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## Development of market policy of enterprises based on the concept of marketing and brand management

IRINA FEDORENKO\*

OLHA KUDRINA\*\*

OLEKSANDR KOVTUN\*\*\*

YAROSLAV BIELOUSOV\*\*\*\*

YURII SHTYKA\*\*\*\*\*

### ABSTRACT

**Objective.** To describe process of formation and development of marketing in retail trade.

**Methodology.** The research methodology is based on various approaches and theories aimed at addressing the specific goals and objectives of retail marketing research. The research was informed by legislative and regulatory acts governing the activities of retail enterprises,

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\* National Academy of the National Guard of Ukraine, Ukraine. E-mail: [fedorenko@skema.edu](mailto:fedorenko@skema.edu). ORCID: 0000-0001-7826-7248.

\*\* Sumy State Pedagogical University named after A.S. Makarenko, Ukraine. E-mail: [olhakudrina84@gmail.com](mailto:olhakudrina84@gmail.com). ORCID: 0000-0002-7364-1998.

\*\*\* Hryhorii Skovoroda University in Pereiaslav, Ukraine. E-mail: [kovtun@skema.edu](mailto:kovtun@skema.edu). ORCID: 0000-0003-0145-7988.

\*\*\*\* Volodymyr Dahl East Ukrainian National University, Ukraine. E-mail: [bielousov@skema.edu](mailto:bielousov@skema.edu). ORCID: 0000-0002-5830-7553.

\*\*\*\*\* Sumy State Pedagogical University named after A.S. Makarenko, Ukraine. E-mail: [sntyka@gmail.com](mailto:sntyka@gmail.com). ORCID: 0000-0002-6187-2860.



statistical data, scientific works by leading domestic and international scholars, results of enterprise performance monitoring; and internet resources. **Results.** The conceptual foundations for developing a marketing system in retail are explored and refined. Recommendations for enhancing the marketing innovation activities of retail enterprises are developed based on a conducted retail development assessment and segmentation of the enterprise's target audience within the retail system. Digital solutions for creating a retail enterprise brand within the marketing mix are examined, a model of focus solutions for developing a retail enterprise brand within the marketing mix is developed, and recommendations for improving merchandising as a fundamental condition for the successful operation of retail enterprises are presented. A marketing development strategy for retail enterprises is developed. **Conclusions.** Developed theoretical and methodological principles and practical recommendations for improving marketing in retail trade.

**KEY WORDS:** Retail marketing, Retail development, Merchandising, Digital solutions, Retail enterprise brand, Marketing innovation.

## Introduction

The study of retail marketing remains relevant and important due to ever-increasing competition, changing consumer behavior, and the intensity of technological innovation. The skilled application of marketing tools contributes to improved retail efficiency and consumer satisfaction, while market monitoring and analysis of current trends facilitate retail brand management.

Retail has always been highly competitive, and recently, the rapid growth of e-commerce and the constant emergence of numerous new market players have intensified competition among retailers. Implementing a marketing approach allows retailers to develop strategies based on their strengths to attract new consumers and retain existing ones. Consumers, in turn, are



becoming increasingly informed and demanding, and marketing is a key tool for understanding and anticipating changes in their consumer behavior and adapting marketing strategies, including through the application of new technologies and their use to improve business processes and interactions with target audiences. E-commerce, data analytics, mobile apps, and other technologies require dedicated budget line items, but a marketing rationale for their use helps optimize these advertising costs and increase business profitability.

Marketing is a relevant and integral component of successful retail business, helping companies adapt to a changing environment and achieve their goals. However, a challenging aspect of marketing in retail is the lack of qualified personnel in this field, which prevents retailers from realizing positive marketing results. Consequently, marketing budgets are limited, ultimately negatively impacting the development of businesses in this sector.

