. [5], Tereshchenko S., & Hrymailo O. [6], Shapka I. [7], Cherep O. [8, 9], Cherep O.G. & Kotseruba A.V. [10].

In the economy, retail plays an important role in ensuring consumer access to goods, in particular in the food industry, where this sector contributes to the growth of production, the formation of demand and the promotion of products in the market.

Results. Retail is not only an intermediary between the producer and the consumer, but also an active participant in identifying trends, adapting the assortment and meeting the needs of end consumers, which is especially important for food products. Identifying key retail models is important for understanding their evolution in the modern economic environment. Table 1 provides a comparison of traditional and latest retail models, which allows you to clearly see How digitalization and the latest technologies are changing the retail sector in general and the food industry in particular.

Table 1. Comparison of traditional and modern retail system models

Characteristic	Traditional retail model	Modern retail model (digital platforms)
Sales channels	Physical stores, bazaar outlets	Online stores, mobile apps, e-commerce platforms
Interaction with customers	Offline communication, personal contacts	Live chat, automated customer support systems
Inventory Management	Manual inventory management, warehouse inventory	Automated management, demand forecasts through analytics Big Data
Adaptation to consumers	Limited flexibility in changing the assortment	Flexible assortment management, personalization based on consumer data
Technology	Minimal use of IT tools	Active use of CRM, BI systems, logistics automation

In Ukraine, the retail sector is characterized by rapid changes, which are caused by both global economic trends and internal transformations. In recent years, there has been a significant expansion of supermarket chains, hypermarkets, and specialty stores, which has increased competition among retailers. However, despite the development of large retail chains, there is also a significant volume of informal trade and small enterprises on the market, which creates additional challenges for large food

producers. Interaction between food industry enterprises and retailers in Ukraine is becoming increasingly important, as retailers determine the demand for certain groups of products, dictate the terms of retail sales and influence the formation of prices. At the same time, Ukrainian manufacturers are forced to adapt their strategies to the requirements of retailers, taking into account high quality standards, assortment requirements and delivery conditions.

One of the main trends affecting the retail sector in Ukraine is digitalization and the development of e-commerce. Online commerce is gaining popularity, opening up new opportunities for food manufacturers to attract consumers. Retailers are increasingly integrating technologies such as CRM systems, Big Data, process automation to improve inventory management and demand forecasting.

Assessing the effectiveness of a retail system is a key step for food industry enterprises, as their ability to adapt to market changes, maintain competitiveness and provide a high level of customer service depends on it. One of the main aspects of efficiency is the interaction between manufacturers and retailers, which covers financial, operational and marketing indicators. Financial aspects include analyzing the profitability, profitability, and costs associated with storing and shipping products. Operational indicators evaluate the efficiency of logistics processes, the speed of order processing and the level of inventory management. Marketing aspects focus on retailers' ability to adapt their assortment to consumer needs, demand generation, and the effectiveness of advertising campaigns.

The main methods for evaluating the effectiveness of a retail system include demand analytics, inventory management, logistics processes, and forecasting. Demand analytics allows you to predict consumer behavior, identify seasonal fluctuations and trends, which helps to optimize the assortment and ensure appropriate product volumes. Inventory management focuses on balancing the surplus and shortage of goods in the warehouse to minimize storage costs and avoid losses due to unsold goods. Logistics encompasses the transportation, storage, and delivery of goods, which is an important aspect to ensure timely delivery and customer satisfaction. Forecasting, using various models and analytics, allows you to predict the demand for products and adapt the retail system to changes in the market.

The introduction of modern technologies plays an important role in improving the efficiency of retail systems. CRM systems allow you to collect customer data, which helps to personalize offers and improve customer interaction. The use of Big Data provides a more detailed understanding of consumer behavior and allows you to make predictions that help optimize inventory and inventory management. Process automation, in particular through the integration of artificial intelligence and machine learning algorithms, increases the accuracy of forecasts and the efficiency of logistics operations, reducing the cost and time of order processing. All these methods and technologies help food industry enterprises to significantly improve the efficiency of retail systems, providing more flexible management and quick adaptation to changes in the market.

Cooperation between food industry enterprises and retailers faces a number of problems and challenges that complicate effective interaction between them. One of the main aspects is the high requirements of retailers for the range and quality of products. Food manufacturers are often forced to meet the standards of large retail

chains, which requires constant improvement of product quality, expansion of the range and updating packaging in accordance with new trends. This may require large financial and organizational costs, which does not always correspond to the capabilities of small and medium-sized enterprises in the food industry.

Another significant problem is the instability of the terms of contracts between retailers and suppliers. Frequent changes in the terms of cooperation, price fluctuations and requirements for supply volumes put food industry enterprises in a difficult position when they have to constantly adapt to new conditions. Such fluctuations create uncertainty, which complicates the planning of production processes and the allocation of resources.

Problems with demand forecasting are also a significant challenge for cooperation between retailers and manufacturers. The need to accurately predict the demand for specific goods is essential to ensure timely delivery and avoid both shortages and excess inventory. However, the difficulty in forecasting demand is due to seasonal fluctuations, changes in consumer preferences and unpredictable external factors such as economic crises or pandemics. These factors make it difficult for suppliers and retailers to interact, resulting in additional costs and reduced efficiency.

Finally, an important challenge is digital transformation and adaptation to online sales. With the growing popularity of e-commerce, retailers are forced to integrate the latest technologies to effectively manage sales processes. At the same time, food industry enterprises are not always ready for such changes, since adaptation to online channels requires significant investments in digital infrastructure, changes in logistics processes and personnel training. For many companies, this process is a challenge, as traditional working methods require major changes to ensure competitiveness in the online market.

Conclusions. The study revealed the main factors that determine the effectiveness of interaction between food industry enterprises and retailers and identified key problems and opportunities for improving this cooperation. Modern trends in the digitalization of the retail sector open up new horizons for optimizing business processes, inventory management and demand forecasting, which allows enterprises to significantly increase the efficiency of their activities. Introduction of digital technologies, such as CRM systems and e-commerce platforms, allows manufacturers not only to reduce dependence on traditional retail chains, but also to better adapt to changes in consumer preferences.

The study confirmed the importance of a comprehensive assessment of the effectiveness of cooperation with retailers, which should include financial, operational and marketing aspects. In particular, not only the level of profitability and margins are important, but also the accuracy of order fulfillment, inventory levels, as well as interaction with end consumers, which affects long-term loyalty and brand awareness. At the same time, the main problems hindering the development of cooperation are high requirements for the assortment, instability of contract terms, as well as difficulties with demand forecasting.

Optimization of logistics processes, in particular through the use of modern information technologies, as well as the development of our own sales channels, are key areas for improving business efficiency. Their own online sales channels allow food industry enterprises to reduce dependence on large retail chains and expand their markets.

The analysis showed that the biggest problems in the cooperation of industrial enterprises with retailers are high requirements for the assortment, frequent changes in the terms of contracts, lack of long-term partnerships and difficulties with demand forecasting. It was also found that in order to ensure stable sales of products, it is necessary to optimize logistics processes and reduce the cost of transportation and storage of goods.

The recommendations developed as part of the study include adapting the assortment policy of industrial enterprises to changes in consumer preferences, using analytics to optimize inventory, and improving cooperation with retailers through joint marketing initiatives. The implementation of these strategies will allow food industry enterprises not only to increase their competitiveness, but also to strengthen their positions in the market in the face of constant changes and challenges.

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