

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
V.N. KARAZIN KHARKIV NATIONAL UNIVERSITY**

Name of the faculty **EDUCATION AND RESEARCH INSTITUTE
"KARAZIN BANKING INSTITUTE"**

Name of the department **Management, Business and Professional
Communications**

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QUALIFYING MASTER'S THESIS

on the topic:

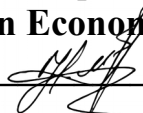
**TRADE MARKETING MANAGEMENT IN THE
COMPANY**

student of higher education **Li Na**

The work is accepted for defence in the EC


Head of Department

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Kharkiv 2024

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25 September 2024

TASK
FOR A QUALIFYING MASTER'S THESIS
Li Na

1. Topic of work: "TRADE MARKETING MANAGEMENT IN THE COMPANY".

Scientific adviser Nadiia Morozova, PhD in Economics, Associate Professor
(full name, academic degree, academic title)

Approved by order of the university dated September 17, 2024 № 4601-5/1025.

2. The deadline for student submission of work November 18, 2024.

3. List of topics to be developed:

• In Chapter 1: to consider the theoretically essential characteristics and tools of trade marketing; to determine the system and methods of diagnosing the effectiveness of trade marketing campaigns at the enterprise; to investigate modern problems and trends in the use of trade marketing at enterprises.

• In Chapter 2: to provide technical and economic characteristics of AB INBEV EFES UKRAINE PJSC, to conduct an analysis of the company's marketing activities; to investigate marketing metrics of trade marketing effectiveness at the enterprise.

• In Chapter 3: to determine ways to improve the trade marketing system at the enterprise; to consider the motivation program for employees of the trade marketing

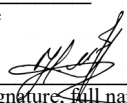
department; to justify recommendations for the implementation of innovations to optimize the company's activities.

4. Plan of qualifying master's thesis

No	Names of work sections
1	THEORETICAL BASICS OF TRADE MARKETING MANAGEMENT AT ENTERPRISES
2	DIAGNOSTICS OF THE FINANCIAL CONDITION AND ASSESSMENT OF THE EFFICIENCY OF TRADE-MARKETING ACTIVITIES AT AB INBEV EFES UKRAINE
3	IMPROVEMENT OF THE TRADE MARKETING MANAGEMENT SYSTEM AT THE ENTERPRISE "AB INBEV EFES UKRAINE"

5. Date of issue of the task September 25, 2024.

Student Li Na Li Na
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Scientific Adviser  Nadiia Morozova
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ABSTRACT

The qualifying master's thesis contains 91 pages, 21 figures, 11 tables, 4 formulas, 1 appendix, and a list of 40 references.

The object of research is the trade marketing activities of companies.

The subject of research includes the theoretical-methodological and practical principles for the formation of trade marketing activities of companies in modern conditions.

The purpose of the master's thesis is to generalize the theoretical foundations of trade marketing organization, analyze current practices in the formation of trade marketing activities, and identify ways to improve this area by systematizing existing proposals and approaches.

Tasks of a qualifying master's thesis include:

- to examine the theoretical and essential characteristics and tools of trade marketing;
- to determine the system and methods for diagnosing the effectiveness of trade marketing campaigns at enterprises;
- to investigate modern problems and trends in the use of trade marketing at enterprises;
- to provide the technical and economic characteristics of AB INBEV EFES UKRAINE PJSC;
- to study marketing metrics used to assess the effectiveness of trade marketing at the enterprise;
- to identify ways to improve the trade marketing system at the enterprise;
- to analyze the motivation program for employees of the trade marketing department;
- to substantiate recommendations for the implementation of innovations aimed at optimizing the company's trade marketing activities.

Based on the results of the research, theoretical and practical provisions were formulated, and the author developed specific proposals for improving the trade marketing system at the enterprise. These proposals include the introduction of innovative tools and methods to enhance the efficiency and effectiveness of trade marketing campaigns. Particular attention is given to refining diagnostic systems for evaluating trade marketing activities and creating more impactful employee motivation programs within the trade marketing department.

The **obtained results** can be utilized in developing methodological frameworks for building an effective trade marketing system for enterprises. These results are particularly valuable for AB INBEV EFES UKRAINE PJSC and can also serve as a foundation for other companies seeking to enhance their trade marketing activities.

Year of completion of the qualifying master's thesis: 2024.

Year of defense of the qualifying master's thesis: 2024.

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INTRODUCTION

Modern conditions associated with changes in the infrastructure of the commodity market, the emergence of new formats of retail and wholesale trade, fierce competition and high innovative activity in the fight for the buyer, differences in their interests, functions and processes, caused the need for significant changes in the mechanism of interaction of marketing participants distribution channels, which involves a review of technologies and principles of marketing activities in terms of finding additional competitive advantages, building long-term and mutually beneficial partnerships between manufacturers, distributors and retailers, based on business cooperation relations, agreement on goals and development strategies, joint planning of marketing efforts, which is the basis for the formation and development of a new direction in the implementation of traditional marketing activities of enterprises - trade marketing.

The relevance of the mentioned topic is determined by the fact that there is still no conceptual clarity in theoretical and practical developments related to solving the problem of complex marketing interaction of participants during the implementation of trade-marketing activities. In addition, the crisis conditions also contributed to the intensification of actions by competitors, who were looking for new tools and solutions to improve the classic trade-marketing management model. Today, it is difficult to convince consumers to make a choice in favor of one or another manufacturer, using only advertising materials and loyalty programs at retail outlets. The use of digital technologies and a personalized approach when building a trade marketing strategy increases its effectiveness.

The main research and publications on this issue belong to such foreign and domestic scientists and practitioners as: Bohun L.Yu., Boryslavska N.O., Vaskova N.N., Hermanchuk A.M., Zherdyaev N., Zakharova Yu., Karpenko Y.M., Kovshova I., Korstens D., Nikolayenko I.V., Pryadko O.M., Rozumey S.B., Savytska N.L., Sirous M.V., Yudenko G. and others. Paying tribute to the contribution of well-known scientists, it should be noted that the issues of forming and evaluating the

trade-marketing activity of an enterprise in the conditions of the spread of the Covid-19 pandemic remain insufficiently researched.

The purpose of the qualifying master's thesis there are generalization of the theoretical foundations of the organization and disclosure of current practice on the issues of formation of the enterprise's trade-marketing activity, as well as the search for ways to improve this work based on the systematization of existing proposals.

To achieve the set goal, the following tasks are solved in the work:

- the theoretical and essential characteristics and tools of trade marketing are considered;
- the system and methods of diagnosing the effectiveness of trade marketing actions at the enterprise are defined;
- researched modern problems and trends in the use of trade marketing at enterprises;
- given theoretical and economic characteristics of PrJSC "Ab Inbev Efes Ukraine";
- an analysis of the enterprise's marketing activity was carried out;
- marketing metrics of the effectiveness of trade marketing at the enterprise were investigated;
- ways of improving the trade marketing system at the enterprise are determined;
- the motivation program for employees of the trade marketing department was considered;
- the recommendations regarding the introduction of innovations to optimize the enterprise's activities are substantiated.

The object of the research is trade marketing activities of companies.

The subject of the research is theoretical-methodical and practical principles of formation of trade-marketing activity companies in modern conditions.

AB INBEV EPHESES UKRAINE, one of the leaders of the brewing market in Ukraine, was chosen as the research base.

A number of general scientific and special research methods were used in the work, namely: logical generalization and analysis - to substantiate the theoretical

concepts of the researched topic; system approach - to systematize scientific interpretations of the concept of "trade marketing"; empirical research - for the analysis and synthesis of trade marketing concepts; modeling method - for building innovative measures, which makes it possible to determine the most rational trade-marketing tools today; methods of comparative analysis - to compare sales of a similar range of products in different retail outlets; the method of expert evaluations - to analyze the effectiveness of the use of the main functionality of the trade marketing architecture by manufacturers, distributors and retailers and other methods.

The scientific provisions and practical recommendations formulated and substantiated in the qualifying master's thesis are the basis for solving theoretical and practical problems of the formation of trade marketing at enterprises.

The practical significance of the areas of development developed in the work in the field of trade-marketing activity of the enterprise can be applied during the activity of the enterprise, which will ensure a high level of marketing activity.

The work consists of an introduction, three chapters, conclusions, and a list of used sources.

Keywords: marketing, trade marketing, personnel, personnel motivation, enterprise, integrated marketing communications.

CHAPTER 1

THEORETICAL BASICS OF TRADE MARKETING MANAGEMENT AT ENTERPRISES

1.1 Theoretical essential characteristics and tools of trade marketing

Increasing product sales is one of the most important goals of any manufacturing and trading enterprise, which is usually achieved through the use of direct advertising and integrated marketing communications. With the increase in the number of competitors on the Ukrainian market, enterprises must constantly improve their marketing activities. One of these means of improvement is trade marketing, the popularity of which tools in the world is growing every day.

Scientists consider trade marketing both as an effective tool for increasing demand and improving sales indicators in the trade network, and as a way of establishing a brand and ensuring a stable competitive position of the manufacturer in the market. The approaches of modern authors to the definition of the concept of "trade marketing" are presented in the table 1.1[15-16, 31-38]

Table 1.1

Modern approaches to the definition of the concept of "trade marketing"

Author, source	Definition of the concept
S. Bartlett	Merchant marketing is the application of a marketing method to merchants who are treated as single customers. To treat the merchant not as a competitor and not as a partner in the sales channel, but as an intermediary client
Germanchuk A.M.	Trade marketing consists in the control and further improvement of sales, the selection of advantages in goods or services offered to the consumer, through the management of sales and marketing relations through distribution channels
Yu.L. Ratushina	Trade marketing is part of the general structure of marketing of a manufacturing enterprise, and its main purpose is to ensure a strong position of the brand in the market, to "push" the product through the trade network to the consumer

Author, source	Definition of the concept
Golubkov E.P.	Trade marketing is one of the areas of marketing. Trade marketing is a field of human activity aimed at increasing demand at the level of wholesale and retail trade, that is, marketing communication and other activities in distribution channels, and not at the level of the end consumer
Ilyashenko S.M., Rud M.P	Trade marketing (trade marketing) is a complex of sales promotion in the trade network and among trade intermediaries
Zakharova Yu.A.	Trade marketing is the activity of all market participants, which is aimed at the effective organization of the promotion of goods from the producer to the final consumer
Koreeva O.L.	Trade marketing is a set of effective measures to develop distribution and increase sales.
Mnushko Z.N.	Trade marketing (eng. trade marketing) is one of the directions of marketing, which makes it possible to increase sales due to the influence on the goods transport route (trade channel). Trade marketing is a complex of knowledge and actions aimed at increasing demand at the level of wholesale and retail trade, i.e. marketing communications and other activities carried out directly at points of sale and distribution networks.
Savytska N.L., Priadko O.M., Sirous M.V.	Trade marketing is the marketing of retail trade services, which includes the purchase of goods by a retail enterprise and the formation of a product range in accordance with customer demand, the organization of the trade process and public service, the provision of information to consumers and in-store advertising, the provision of additional trade services
A.P. Pankrukhin	Trade marketing is the activity of all participants in trade, aimed at organizing the promotion of goods from the manufacturer to end consumers in the most beneficial way for all participants in the movement of goods.