The importance of marketing in retail is significant, as it not only helps companies adapt to a rapidly changing environment but is also a key element in achieving their strategic goals. However, faced with the problem of insufficiently qualified marketing personnel, retailers are forced to overcome significant difficulties in implementing effective marketing activities.

A shortage of experienced retail marketing specialists significantly complicates the development and implementation of strategies aimed at increasing sales, attracting target audiences, and retaining existing ones.

Without competent professionals capable of adapting to new trends and technologies, companies lose their competitive advantage in the retail market.

Retailers' limited marketing budgets are a consequence of a shortage of qualified specialists. Therefore, maintaining marketing research, creating and implementing advertising campaigns, and implementing innovative approaches to product promotion become increasingly difficult without the necessary professional experience.

To address this issue, retailers need to invest in employee training and externally source experienced marketers to build a team capable of effectively responding to market changes, developing successful marketing strategies, and ensuring sustainable retail growth. Retail companies must consider the theoretical foundations for developing retail marketing policies



based on the concept of marketing, assess the current state of retail marketing activities, analyze the factors that drive their development, and adhere to the concept of retail marketing development based on a brand management system.

The current challenges in this area of research require the development of scientific and methodological foundations for marketing development in retail.

Retail marketing has been studied by many leading scholars in the domestic and international scientific communities. Among domestic and international authors, the following have studied the theory and practice of marketing: (Dumitriu, D., Militaru, G., Deselnicu, D. C., Niculescu, A., & Popescu, M. A.-M., 2019), (Jung, S.-U., & Shegai, V., 2023), (Esmanov, O. M., Shtyka, Yu. M., & Linnyk, M. A., 2024).

Among the numerous publications on retail development, it's worth highlighting authors whose work focuses on consumer behavior. These include the following scholars: (Gutiérrez, M. M., Páez, J. J. P., & Gutiérrez Bonilla, F. d. P., 2024), (Witek-Hajduk, M. K., & Zaborek, P., 2022), (Cioppi, M., Curina, I., Francioni, B., & Savelli, E., 2023), (Vărzaru, A. A., & Vărzaru, R., 2024), Biloshkurska, N., Harnyk, O., Biloshkurskyi, M., Liannoi, M., Kudrina, O., & Omelyanenko, V., 2019).

However, the issues of the theoretical foundations of retail development based on the concept of marketing, the marketing approach to increasing the marketing innovation activity of retail enterprises, merchandising as the main tool for the development of a retail enterprise, digital solutions in creating a brand of a retail enterprise in the marketing mix and the strategy for developing marketing of a retail enterprise based on a brand management system remain insufficiently studied.

The **aim** of the work is to develop scientific and methodological foundations for the development of marketing in retail trade.

The **object** of the study is the process of formation and development of marketing in retail trade.

The **subject** of the research is theoretical and applied provisions on the formation and development of marketing in retail trade.



## Methodology

The theoretical and methodological basis of the study is based on the conceptual principles of fundamental and applied works by domestic and international researchers on retail marketing. The methodological framework of the study is built on various approaches and theories aimed at solving the specific goals and objectives of retail marketing research. The research was informed by legislative and regulatory acts governing the activities of retail enterprises; statistical materials; scientific works by leading domestic and international scholars; results of enterprise activity monitoring; and internet resources.

To solve the objectives of the study, traditional methods of information retrieval, induction and deduction, and logical-structural analysis were used. Special methods include conceptual (developing a conceptual framework for developing a retail marketing system, proposing an algorithm for developing and implementing merchandising), systems marketing analysis (studying consumer behavior in retail, diagnosing retail development), strategic analysis and planning (researching trends and prospects for retail marketing development in the context of modern transformations, developing recommendations for increasing the marketing innovation activity of retail enterprises, and formulating a retail marketing development strategy), modeling (a retail development model based on modern and innovative technologies, a model for focusing decisions in branding a retail enterprise within the marketing mix), and segmentation (studying the target audience of an enterprise within the retail system).