According to the authors [15-16], trade marketing is a complex of marketing technologies, applied during the entire life cycle of the product to influence three market participants: the sales staff of all players of the marketing channel, sales intermediaries and consumers, and it is also an opportunity to supplement the enterprise 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.

Studies have shown that the key goals of trade marketing programs for manufacturers of consumer goods (mainly FMCG categories - Fast Moving Consumer Goods - consumer goods) is that the product is:

- in the maximum number of cities, regions, and possibly countries (this is the key task of regional distribution);

- in the maximum number of store formats, in the maximum number of retail outlets (the key task of quantitative distribution);
- in the maximum range in terms of width and depth (the key task of quality distribution);
- in the required quantity (production and inventory management);
- on the best shelf (the key task of merchandising);
- in the most attractive form and support for the consumer (the key task of the presentation, including the competence of the sales staff).

The study of scientific publications showed that the concept of "trade marketing" is considered from two sides. The scientists of the first group claim that all efforts should be directed to the sphere of trade, which will lead to an increase in the volume of product sales [7].

In this variant, the trade marketing department is located in the sales department. This option is used when the main task of the sales department is to increase the profit from sales at the point of sale. The standards of merchandising, conducting promotions aimed at the end consumer, production of special POS materials, etc. are used [7].

Another approach to the definition of trade marketing relates it to the field of sales, considering it exclusively as a sales promotion tool. Trade marketing is presented as a concept of bringing goods from the producer to the final consumer (with the direct or indirect involvement of intermediaries), which is characterized by the introduction of qualitatively new partnership relationships among the participants of the distribution channel, the content of which consists in the performance of informational, motivational, and goods delivery functions, and aims to obtain profit by meeting the needs and interests of all participants in the distribution channel [8]. He also has to solve problems related to the availability of products in retail outlets and their best location at the recommended price. [7].

But, of course, the division of trade marketing into a separate department, independent from others, will bring much more benefits to the company. The main goal is an in-depth study of the buyer and emphasis in the work on creating an optimal shopping process. The appearance of a trade marketing department in the organization is

justified when trade marketing initiatives will account for more than 15% of the money budget and the working time budget directed to the organization's marketing communications.

The goal of trade marketing is to increase the effectiveness of the interaction of all subjects of the marketing channel - from the manufacturer to the final buyer, which as a result leads to an increase in the number of sales, recognition of products among buyers, attraction of new customers. To achieve this goal, it is necessary to understand the nature of the formation of trade marketing tools, that is, the means by which its goal is achieved.

Achieving the key goal of trade marketing is supported by the following tasks:

- product sales management (studying the psychological characteristics of a potential buyer, drawing his attention to the product, fixing information about it in the consumer's mind);

- strengthening the position of the supplier on the sales market in the conditions of competition (gaining the loyalty of its consumers, forming a favorable image of the company, identifying the advantages of specific products and their promotion);

- technological improvement of sales (optimization of sales hall space);

- management of the actions of a potential consumer (acceleration of the process of making a purchase decision and increasing its amount).

Today, there are several types of classifications of trade marketing tools. The most relevant one, which is used by marketing agencies and domestic scientists, is presented in Fig. 1.1 [7].

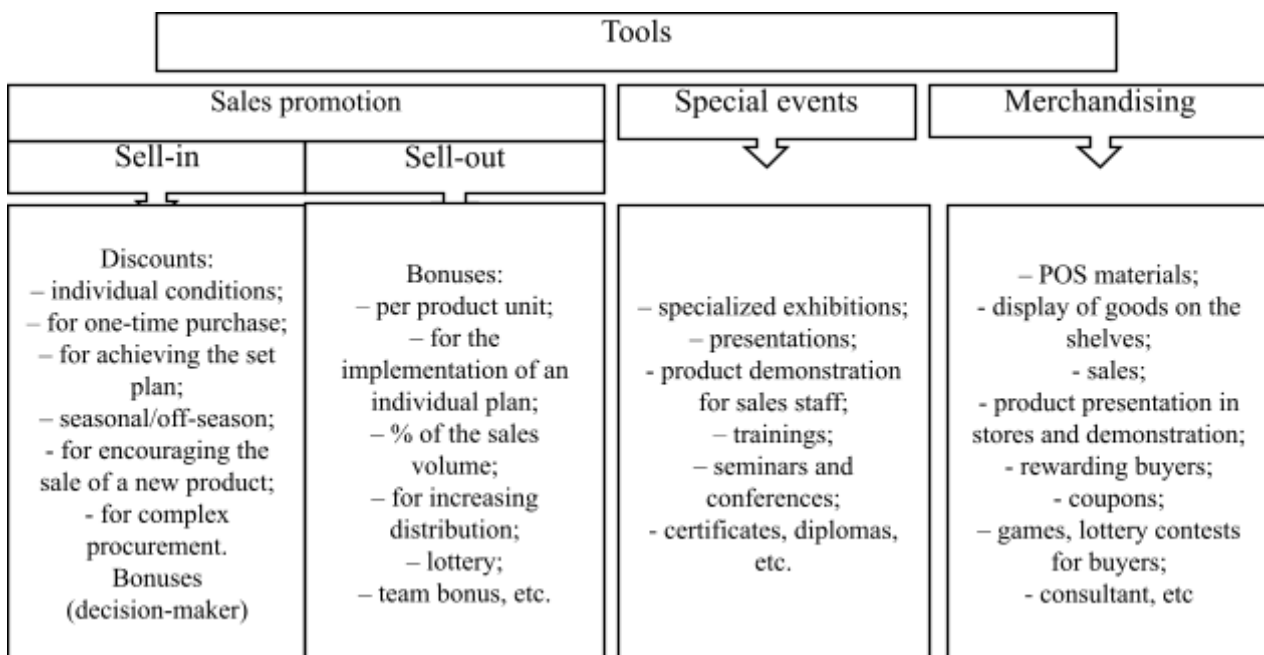


Fig. 1.1. General classification of trade marketing tools

For the productive use of trade marketing tools, the enterprise must determine the target audience to which they will be directed (Fig. 1.2) [7].

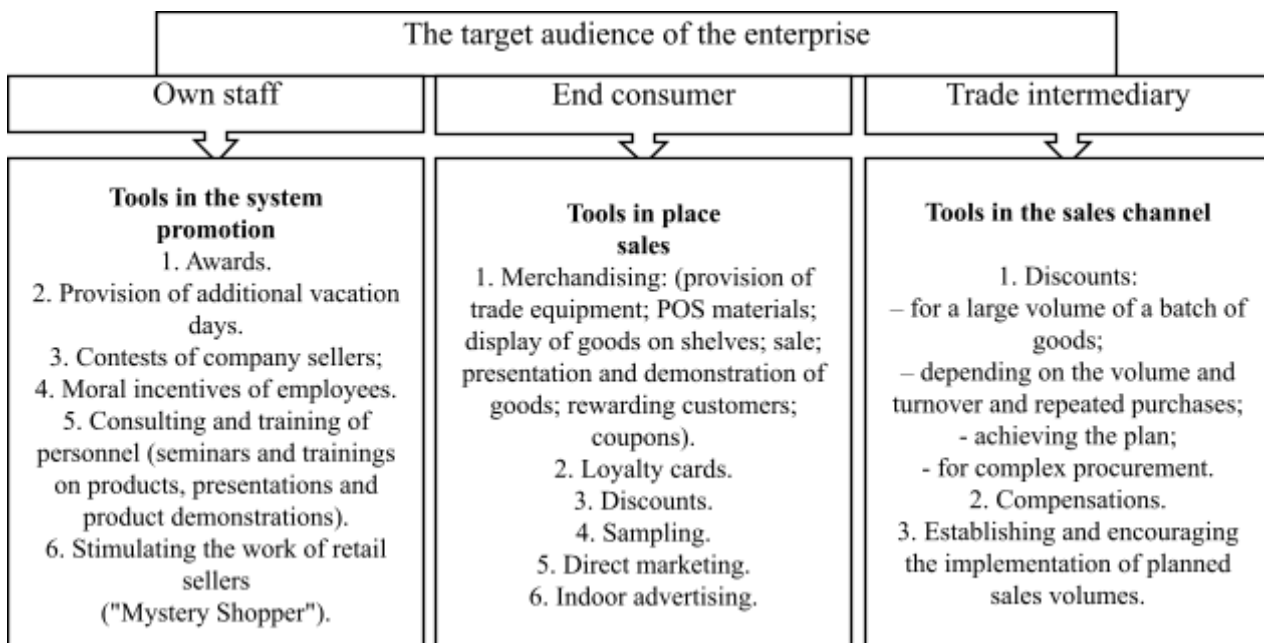


Fig. 1.2. Classification of trade marketing tools by target audience

Trade marketing itself is already a component of the company's strategic complex. For example, it can be part of:

- growth strategies, when the company seeks to increase the volume of production and sales by entering new markets and capturing the share of competitors in them;
- stabilization strategies, when the company aims to maintain its existing position on the market for as long as possible;
- survival strategy, which is used by the company in the economic crisis and consists in trying to adapt to difficult market conditions and, if necessary, reducing the scale of operations. At this stage, marketing rehabilitation enters the active phase - market research with the aim of determining priority sales "niches", drawing up a new marketing plan related to the company's survival in crisis conditions and the recovery of production and financial activities.

Regardless of the stage the company is at, an effective trade marketing strategy is always relevant. The model of trade-marketing planning allows you to plan and evaluate the indicators of the future periods of the company's activity in accordance with the measures of the marketing complex. The general strategy of trade marketing involves certain stages, illustrated in fig. 1.3.

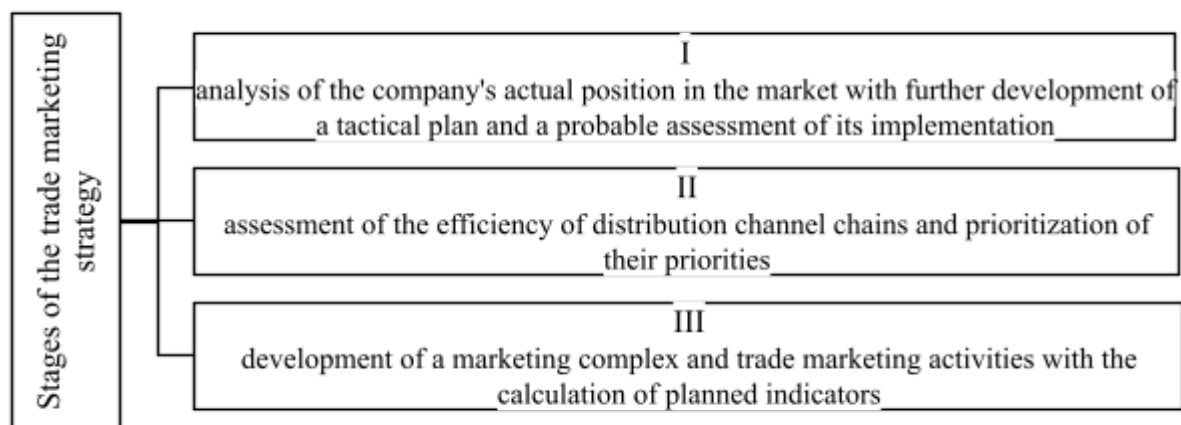


Fig. 1.3. Stages of trade marketing strategy

Taking into account these stages, it is possible to form a trade marketing model, shown in fig. 1.4.



Fig. 1.4. Trade marketing model

According to this model, trade marketing closely interacts with shopper marketing and consumer marketing, but their management objects are different. If the strategic principles of trade marketing are based on sales channels - stores or distributors, then at the center of shopper marketing is the buyer and everything that can influence his choice to buy a particular product. Shopper marketing activities are carried out directly at the points of sale.

Thus, by investing in these activities, the manufacturer sponsors the support of advertising materials only in physical retail outlets, and not in social networks or media/

As for consumer marketing, it focuses on the consumer and his relationship with the brand: building knowledge about the brand, stimulating consumption and maintaining loyalty [31].

Unlike shopper marketing and consumer marketing, the effect of the implementation of a trade marketing strategy is measurable - it can be tracked by the increase in the number of orders, distribution, sales level, etc. The "mystery shopper" method is used in retail outlets to control the fulfillment of the conditions of the promotion [35].

An important aspect of the trade marketing strategy is the budget. Its distribution begins after approval of the sales plan. First of all, the products that will be promoted through trade marketing activities and BTL advertising are chosen, after which a

decision is made as to what percentage of the cash proceeds of planned sales (or percentage of net profit) is planned as the trade marketing budget [35].

According to researchers I. Kovshova and I. Gridzhuk [19], there are three main strategies for managing trade marketing by the company, shown in fig. 1.5.

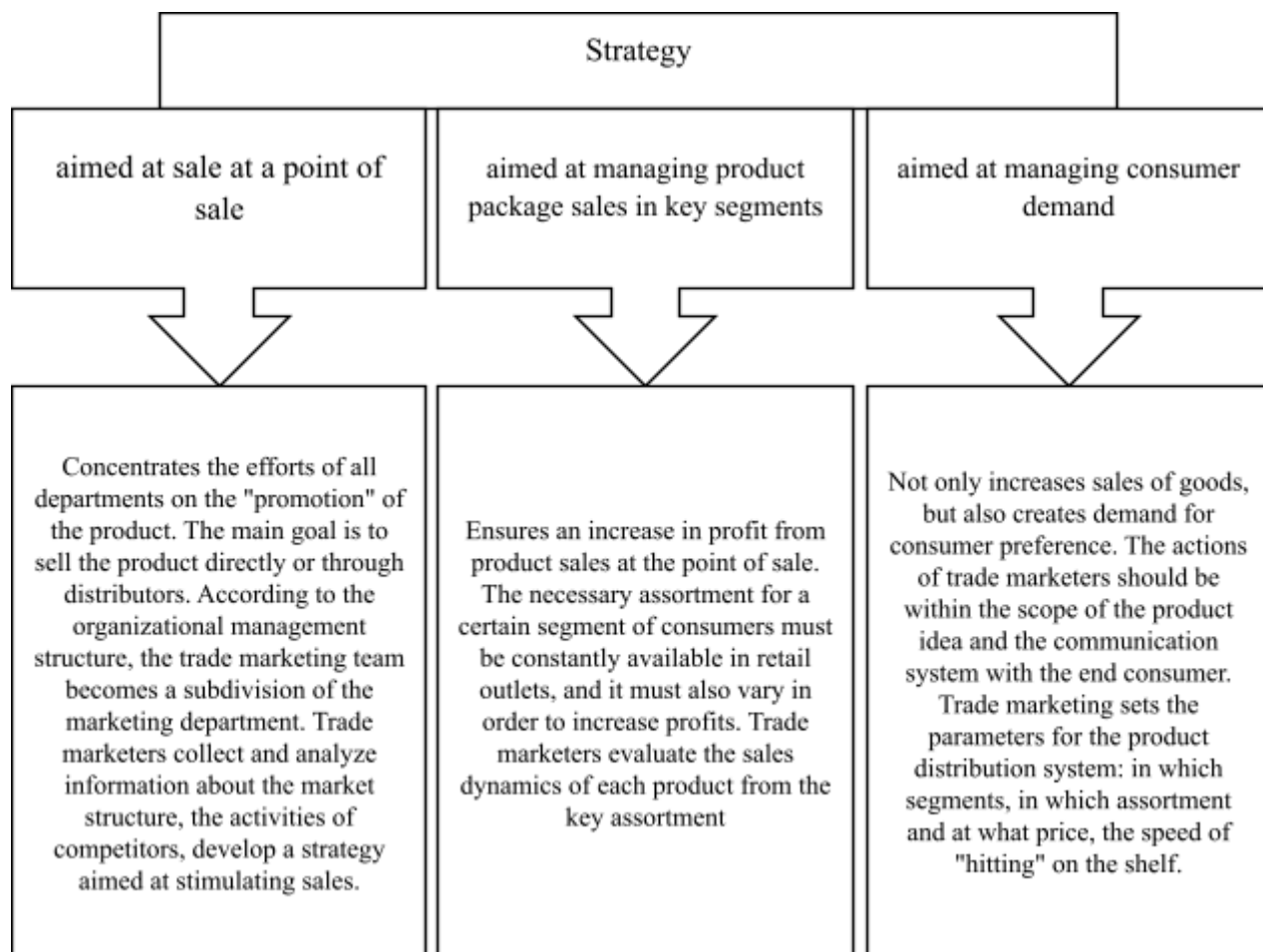


Fig. 1.5. Management strategies of the company's trade marketing

Marketers recognize that strategies that have been actively developing over the past 10-15 years have already partially lost their relevance. This happened as a result of the change of generations of consumers. Generation Z (under 24 years old) is now the main consumer, and they grew up with different values, views on the world and a lot of technology. The digital generation cannot imagine its life without access to the World Wide Web, which forces manufacturers to promote and sell products online. These people are distinguished by quite realistic views and high tolerance, which contributes

to the development of the popularity of a personalized product and an individual approach to each client. The preferences of new consumers force manufacturers to monitor not only the quality and price of the product, but also the environmental policy of the company as a whole. The values of generation Z contributed to the expansion of already existing classification features and their components (Appendix A).

Market participants should use new sales technologies, strive for tolerance and be responsible for the preservation of ecosystems. One of the newest trade marketing tools is online sales, which make it possible to post promotional offers, order products via the Internet, and apply an individual approach to each client. Companies strive to meet the needs of the most demanding of them and translate standard business relationship "seller - buyer" into a more friendly plane, which helps the consumer to feel not just a buyer, but part of a team and even a family.

Retail trade actively uses merchandising as a trade marketing tool. One of its components that is gaining popularity recently is stress-free shopping. Retail is actively working to improve the tolerant shopping experience. For example, some stores in South Korea began to mark shopping carts with orange and green signs. The green color indicates that the person is ready to contact the store consultants and needs their help, orange - on the contrary, signalsthat the buyer does not wish to be disturbed. Another futuristic innovation for of shy people – the robot waiter Pepper, who can take orders with help interactive tablet, tell about promotions and restaurant specials.

The current trend of retail chains is also the sale of ecologically clean products (fruits, vegetables, meat, fish, mushrooms, etc.) from reliable suppliers or products of own production grown in the premises of the retail chain using the latest technologies. For example, greens and vegetables are grown on the roof of the Whole Foods store all year round, and the German retail chain METRO has installed greenhouses right in the sales hall. The application of the latest eco- and egotendencies of trade marketing will enable manufacturers and trade enterprises to fully satisfy consumer demand both online and offline [38].

So, taking into account the information analyzed in this section, the following conclusions can be reached. Modern researchers interpret the definition of trade

marketing in different ways. Scientific views on trade marketing vary from a way to increase sales figures in trading points to a way to strengthen the brand's position and the manufacturer's competitiveness in the market as a whole. The market subjects themselves, which also fall under the sphere of influence of trade marketing, remain an open question. At the same time, when combining research definitions and practical implementation of trade marketing, we can claim that the process represents a certain symbiosis of all subjects that stand between the product manufacturer and the end consumer, including the latter two.

An effective trade marketing program must meet the following requirements:

- focus on satisfying consumer requirements;
- significant investments in the formation of sales channels and sales management;
- appropriate qualification of personnel.