The combination of various methods and approaches contributed to the effective resolution of the above-mentioned marketing issues in retail and trade.

The research's empirical basis was based on a comprehensive data analysis, incorporating both collected empirical information and theoretical data. The main components of the research's empirical basis included marketing research, sales data analysis, and analysis of target audience incomes by geographic region, social surveys, consumer feedback, competitive analysis, and technological innovations in retail and marketing. This empirical basis



serves as the foundation for recommendations and strategies for improving marketing activities in the retail industry.

The scientific novelty of the article lies in the development of theoretical and methodological provisions and practical recommendations for improving marketing in retail trade.

### **Results and discussion**

The terminology for retail development based on the concept of marketing is based on the author's definition of "retail marketing, which is a set of strategies, tactics, and actions aimed at satisfying consumer preferences in the context of selling goods or services to end consumers by creating a competitive offering.

This definition helps clarify the specific nature of retail marketing, facilitating the unification of terminology while creating a unified conceptual framework for interaction between market participants, researchers, and other stakeholders. The proposed definition, in this context, ensures meaningful and focused actions aimed at satisfying end consumer needs and developing competitive offerings in the market.

The conceptual foundations for developing a retail marketing system differ in the principles of organizing retail businesses' activities, based on customer focus, the rationale for locating retail outlets, the use of innovation, and the subsequent adaptation of the enterprise to unstable market conditions, ensuring more complete satisfaction of consumer needs.

The implementation of retail marketing functions through market research and consumer analysis, market segmentation, defining goals and strategies, utilizing a marketing mix, setting prices, distribution, promotion, and customer service determines the formation of an optimal product assortment structure for a retail outlet. This approach allows for more effective tracking of current trends, the competitive environment, and the needs of the target audience, as well as market segmentation, the accurate identification of specific marketing goals, and the development of adequate strategies to achieve them, focusing on setting prices in line with the competitive environment, production costs, and consumer price sensitivity. Furthermore, the development of an effective distribution system is based on logistical planning and optimal store



locations to maximize consumer accessibility. The concept of retail marketing is based on a set of conceptual principles from digital marketing, neuromarketing, commercial intensification, and relationship marketing, all of which operate based on specific models of target audience consumer behavior (Kuzmynchuk, N., Fedorenko, I., Kutsenko, T., & Aloshyn, S., 2024).

Consumer behavior models, which are useful in the context of retail marketing concepts, provide a framework for understanding and analyzing consumers, allowing for the effective adaptation of marketing strategies to the retail industry (Pereguda, Y., Stender, S., Rusnak, A., Khilukha, O., & Bielousov, Y., 2025).

A framework for understanding and analyzing consumers is an essential foundation for developing and implementing effective retail marketing strategies, as it provides a comprehensive view of key aspects of consumer behavior and motivations, which is critical in the context of fierce competition and constantly changing market conditions.

Recommendations for enhancing the marketing innovation activities of retail enterprises are characterized by consistent market monitoring and trend analysis, the development of a marketing innovation culture, the careful setting of goals, the development of innovative strategies, and the attraction of external innovation, as well as the evaluation of effectiveness and adjustment of strategies. This allows enterprises to identify new opportunities and offer consumers innovative products and services that can satisfy the changing needs of modern consumers. The opening of new stores, the expansion of product ranges, and improved service levels demonstrate the growing competitiveness of the retail sector. However, retailers face numerous challenges due to declining consumer demand, the state's economic problems due to military and political reasons, the breakdown of economic ties, and the changing structure of consumer needs. Therefore, the conducted research has enabled the development of recommendations for enhancing the marketing innovation activities of retailers.