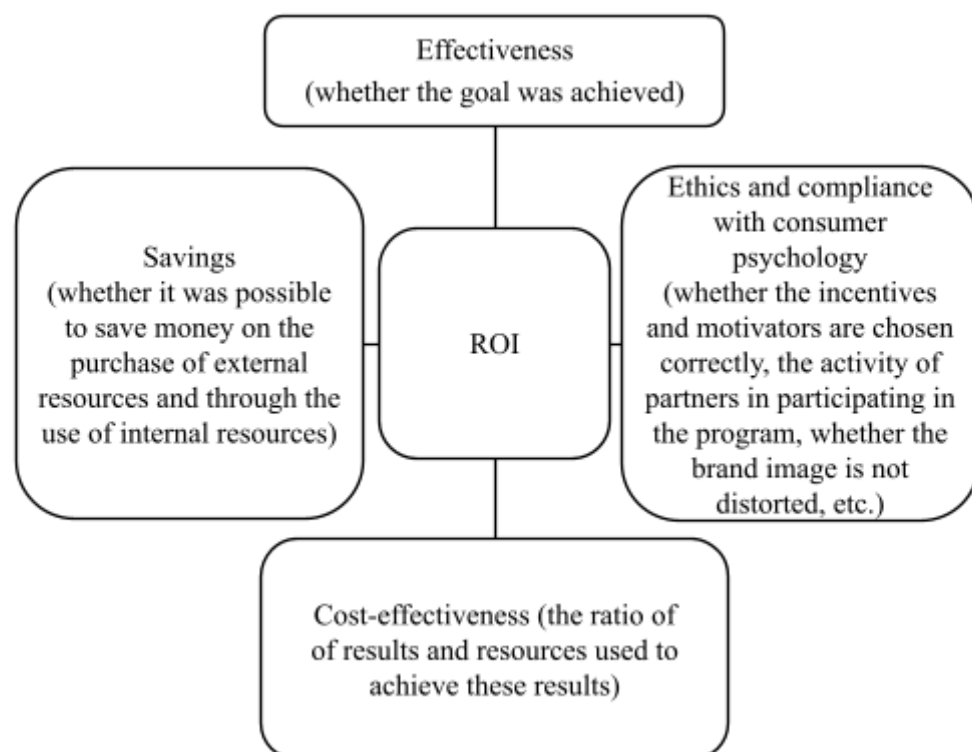
For the company, the trade marketing strategy is an integral component of the overall marketing plan, regardless of the stage at which the manufacturer is - growth, stabilization or survival. An effectively built trade-marketing strategy ensures the correct allocation of resources, as well as control over their use.

1.2. The system and methods of diagnosing the effectiveness of trade marketing promotions at the enterprise

The assessment of the effectiveness of the trade marketing activity of the enterprise is first of all necessary in order to increase the effectiveness of the measures taken, to determine the most effective measure, to make a decision to continue or, on the contrary, to terminate the measure, to make a decision to replicate the measure.

Increasing the effectiveness of the application of trade marketing is a complex task and requires intensive efforts of the company's management, but for many organizations the end result justifies the effort many times over.

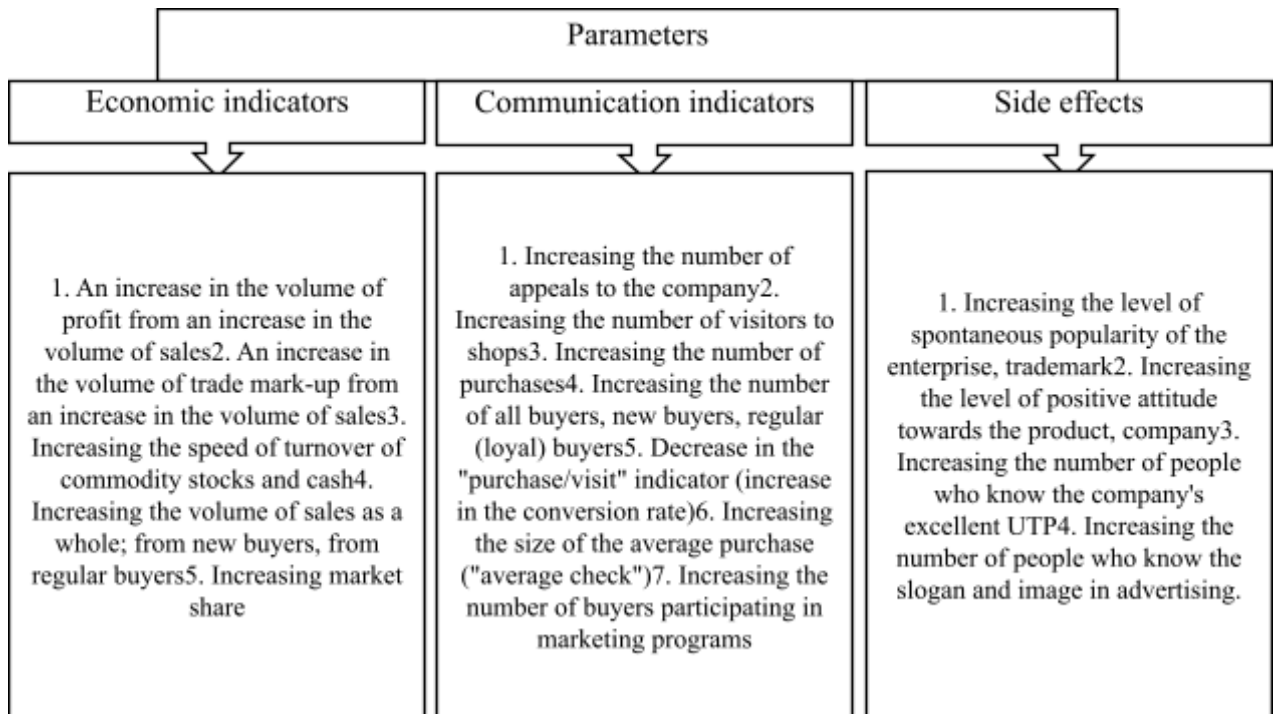
The effectiveness of trade marketing (ROI) is calculated as the achievement of the greatest results for the least costs and is a complex characteristic that includes several components depicted in fig. 1.6.



Source: compiled by the author based on data [19]

Fig. 1.6. Indicators of evaluation of trade marketing activities

It is convenient to analyze the effectiveness of TM campaigns and TM promotions using the model of the hierarchy of effects according to three parameters (Fig. 1.7).



Source: compiled by the author based on data [10]

Fig. 1.7. Management strategies of the company's trade marketing

Paraphrasing the advertising model of the hierarchy of effects, we will get the statement: the company will reveal an impact on the level of sales if it ensures the consistent achievement of several goals, namely the achievement of defined parameters of trade marketing effectiveness.

In practice, the effectiveness of trade marketing activities is usually analyzed in two directions:

Economic efficiency– reflects the impact of measures on increasing the volume of sales, on the growth of market share, on the growth of indicators of qualitative and quantitative distribution.

Communicative effectiveness - reflects the impact of trade marketing activities on knowledge of the brand and its UTP (unique sales offer, the main factor in positioning

the competitiveness of the branded product), on positive changes in the brand image, etc.

A trade marketing campaign should ideally lead not only to sales growth in physical and monetary terms, but to sales growth at the level of target indicators planned for the results of this campaign. Also, during the analysis of the effectiveness of trade marketing measures, methods of comparative analysis are often used, which compare the sale of a similar assortment of products in different retail outlets.

Let's consider the indicators for determining the effectiveness of trade marketing campaigns in the table. 1.2.

Table 1.2

Indicators for determining the effectiveness of trade marketing campaigns

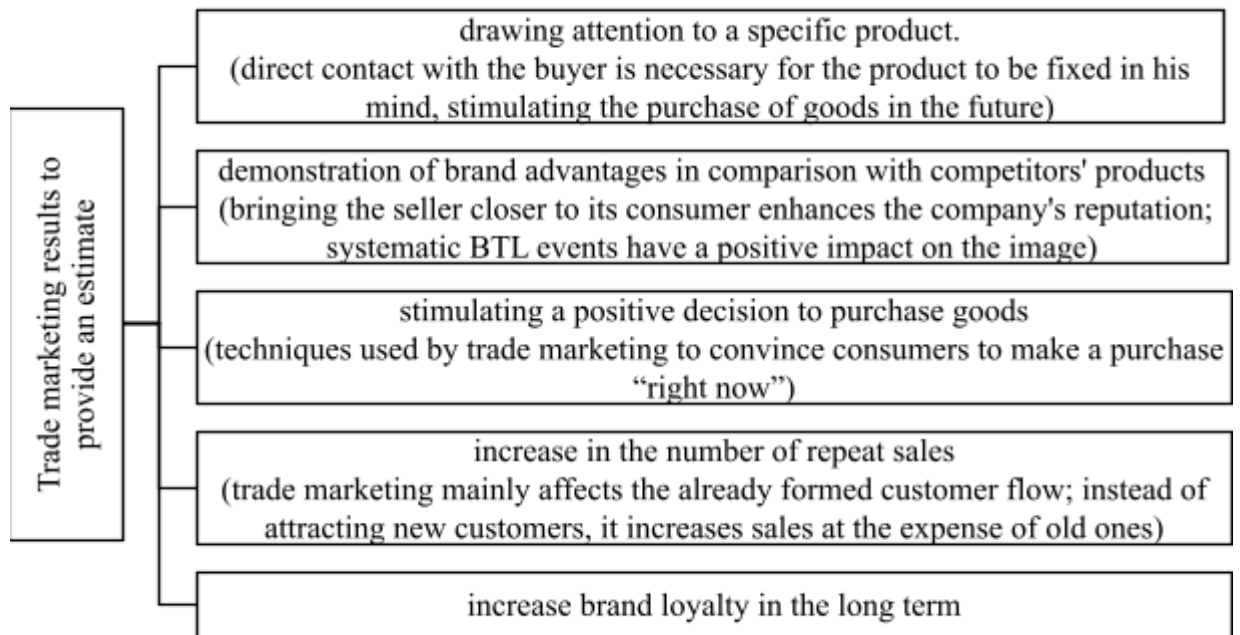
Components of the analysis by direction	Essence/calculation of components
Sales analysis	
Sales increase compared to the same period last year	$\Delta V_{absol} = (V_n - V_{n-1})$, where and V_n, V_{n-1} the amount of sales in monetary terms (revenue) for the current and previous periods of the year, respectively
Sales increase compared to the previous (base) period (absolute and relative, %)	$V_{relat} = \frac{(V_n - V_{n-1})}{V_{n-1}} * 100\%$, where and V_n, V_{n-1} - the volume of sales in monetary terms (revenue) for the current and previous periods, respectively
Change in sales compared with set goals (analysis of campaign performance)	- comparison of sales under the influence of a trade-marketing promotion in a one-format store of the same chain, in which the promotion was held, as well as in those points where it was not held; - compare sales from a similar promotion in different networks of a similar format; - compare sales from a similar promotion in stores of different formats
Specific increase in sales per unit of money invested	$\Delta V_{relat} = \frac{(V_n - V_{n-1})}{Z_{ads}} * 100\%$, where and V_n, V_{n-1} - the volume of sales in monetary terms (revenue) for the current and previous periods, respectively Z_{ads} -- expenses for carrying out the activity
The duration of the effect of the trade-marketing measure (the speed of return of sales to the standard value of the volume of sales without stimulation)	the period between the last day of event t and the first day of that period t_0 , when the relative (percentage) increase in sales equaled zero, that is, the day of return to the "base": $\Delta T_{period} = (t - t_{p-1})$

Components of the analysis by direction	Essence/calculation of components
Estimation of the cost of additional sales	costs of selling an additional unit of production in physical terms: $C_{ad.sell} = \frac{Z_{ads}}{(V_n - V_{n-1})}$
Analysis of customer reactions	
Increase in active client base	absolute and relative growth of customers who made a purchase during a certain time period
The share of new customers in the sales structure	$\frac{(C_n)}{CC_{cb}} * 100\%$, CN - number of new customers; CCcb- the total number of customers of the existing customer base
Amount of revenue brought in by new customers	$\Delta P_n = (P - P_{old})$ where P and P _{old} - profits total and brought by old customers for a certain period
Percentage of trade marketing campaign participants or conversion	the ratio of the number of visitors who performed the target action to the total number of visitors, expressed as a percentage: $\frac{(P_{mc})}{CC_{cb}} * 100\%$, where -P _{mc} - the number of participants of the trade marketing campaign
Reviews of customers, sales staff, sales representatives of the company	is collected by surveying customers, sales personnel, sales representatives of the company
Weighted distribution (Weighted Distribution)	is measured as a percentage of the total sales of the product by retail outlets in which at least one product of the investigated brand is recorded or shows the share of retail outlets in the total sales volume of the product category in the region. $WD_n = \frac{(VSt_1 + \dots + VSt_n)}{TVS} * 100\%$, where VS - volume of sales of the product; TVS - total volume of product sales (year, period); t1, tn are retail outlets where product 1-n is present

Source: compiled by the author based on data [16]

All indicators are recommended to be determined for the purpose of finding and optimizing the most successful trade marketing activities, as well as for comparative analysis of the effectiveness of trade marketing campaigns in different regions and distribution channels.

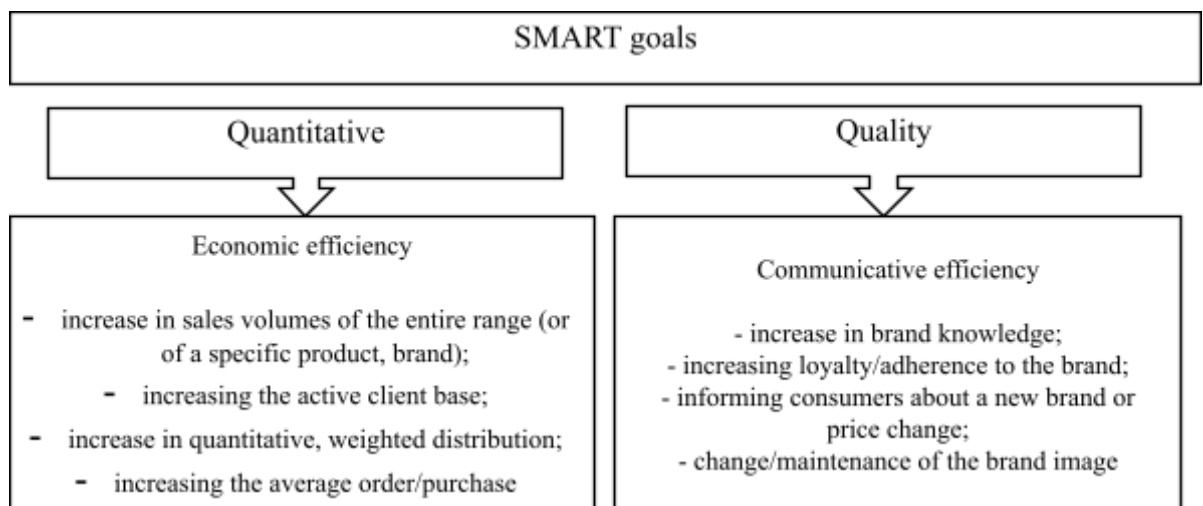
The effectiveness of the task in trade marketing can be assessed by achieving certain results, shown in fig. 1.8.



Source: compiled by the author based on data [10]

Fig. 1.8. Results of conducting trade marketing companies for evaluation

In addition, in order to carry out this analysis qualitatively, it is necessary to take into account the level of achievement of the SMART goals shown in Fig. 1.9.



Source: compiled by the author based on data [10]

Fig. 1.9. SMART goals and indicators of trade marketing effectiveness

It is worth noting that there are a number of factors that prevent the formation of goals. Among them:

- lack of data necessary for calculations and fixation of results;
- lack of evaluation criteria, since in some cases it is impossible to obtain sales data (for example, from chain stores), that is, it is not clear what exactly the increase in sales in this particular store is as a result of the research;
- too long data chain. That is, information about sales is received only a few months after the promotion;
- lack of "full" contact with the agency due to the manufacturer's failure to provide commercial data - data on sales, the number and address base of retail outlets, etc.

The main marketing metrics that allow you to evaluate the effectiveness of trade marketing are also the consumer loyalty index (NPS) and the consumer satisfaction index (CSI). To confirm the hypothesis about the influence of architecture on the effectiveness of trade marketing, we will calculate the specified metrics and conduct a correlation-regression analysis of the dependence of the consumer loyalty index on trade marketing architecture.

The consumer loyalty index (NPS - Net Promoter Score) characterizes the loyalty of consumers to a certain brand. To calculate this metric, it is necessary to select a certain number of brands and conduct a survey of consumers who should be asked the question: "With what probability (from 0 to 10) can you recommend this brand to your friends?". The calculation is made according to the following criteria (Table 1.3).

Table 1.3

Customer loyalty rating scale

How likely are you to recommend this brand to your friends?										
10	9	8	7	6	5	4	3	2	1	0
S - supporters of the brand		N - neutral consumers		C- critics (negative consumers)						

Source: compiled according to data [13]

The NPS index is calculated according to the formula:

$$NPS = d(P)\% - d(K)\% \quad (1.1)$$

where $d(P)\%$ - the share of consumers who are fans of the brand;
 $d(K)\%$ - the share of negatively disposed consumers.

Next, it is necessary to conduct a correlation-regression analysis, calculating the results of the performance indicators of the trade marketing architecture for the brands chosen for the study, and then calculate the parameters of the paired regression model. The result of the analysis must be compared with the data in Table 1.4.

Table 1.4

Criteria for evaluating the correlation coefficient according to the Chaddock scale

Evaluation interval	Qualitative assessment of the relationship between effective and factor characteristics
$0.1 < r_{xy} < 0.3$	Weak connection
$0.3 < r_{xy} < 0.5$	Moderate connection
$0.5 < r_{xy} < 0.7$	A noticeable connection
$0.7 < r_{xy} < 0.9$	High connection
$0.9 < r_{xy} < 1$	Very high connection

Source: compiled by the author based on data [13]

An equally important marketing metric that testifies to the effectiveness of trade marketing is the consumer satisfaction index (CSI), which reflects the degree of compliance of the retailer's characteristics with the expectations of end consumers in the process of purchasing goods, and therefore allows us to draw a conclusion about the quality of the company's marketing policy. The calculation is made according to the following formula:

$$\sum a_i c_i \quad (1.2)$$

where is the coefficient of significance of the i -th factor; a_i

c_i – assessment of actual satisfaction with the i -th factor.

Then again, a correlation-regression analysis is performed.

Thus, in order for the assessment of the effectiveness of trade marketing to be effective, it is necessary:

- the center of trade-marketing activity should be products that are interesting to the target market;
- create the most attractive incentive to buy the product on sale and always check before conducting the BTL program how profitable and attractive the offer is for the target audience;
- it is worth conducting marketing campaigns only in those cases when it is possible to tell about the conditions of the campaign to the target consumer and ensure a high level of awareness of the campaign;
- when developing the conditions of the promotion, it is necessary to eliminate all barriers that may prevent or scare away participation in the promotional event;
- always think about the budget and look for ways to reduce the cost of the promotion. BTL programs are always short-term in nature, do not have a long-term effect, and the costs of such programs must pay off during the period of the event;
- use Internet marketing to increase the effectiveness of promotions;
- to ensure that promotions strengthen and do not contradict brand positioning, as well as complement direct product advertising;
- carry out only those measures, the result of which can be assessed;
- constantly test new and repeat the most successful sales promotion methods;
- spend more time on calculating efficiency and simplifying the mechanics of the action.

Therefore, a deep understanding of modern trends in the use of trade-marketing tools and determining the effectiveness of trade-marketing campaigns will enable manufacturers and enterprises to fully satisfy the needs of consumers, and, therefore, to earn profits.

1.3. Modern problems and trends in the use of trade marketing at enterprises

Despite a significant amount of research in this direction, there is still a lack of conceptual clarity in theoretical and practical developments related to solving the problem of complex marketing interaction of the participants of the distribution system in the implementation of trade marketing activities, the mechanism of forming the consumer value of the product is not sufficiently disclosed, the composition of trade marketing elements is missing and directed activity, which requires systematization and substantial processing of these issues.

Trade marketing allows you to optimize business processes in marketing distribution channels, ensure long-term cooperation and effective interaction of business partners, directing all efforts to provide a unique value proposition for the consumer.