**Table 1: Recommendations for Enhancing Marketing Innovation in Retail Trade**



Recommendation	Essence
<b>Market analysis and trend identification</b>	To enhance innovation activity, it is important to continuously monitor changes and trends in the industry. Analyzing consumer needs and preferences, studying competitors and their successful practices provides opportunities to identify new possibilities and apply them in retail trade.
<b>Formation of a marketing innovation culture</b>	Creating an atmosphere within the enterprise that encourages innovation and creativity helps build teamwork where every employee contributes and proposes ideas. Conducting training sessions and workshops promotes the development of innovative thinking skills among employees.
<b>Setting goals and developing an innovation strategy</b>	Defining clear goals and plans aimed at the innovative development of the enterprise. The strategy should consider business specifics, key trends, and consumer needs, including measures for stimulating new ideas, testing them, and implementing them.
<b>Attracting external innovations</b>	Cooperation with universities, research laboratories, and startups to gain access to new technologies and ideas. Participation in innovation competitions and forums is essential for finding partners to jointly develop retail projects.
<b>Evaluation of effectiveness and strategy adjustment</b>	Regular assessment of the results of innovation strategy implementation and its adjustment according to market changes and consumer needs.



To meet customer needs and demands, it is necessary to provide tailored services and pre-selected product information directly at the point of sale. Achieving this goal requires the digital transformation of retail outlets, both to collect information on customer activity and draw conclusions about potential customer needs, and to provide an interface to data and services similar to online commerce. When considering the purchasing process as a holistic concept, various technological implementation options exist for individual actions, utilized in mobile applications depending on the technical equipment of the store and customers (Piccolo, R., Romeo, E. F., & Zarić, S., 2024).

Marketing innovation involves developing a client application that must be interoperable and integrated, creating a holistic shopping experience within a specially equipped retail environment based on prototypes and analysis in specialized databases. Networking integrated sensors and digital tags will enable innovative services for the retail of the future, providing customers with a full range of positive experiences during the purchasing process.

In the retail industry, innovative customer segmentation technologies enable businesses to create more effective marketing strategies and provide personalized experiences for each consumer group. These technologies also help strengthen customer engagement, increase loyalty, and boost sales conversions, which are key to the successful development of retailers in a highly competitive environment.

The identified prerequisites and requirements for the effective development of a modern retail enterprise form the basis for the author's interpretation of consumer segmentation, which emphasizes consumer behavior in retail based on current trends (Table 2).

This interpretation of consumer segmentation, taking into account current trends, should encourage retailers to better understand their consumers and develop more effective marketing strategies that align with changing consumer preferences and expectations.



**Table 2:** Developed Interpretation of Consumer Segmentation in Retail Trade



<b>Identified Segments</b>	<b>Distinctive Features</b>
<b>Social-digital segments</b>	In the modern world, social networks and online platforms significantly influence consumer behavior. Segmentation should consider social media activity, online shopping preferences, participation in digital communities, and other aspects, enabling retail enterprises to create more accurate and personalized marketing strategies.
<b>Environmentally oriented segments</b>	With increasing awareness of environmental issues, segmentation should include evaluation of ecological consciousness and interest in sustainable and eco-friendly products. Companies should offer such products.
<b>Online and offline segments</b>	With the growing popularity of online shopping and hybrid retail formats, segmentation should consider consumer preferences regarding purchasing channels. This helps optimize retail marketing strategies, such as improving online presence or creating more attractive physical stores.
<b>Segments based on digital footprints</b>	Analysis of data and digital traces left by consumers online (e.g., search queries, purchase history, clicks, views) allows retail enterprises to provide personalized recommendations and promote products based on segment preferences.
<b>Segmentation based on technological readiness</b>	Dividing consumers into those who actively use smartphones and mobile apps for shopping and those who prefer traditional methods.
<b>Segmentation based on personal values and goals</b>	Creates opportunities to build deeper customer connections by offering products and services that match their personal values.



The age characteristics and interests of consumer groups were also taken into account, allowing the company to develop unique product offerings and attract more customers. Furthermore, the audience's socioeconomic status was identified as an important aspect of segmentation, allowing consumers to be divided into more affluent groups seeking more expensive products and more economical segments focused on affordable and budget-friendly options. The target audience was also segmented based on consumer interests and preferences. Based on these, the company can develop specialized marketing campaigns and create promotional products that appeal to various retail segments.