An important priority for marketers is the growth of the company at the expense of attracting new customers. Company directors and experts themselves will agree with this statement, but this same task took first place in the list of the biggest failures for the past year [15]. Analysts assume that the reason for this was the inconsistency of actions within the companies. During the survey, it became clear that marketing directors and business managers have different ideas about how trade marketers should achieve their goals. According to the CEOs, business growth will primarily contribute to the creation of new products and services, as well as the development of innovations. At this time, marketing directors believe that they should focus on increasing the share of the brand in consumer spending and increasing customer loyalty. It is obvious that CEOs expect that marketers will devote more time to strategic steps, while specialists themselves are busy solving short-term tasks [15].

Business leaders listed developing innovation, building data infrastructures and ensuring sustainable growth among the tasks that keep them up at night. CMOs focused on more operational tasks: getting the most out of ad spend, demonstrating ROI, and navigating the post-Covid-19 situation. Thus, in order to influence the development of business, marketers need to pay attention also to the global tasks facing the company.

The top managers also disagreed on what tasks marketers should delegate to agencies. Among CEOs, 60% of respondents answered that marketing should hand over the creation of user experience to contractors, consumer research and advertising scored even more points. Marketers chose marketing and consumer research, as well as communication support, as priority tasks for outsourcing [15].

The main challenges for the next 3-5 years, according to the results of a survey of marketing managers [15], are the "post-pandemic" recovery of business growth, a change in the media landscape and media consumption, insufficient understanding of new marketing technologies, and achieving a balance between artificial intelligence technologies and the human factor. In addition, the war will have a significant impact on business, which creates additional challenges, particularly in the context of changes in consumer sentiment, reduced demand and the need to adapt marketing strategies to conditions of economic and social instability.

The main aspects of the current state of trade marketing activity in Ukraine today are defined as:

- quarantine restrictions have changed the overall picture of FMCG sales channels. Street trade was the most affected - losses amounted to 10% - and became a donor for the growth of other channels - first of all, e-commerce (+70%), direct sales (+43%) and traditional stores (+23%). Fairly modest growth was recorded by supermarkets (+7%) and hypermarkets (+2%). The analysis of home consumption of 4 thousand Ukrainian households showed interesting data: despite the pandemic, in 2020 FMCG sales increased by 7% compared to 2019. At the same time, the increase in the size of the purchase amounted to 13%, although this was somewhat compensated by a decrease in the number of purchases by 5%;

- there were significant changes in the categories of purchases. Sales of Private Label products increased by 19%, while sales of leased products increased by only five. At the same time, the popularity of weight products fell by 1%;
- the change in buyer behavior has been influenced by fears of job loss and difficult financial conditions caused by the economic downturn due to the pandemic, and this level of concern is much higher in Ukraine than in other European countries;
- The coronavirus crisis has led to global changes in many industries, and the biggest of them have occurred in the virtual environment. The progress of electronic technology has only accelerated;
- automation of communication with customers made it possible to increase the audience, and the introduction of own opinion leaders increased the value of the brand in the eyes of consumers;
- the involvement of famous stars in cooperation led to the growth of the role of trade marketing in the activities of organizations, because this tool brought extraordinary income;
- currently there is a problem of high costs when forming the correct marketing activities of the enterprise, but marketing automation can reduce them;
- the use, along with traditional trade marketing tools, of new, modern forms of conveying information to the consumer brings great success when launching new and promoting advertising of old product lines;
- the expediency of connecting online trade channels has arisen. The presence of the product in domestic and global marketplaces, cooperation with online delivery services, the introduction of our own web store and mobile application allows us to be represented not only on the Ukrainian market, but also on the large markets of the CIS, the USA, Europe and Asia;
- due to the spread of the pandemic, buyers have become more pragmatic. Therefore, experts advise retailers to be honest with consumers and offer practical and realistic offers and provide more meaningful information about products. Marketers should also play the role of psychologists - reduce the anxiety of buyers, understand their problems;

- modern trends in the market require greater personalization of offers for buyers, which is why most companies in the market pay a lot of attention to the analysis of buyer behavior - and 91% of respondents believe that this is of crucial importance for maintaining competitiveness;
- the use of artificial intelligence to predict changes in consumer habits is becoming increasingly relevant [1].

Flexible trade marketing is a trend of 2023. Conventional crisis scenarios have been playing out for decades - they force consumers and companies to tighten their belts to survive the recession. The corona crisis turned out to be unique in that it forced massive and rapid changes in consumer behavior, switching them to digital channels. Companies had to adapt to the new reality - flexibility, maneuverability, readiness to adapt turned out to be the most important skills for business survival in the crisis. Historically, marketers plan campaigns several months before launch, and major rebranding - a year or even earlier. COVID-19 has adjusted this practice, forcing brands to change and cancel entire campaigns on the fly - it is unlikely that this trend will come to nothing in the future.

In addition, trade marketers are betting on caution in the coming year. According to a Gartner survey, 73% of CMOs will focus on low-risk, low-return strategies, meaning they will focus on existing markets. Approximately half of them intend to increase sales volumes of existing products to existing customers, the other half - to introduce new products to existing customers. Only 7% of Gartner surveyed marketing directors plan in 2021-2022. to capture new markets by bringing new products to them.

A trend that has intensified since the introduction of COVID-19 and continues now with the country at war is the rise of trade marketing automation. Automation systems help manage processes in trade marketing: agree budgets, plan, monitor and adjust campaigns, create reports. Due to remote work, technical solutions were needed that would provide employees with access to processes and save resources. Marketers' need for marketing automation systems will continue to grow in 2023, and by 2025, according to forecasts, it will grow by 80% [35].

There is a clear trend towards the growth of automated procurement. Over the past five years, global spending on digital advertising has increased by 54% - with two out of every three dollars spent on advertising being spent programmatically, without human intervention. With the help of algorithmic automated purchases, brands can reach relevant audiences in real time, minimizing the human factor and possible errors.

Programmatic is ready for further growth - it is successfully used in outdoor digital advertising, which is becoming more and more technological. If there are already enough digital advertising structures in Kyiv to use algorithmic procurement, then in the regions in 2022 the digitization of the outdoors will actively continue. Obviously, we will see more opportunities and technological solutions for advertisers.

In 2020, the average time that users spend on various types of media has increased to 53 hours per week, which is almost 3% more than last year. At the same time, the ad-supported model (users do not pay for content, but watch advertisements) is being replaced by streaming services, for the use of which users pay a fixed price every month. The share of advertising media fell to almost 66% worldwide, and in the USA it fell to 45% - this is a historical minimum [35].

It is worth noting that nowadays influence marketing is developing quite quickly, the development of blogging agencies and the emergence of a new type of influencers - gamers, streamers and even virtual influencers - speak in favor of this. 66% of brands plan to increase influencer marketing budgets in 2023 - accordingly, this encourages brands to look for new ways to more accurately measure ROI. According to experts, influencers will more carefully choose brands for cooperation, and the relationship between the blogger and the brand will move towards permanent ambassadorship and regular posts. We can also expect increased moderation on the part of platforms that are interested in safe and ethical advertising - recently Instagram banned advertising of diet pills, alcohol, tobacco and vapes, and TikTok - promotion of weight loss services.

So, the most accurate forecast for 2025 is that there will be a lot of work for trade marketers. No matter how the situation returns with the exit from the pandemic, the field of trade marketing will continue to develop. The main modern problems in the field of trade marketing today can be called financial macro-stabilization; the spread of

the Covid-19 pandemic, which brings with it total changes in the field of marketing; increased competition in the market of highly effective advertising agencies prompts an increase in prices for their services; the problem of entering international markets; turnover of personnel potential abroad. And although there is still uncertainty about what changes to expect, in the future enterprises will need the following areas as guidelines: flexible marketing, digital transformation, first-party data, rethinking of advertising strategies, honesty and environmental friendliness. The main trends in the development of trade marketing activity in Ukraine are: parallel use of offline and online channels of sales of goods; use of artificial intelligence, innovative ideas for traditional and "low-AI" areas, including merchandising and events; creation of the company's own trade marketing team instead of hiring freelance managers; to be on the client's side, satisfying needs as much as possible.

CHAPTER 2

DIAGNOSTICS OF THE FINANCIAL CONDITION AND ASSESSMENT OF THE
EFFICIENCY OF TRADE-MARKETING ACTIVITIES AT AB INBEV EFES
UKRAINE

2.1. Technical and economic characteristics of AB INBEV EFES UKRAINE
PJSC

AB InBev Efes is a world leader in brewing, which is one of the five largest producers of consumer goods. AB InBev Efes was formed on March 31, 2018 as a result of the merger of AB InBev and Anadolu Efes businesses in Ukraine. The total number of employees is about 6 thousand people. AB InBev Efes is one of the leaders of the Ukrainian brewing market and a joint venture of the world's largest brewing company Anheuser-Busch InBev, as well as Turkey's largest brewing company Anadolu Efes.

General information about the company is shown in the table. 2.1.

Table 2.1

General characteristics of AB INBEV EPHESES UKRAINE PJSC

Full name of the issuer	PRIVATE JOINT STOCK COMPANY "AB INBEV EPHESES UKRAINE"
Organizational and legal form	Joint-stock company
Identification code of the legal entity	30965655
Location	03150, Ukraine, . district, m. Kyiv, Fizkultury str., b.30-V
Area code, phone and fax:	+380 (44) 201-40-00, +380 (44) 201-40-00
Email address	office.ukraine@ab-inbev.com

Source: compiled by the author based on data [27]

The company has 3 breweries in Ukraine: in Chernihiv, Mykolaiv and Kharkiv.

AB InBev Efes is a private joint-stock company located in the city of Leuven (Belgium), with American depositary receipts on the New York Stock Exchange

(NYSE: BUD). The company is a world leader in brewing and is among the top five producers of consumer goods.

The company was established in 1999. as a strategic partnership between InBev, the world's leading brewing company, and SAN Group, which has been operating in the region since 1958.

Beer is the oldest social network, bringing people together for thousands of years. Today, the company's portfolio includes more than 200 beer brands, continuing to strengthen connections between consumers around the world. Among them, global brands - Budweiser, Stella Artois, Corona Extra, international brands - Beck's, Leffe, Hoegaarden and local market leaders - BUD Light, Skol, Brahma, Antarctica, Quilmes, Victoria, Modelo Especial, Michelob Ultra, Harbin, Sedrin, Velkopopovický Kozel, "Old miller from a tub", "Chernihivske", "Village and People" kvass, "De Sad" cider and others.

AB Inbev Efes' commitment to tradition and quality originates from the Den Horn brewery in Leuven (Belgium) since 1336, and the innovative spirit from Anheuser&Co, founded in 1852 in St. Louis (USA).

Geographically diversified with a balanced presence in stable and dynamically developing markets, AB Inbev Efes unites around 200,000 employees in 50 countries around the world. In 2017, AB InBev's revenue was \$43.6 billion.

The Business Service Center of AB InBev in Kharkiv is an internal division of the company, an independent functional part, the purpose of which is to support and manage business processes, improve financial transparency and increase the level of service for our clients. The Business Service Center (BSC) was established in November 2008 to support the company's business in Central and Eastern Europe.

Today, BSC is the largest European office of AB InBev, which employs about 600 employees in the departments of finance, logistics, sales support, procurement support, personnel, planning and analysis of production efficiency, international reporting, and marketing.

In Ukraine, AB InBev Efes is represented by ABINBEV EFES Ukraine, which is a recognized leader of the Ukrainian brewing market. The portfolio of beer brands

consists of global TMs: Bud, Corona Extra, Stella Artois; international TMs: Hoegaarden, Leffe, Beck's, Lowenbrau, Franziskaner, Spaten, Staropramen, Taller, Velkopopovickiy Kozel; as well as local TMs "Chernigivske", "Zhygulyvske Original", "Rogan", "Yantar", "Selo i Lyudi", "DeSad" and others.

The main sales markets are the beer market of Ukraine, export. Sources of raw materials, their availability, price dynamics: raw materials are purchased from suppliers; an increase in the price of the supply of raw materials is observed in most cases.

As a socially responsible company, ABINBEV EFES Ukraine implements a number of initiatives in all the cities of its presence. Among the most iconic are such projects as: "Day of responsible beer consumption", "Drink - don't get behind the wheel", "Family conversation. Checklist for parents", Save Trukhaniv Island and others.

Information about the peculiarities of the state of development of the production industry:

- increase in the Ukrainian market of beer with premium and super-premium components, expansion of licensed brand segments;
- significant increase in the volume of beer imports in connection with Ukraine's entry into the WTO;
- increase in the price of beer products.

The level of introduction of new technologies and new products is high. The peculiarities of production are the dependence of production volumes and consumption of products on seasonality.

Due to labor migration, it is becoming more and more difficult for the company to provide production with employees, so the bet is placed on educating its own personnel. A 21-week Supply Discovery Trainee internship program is provided for students. The social package for employees includes health insurance, life insurance, 50% of the cost of a gym membership. During the lockdown period, the company transferred those who could do their work remotely to remote work mode. The rest guaranteed safety at the workplace.

During the period of adaptation to the new reality of the COVID-19 pandemic and difficult business conditions, AB InBev Efes Ukraine managed to continue the

development of the brand portfolio and maintain its market position despite the decline of the beer market by 1.9%, according to the Nielsen company. Also, according to Nielsen data, growth was demonstrated by the following brands: "White Bear" (+1.7 pp), "Stariy Melnyk z Dzizhki" (+0.2 pp), Velkopopovický Kozel (+0.3 pp). Premium segment brands also showed traditional growth: Stella Artois (+0.1 pp) and Corona Extra (+0.2 pp). Kvass "Village and People" increased its market share almost twice.

Let's analyze the financial and economic status of ABINBEV EFES Ukraine PJSC for 2019 and 2020 in the table. 2.2.

Table 2.2

Assessment of the financial condition of PJSC "AB InBev Ephes Ukraine" for 2022 - 2023

Indicators	2022	2023	Absolute deviations	Relative deviations, %
The total value of assets thousand UAH	4,518,655	5,240,783	722 128	1.15
The value of non-current assets in thousand hryvnias.	3,277,743	3,705,782	428,039	1.13
The value of current assets is UAH 1,000.	1,240,912	1,535,001	294,089	1.23
Own capital, thousand hryvnias.	230 176	96,958	-133,218	0.42
Raised capital, thousand hryvnias.	825,800	1,155,000	329,200	1.39
Funding thousand hryvnias.				
- for wages	294.83	170.50	-124.33	0.57
- an average accounting employee	706.30	831.08	124.78	1.17
The cost of fixed assets, thousand hryvnias:				
- the original	3,425,639	3,375,542	-50,097	0.98
-residual	3,375,542	3,085,522	-290,020	0.91
Depreciation rate of fixed assets	0.98	0.91	-0.07	
The rate of renewal of fixed assets	-0.02	-0.09	0.07	
Asset mobility ratio	1	1		
Ratio coefficient				
non-current and current assets	2.64	2.41	-0.23	
current and non-current assets	0.38	0.41	0.03	

The average registered number of employees, persons.	2108	1946	-162	
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Source: compiled by the author based on data [27]

According to the data given in the table. 2.2, the total value of the company's assets at the end of 2023 amounted to 5,240,783 thousand. UAH Compared to 2022, it increased by 722,128 thousand. UAH or 15%. This indicates that the company is developing and has a stable financial condition. The company's equity decreased by 133,218 thousand. UAH., as a result of which there was a need to attract additional borrowed capital, the amount of which increased by 329,200 thousand UAH. hryvnias, or by 39%. The coefficients of the ratio of non-current and current assets and current and non-current assets indicate that the enterprise is engaged in production activities, which is characteristic of all production enterprises. An increase in the share of current assets should be considered positive in strengthening the financial condition, which reduces the risk of compensation of advanced capital and increases its return due to the acceleration of the turnover of working capital.

To analyze and identify the company's strengths and weaknesses, it is necessary to carry out a SWOT analysis. SWOT analysis is a method of strategic planning, which includes the identification of strengths (S) and weaknesses (W) within the enterprise and the analysis of potential opportunities (O) and threats (T) of the external environment in order to further use opportunities and strengths, elimination of weaknesses and minimization of the impact of threats (Table 2.3) [27].

Table 2.3

SWOT analysis of "AB INBEV EFES Ukraine" PJSC

Strengths (S)	Weaknesses (W)
<ol style="list-style-type: none"> 1. High level of production potential capacities; 2. Availability of a well-coordinated system sales of products; 3. The quality of products corresponds to the state standards standards; 4. Availability of effective logistics on 	<ol style="list-style-type: none"> 1. Increase in equipment costs; 2. High level of depreciation of fixed assets; 3. Up to 60% of equipment will be purchased through credit resources; 4. High cost of financial involved resources; 5. Insufficient use of production

the enterprise; 5. Availability of energy-saving technologies; 6. New equipment; 7. A wide range of products; 8. Availability of production reserves capacities	capacities
Opportunities (O)	Threats (T)
1. Investment attractiveness of the industry long-term perspective; 2. Demand for a wide assortment products; 3. Expansion of product sales channels; 4. Experience of other issuing companies similar products; 5. The appearance of new suppliers on the market; 6. Horizontal integration with current ones competitors; 7. Crisis state of competing enterprises	1. Political instability in the state; 2. The presence of strong strategic competitors; 3. Fall in the level of purchasing power capabilities of the population; 4. Devaluation of the national currency; 5. Rising inflation; 6. Changes in consumer needs and tastes

AB InBev Efes Ukraine is not resting on its laurels and plans further business development and implementation of socially significant initiatives in 2022.

Prospective development plans of the company: increase of own share in the beer market, implementation of effective sales technologies and improvement of beer production, support of social projects aimed at the development of responsible consumption, increase of profit.

2.2. Analysis of marketing activities of the enterprise

Conducting marketing research is an integral prerequisite for the formation of the enterprise's market strategy, the analytical basis for determining the priorities and tasks of domestic financial institutions, aimed at the constant search for ways to improve the quality of existing services and introduce new ones. The role of marketing research is to assess the needs, requests and demand of customers, which helps to create a program to

satisfy them, identify and define both problems and opportunities for the bank to implement and evaluate its marketing activities.

The company AB InBev Efes Ukraine constantly takes into account the changing tastes of the modern consumer, following trends and adapting the marketing strategy to his requests. Each campaign is developed individually, taking into account the specifics of the brand, its tasks, audience and competitive environment. Marketing strategies adapt to people's preferences, so investments are mainly made in growing brands and segments. For example, during the pandemic, the interest of the company's audience significantly increased in premium brands - BUD, Stella Artois, Corona, Leffe and Hoegaarden, which stimulated the company to revise the concept and present new product flavors to the consumer.

When evaluating marketing activity, it is first necessary to consider the structure that performs marketing functions at AB InBev Efes Ukraine. The company has a marketing department headed by a manager. In addition to the manager, there are also employees of the department who, for example, carry out marketing strategy, advertising activities, marketing communications, with the help of customer surveys, studying the market of competitors. The manager is also responsible for analyzing the product on the market and taking measures to improve its position (Fig. 2.1) [22].