A model of focus decisions in retail brand development within the marketing mix is distinguished by its adaptation to the brand lifecycle, taking into account the influence of digital technologies and decision options. This model will enable informed marketing decisions in retail development.

Marketing activities in retail involve improving merchandising. The results of this study suggest an algorithm for developing and implementing merchandising tools as an integral element of the stable development of a retail enterprise.

Since merchandising plays a crucial role in attracting consumer attention, creating a unique in-store atmosphere, and increasing sales conversion, the first step in developing the algorithm is an analysis of the company's goals and needs. This is followed by the process of developing merchandising tools that align with the company's goals and brand concept (Mazniev, I., Bielousov, Y., Luchechko, Y., Rozbytskyi, M., Kolosok, A., Shepelenko, S., & Dziamulych, M., 2024). After this, it is advisable to implement the developed merchandising tools within the company. However, implementation is not the final stage, as it is important to continuously monitor the effectiveness of the implemented merchandising solutions and adapt them to changing market conditions and audience needs. Consumer research has shown their loyalty and trust in the retailer's brand, making the use of the brand in the focus decision model a key factor for achieving success and differentiation from other market players, as the brand also evokes specific associations and emotional experiences associated with purchasing products in a specific location. Including the brand in the focus decision model will effectively enhance



the retailer's competitiveness and its appeal to the target audience (Tyshchenko, V., Bielousov, Y., Yemets, V., Borodenko, T., & Beder, D., 2024).

Using a brand in a focus-based decision model requires a strategic approach and comprehensive analysis, considering market characteristics, target audience needs, the competitive environment, and company resources. Only in this way can a brand become an integral component of a successful focus-based decision model and help a company achieve its goals.

Based on the results of this scientific research, a proprietary model of focus-based decision making for brand development in marketing is presented. This model is based on creating a strong and recognizable brand by focusing on key decisions that have the greatest impact on its development and perception (Athaide, G. A., & others, 2025).

This model involves selecting several key focal points, formed around key aspects of the brand as perceived by the author, and differs from existing models in that it incorporates the brand life cycle, taking into account the influence of digital technologies, and solutions for effectively influencing the brand development process (Biemans, W., & others, 2024).

The Focus Decisions model for retail brand development within the marketing mix is unique in that it adapts to the brand lifecycle, taking into account the impact of digital technologies and decision-making options, enabling informed marketing decisions in retail development. Furthermore, the Focus Decisions model is an effective tool for brand development in marketing, enabling informed selection and focus on the most important aspects of brand development, increasing brand awareness and providing a competitive advantage in the marketplace (Ripka, G., Bielousov, Y., & Maznev, I., 2024).

The strategic measures of the established retail development strategy include:

1. Developing and implementing entrepreneurship support programs through the provision of financial grants, concessional loans, and business incubators, as well as facilitating training and consultations for young entrepreneurs.
2. Strengthening regulatory activities by developing and implementing regulations, expanding the powers of regulatory bodies, and increasing fines and penalties for retail violations.



3. Developing information infrastructure by creating a unified database of retailers, implementing modern e-commerce and online payment systems, and developing online commerce.

4. Promoting local products through exhibitions and fairs, developing marketing support programs, and facilitating the export of locally produced goods.

By studying the theoretical foundations of retail development based on the concept of marketing, the terminology for retail development based on the concept of marketing has been expanded, supplemented by the author's definition of "retail marketing as a set of strategies, tactics, and actions aimed at satisfying the needs of the population in the context of selling goods or services to end consumers through retail" (Veloutsou, C., & others, 2025). The conceptual foundations for developing a retail marketing system have been refined, emphasizing customer focus, the rationale for the localization of retail outlets, the use of innovation, and the subsequent adaptation of the enterprise to unstable market conditions, thereby ensuring more complete satisfaction of consumer needs.

The importance of studying the development guidelines for consumer behavior and the factors shaping models and types of consumer behavior is demonstrated. Categories of factors influencing consumer behavior are identified, and consumer behavior models are analyzed. The prerequisites and requirements for the effective development of a modern trading company and retail enterprises are identified. An interpretation of consumer segmentation is presented, in which consumer behavior in retail plays a significant role, based on current development trends.

**The main findings of the study, which constitute its scientific novelty, are:**

1. A terminological framework for retail development based on the concept of marketing, determined by the author's definition of "retail marketing," which is a set of strategies, tactics, and actions aimed at satisfying consumer preferences in the context of selling goods or services to end consumers through the formation of a competitive offering.



2. The conceptual foundations for developing a marketing system in retail are distinguished by the principles of organizing the activities of retail enterprises, based on a customer-focused approach, the justification for the localization of retail outlets, the use of innovations, and the subsequent adaptation of the enterprise to unstable market conditions, ensuring more complete satisfaction of consumer needs.

3. Recommendations for enhancing the marketing innovation activity of retail enterprises, characterized by consistent market monitoring and trend analysis, the development of a marketing innovation culture within the enterprise, the correct setting of goals, the development of innovative strategies and the attraction of external innovations, the evaluation of effectiveness, and the adjustment of strategies. This allows enterprises to identify new opportunities and offer consumers innovative products and services that can satisfy the fluid needs of modern consumers. 4. A model of focused decisions in retail brand development within the marketing mix, characterized by its adaptation to the brand lifecycle, taking into account the influence of digital technologies and decision-making options, enabling informed marketing decisions in retail development.

5. A retail marketing development strategy, characterized by the development and implementation of promotional activities for local producers, enabling the smooth sale and promotion of products at affordable prices.

The theoretical significance of this study lies in its development of theoretical conceptual principles for the development of retail enterprises, whose primary goal is to satisfy end-consumer needs and maximize profits.

The practical value of this study lies in the following. The results not only substantiate theoretical principles but also translate them into practice, proposing specific methodological approaches and recommendations. This makes the study highly practical, as the results enable retailers not only to understand the key theoretical concepts but also to effectively implement them in their daily operations. The methodological approaches serve as guidelines for further research and provide a framework for the practical implementation of the findings, while the practical



recommendations represent a set of specific steps and a strategy aimed at improving the competitiveness of retail enterprises.

## Conclusions

Research into the trends and prospects for the development of retail marketing in the context of modern transformations is essential and identifies the factors for successful business development. Companies that can adapt to new market demands and actively utilize digital and mobile technologies, create loyalty programs, and implement innovative solutions have greater opportunities to strengthen their position and achieve significant growth in the retail industry.

The proposed recommendations for enhancing the marketing and innovation activities of retailers include consistent market monitoring and trend analysis, fostering a marketing and innovation culture, setting goals and developing innovative strategies, attracting external innovation, evaluating effectiveness, and adjusting strategies. This allows companies to identify new opportunities and develop innovative products and services that meet the changing needs of modern consumers. Implementing these recommendations will help retailers increase their innovation activity and become more competitive in the market.

An algorithm for developing and implementing merchandising tools has been developed as a fundamental condition for the successful operation of retail enterprises. This algorithm is characterized by a consistent marketing process for analyzing the goals and needs of retailers, developing merchandising tools, implementing them, and continuously monitoring the effectiveness of implemented merchandising solutions. This will increase the retailer's profits and ensure their stability and growth by creating a steadily growing consumer audience. The algorithm for developing and implementing merchandising tools is an important strategic tool for the successful development of a retail enterprise. Its high-quality implementation allows for attracting attention and satisfying consumer needs, increasing sales efficiency and strengthening the company's competitive position in the market.



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