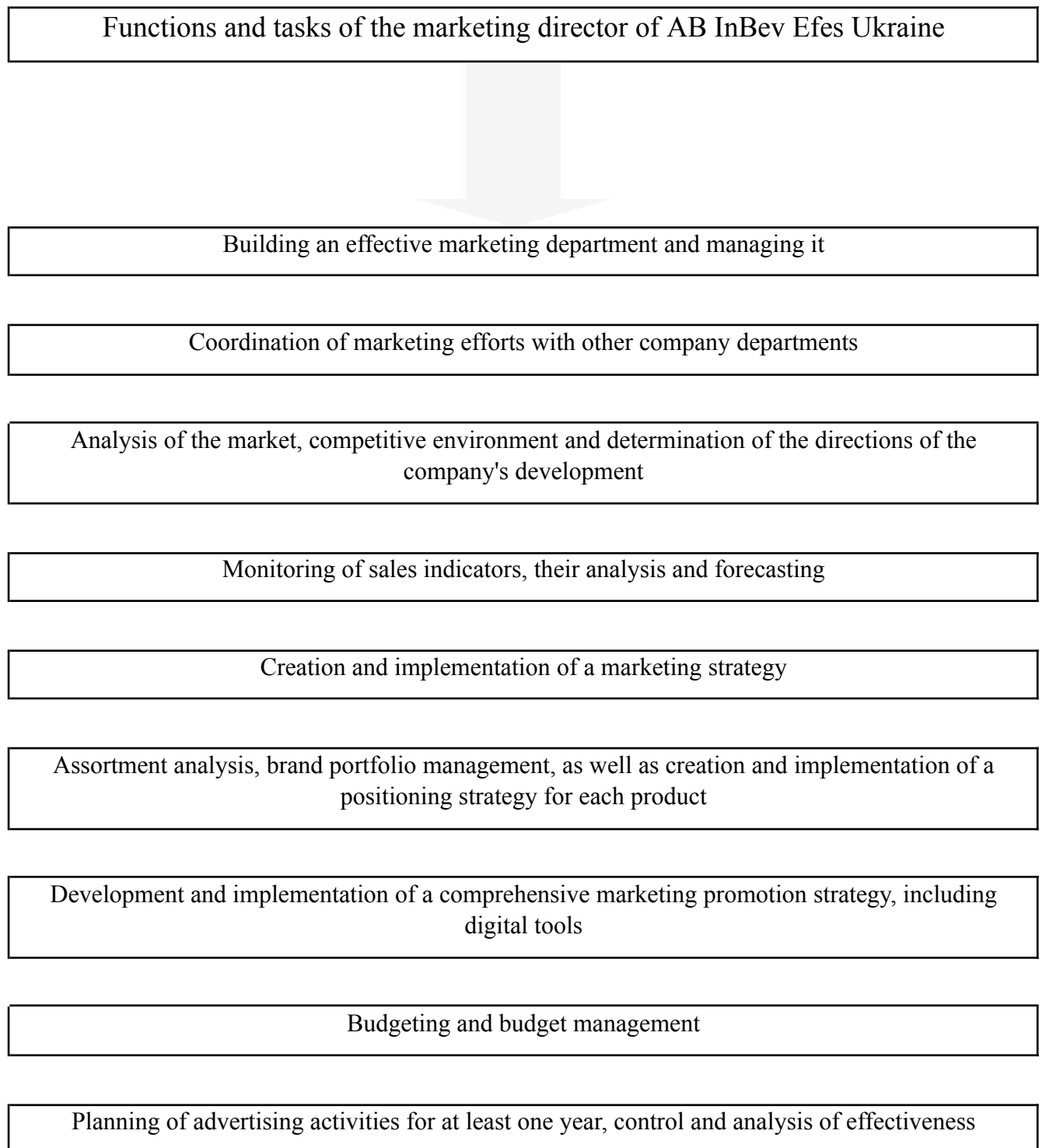


Fig. 2.1. Functions and tasks of the marketing director of AB InBev Efes Ukraine

In order to determine the direction of its activity and its own marketing strategy in the brewing market, the enterprise first defines the missions and goals that it will follow. AB InBev Efes Ukraine defines its purpose as follows: to unite people to make the world a better place. As a socially responsible company, AB InBev Efes Ukraine

implements a number of initiatives in all cities of its presence. Among the most iconic are such projects as: "Day of responsible beer consumption", "Drink - don't get behind the wheel", "Family conversation. Checklist for parents", Save Trukhaniv Island and others.

The marketing strategy of the largest brewery in the world has undergone significant changes over the past year. Instead of taking a defensive or conservative stance during the Covid-19 pandemic, the company used this time to accelerate its team's transformation as modern marketers. AB InBev Efes Ukraine turned its marketing plans upside down and implemented the corporate-wide process "Ideas for Good". Representatives from all departments pooled all their resources, and every week for three months, the teams came together to come up with ideas and briefs on what could be done to help the communities and their clients.

AB InBev Efes has developed its own Code of Responsible Marketing and Commercial Communications [27]. The provisions of the Code apply to all types of marketing or commercial communications regarding alcoholic and non-alcoholic products, as well as trademarks of AB InBev Efes alcoholic products. The types of marketing activities of the company should include: traditional advertising (in particular, television, radio, print media, outdoor advertising, cinema); direct and behavioral marketing, including sms messages and mailings; advertising using digital media; branding, packaging and labels; external communications (consumer, trade, brand); experiential marketing (for example, music festivals, sporting events, culinary events and promotions); sponsorship activities, including sports, group activities, events, celebrities and influencers; commercial accommodation; advertising events and promotions; category marketing; materials for working with consumers at points of sale.

AB InBev Efes applies the same minimum standards for all its communications, including digital media. Digital media is the main channel of communications and includes, among others:

- websites controlled by AB InBev Efes;
- paid search;
- screen advertising (moving and stationary);

- interactive television ("red button");
- e-mail;
- SMS and MMS messages on mobile devices;
- written or recommended product reviews;
- advertising in games;
- content intended for the user under the control of AB InBev Efes;
- viral advertising under the control of AB InBev Efes;
- pages or channels of brands in social networks, including Facebook, Instagram, Twitter, YouTube, etc.;
- applications that can be downloaded; and also:
- video games [27].

Before moving on to a direct assessment of the impact of marketing policy on the efficiency of the enterprise, it is necessary to decide which indicators will be taken for modeling. It is obvious that the marketing activity of the enterprise is characterized by costs aimed at financing advertising, public relations, market research and segmentation, product promotion, etc. The annual volume of sales costs of the enterprise is a quantitative characteristic of marketing activity and is taken as a factor characteristic for modeling.

The quantitative expression of the efficiency of the enterprise can be in absolute and relative indicators. Absolute indicators of efficiency are profit, income, expenses, etc., and relative indicators are profitability (profitability), turnover (return) of resources, etc. To assess the impact of marketing activities on the efficiency of the enterprise, we will take the most generalized absolute indicator as the resulting indicator - profit from sales of products, or gross profit, since for large enterprises in conditions of competition, it is not the maximization of profitability, but the maximization of the profit volume that becomes more important [6].

Let's summarize in the table. 2.4 value of sales costs and gross profit of AB InBev Efes.

Table 2.4

Performance indicators of AB InBev Efes for 2017-2023, thousand UAH

Year	Sales expenses	Gross profit
2017	986 654	1,036,982
2018	1,022,137	1,235,522
2019	917 764	1,023,652
2020	1,148,500	1,251,684
2021	1,395,710	1,470,870
2022	1,716,471	2,107,739
2023	1,859,779	2,002,382
Average	1,292,430.71	1,446,863.43

Source: compiled by the author based on data [27]

Analysis of AB InBev Efes performance indicators for 2017-2023 shows a general upward trend in both cost of sales and gross profit. In particular, sales expenses increased from 986,654 thousand UAH in 2017 to 1,859,779 thousand UAH in 2023, and the gross profit increased from UAH 1,036,982,000 UAH up to 2,002,382 thousand UAH for the same period. The peak of gross profit fell in 2022 (2,107,739 thousand UAH), after which a slight decrease is observed in 2023. The average value of sales costs for this period is 1,292,431 thousand. UAH, and the average gross profit — 1,446,863 thousand. UAH, which indicates the general growth of the company's activity indicators, despite some fluctuations between years.

AB InBev Efes is the most client-oriented company. In turn, the company's customers are divided into three types, if we take into account the supply of finished products, namely: distributors, key and export customers. Each type has its own peculiarities in the organization and management of receiving and processing orders, forecasting beer production and supply.

Today, the company actively uses a whole set of digital tools that allow tracking the movement of goods from the factory warehouse to the end customer. A client of a distributor, for example, can place an order for the return of containers, become a

member of the loyalty program and receive an offer for a unique online promotion. In the future, it is planned to modernize this solution and expand its opportunities for partners.

Therefore, the B2B platform allows you to quickly and safely import and export goods without unnecessary costs, as well as to optimize many other business processes. Thanks to this development, not only the company's clients, but also large retail chains, retail stores, restaurants and bars can place orders at any convenient time for them. They also get access to the company's entire assortment, product presentation analysis, and online product consultation.

Let's consider the marketing innovations at AB InBev Efes Ukraine, which allow the company to remain the leader in the production and sale of beer products in Ukraine. A carefully thought-out marketing strategy is the key to a successful launch [3]. First of all, the company analyzes the market to identify segments in which the company is underrepresented. Before launching a new brand, specific goals for this launch are formed, communication with competitors is monitored and it is determined what the company can bring to this or that segment. Next, communication channels are chosen. For example, for "super premium" brands, a choice is often made in favor of digital and outdoor advertising, for "core brands" - advertising on TV, accompanied by digital and outdoor advertising as well. Digital advertising mainly focuses on YouTube, Facebook and Instagram. The advantage of digital is that it has fewer restrictions than TV, so the company also uses the video format there.

In the marketing strategy of the enterprise, there is an orientation not only to the launch of new products, but also to the protection of the positions of time-tested brands. For example, years ago, the company carried out a large-scale renewal of the Chernihivske brand - the most popular Ukrainian unfiltered beer. The brand was modernized in the context of design and communications, which helped strengthen its status as a segment leader.

As for creativity in marketing activities, the company focuses on "creative excellence", so when launching new brands, it often cooperates with creative partners. "The agency must feel the brand to offer a better idea" [4]. Recently, the company has

partnered with Leo Burnett and Young & Rubicam to launch beer, while Rockets Growth R&D helped launch kvass. Other creative partners include "Banda", with whom the company worked on the "BUD" and "Stella Artois Christmas" projects.

The company regularly invites new creative partners, trying to offer non-standard solutions that give an unusual experience. Among the most original projects of 2019 is the "Book of Legendary BUD Parties", a chronicle of legendary Ukrainian raves since the 1990s.

Another non-standard is a digital application with the effect of augmented reality (Augmented Reality) Zir Brands for the sponsorship of BUD at the Tomorrowland festival.

A fairly vivid example of a developed marketing strategy at AB InBev Efes Ukraine is participation in activities related to environmental protection, including:

- use of innovative technologies and design solutions in the process of manufacturing containers;
- emphasis in the work of the enterprise on eco-processing and modernized waste disposal;
- launching an eco-flashmob among employees, in which colleagues shared their steps to preserve the environment and biodiversity.

It is worth noting that the corona crisis provoked changes in the market in the direction of "modern trade". If we talk about beer, people have switched from shopping in traditional stores to the channel of modern trade. If in 2020 "modern trade" occupied about 48% of the market, now it is more than 55%. And with the advent of the pandemic, this trend significantly increased.

Also, purchases inside retail outlets almost doubled, although the number of receipts decreased - this suggests that people began to go to the store less often, but buy more at one time, trying to buy goods in stock. That is why AB InBev Efes Ukraine can use this time by creating a special application in which not only distributors or merchandisers will be able to control deliveries, but also ordinary retail customers will be able to place an order online and pick it up either at the nearest supermarket or with home delivery.

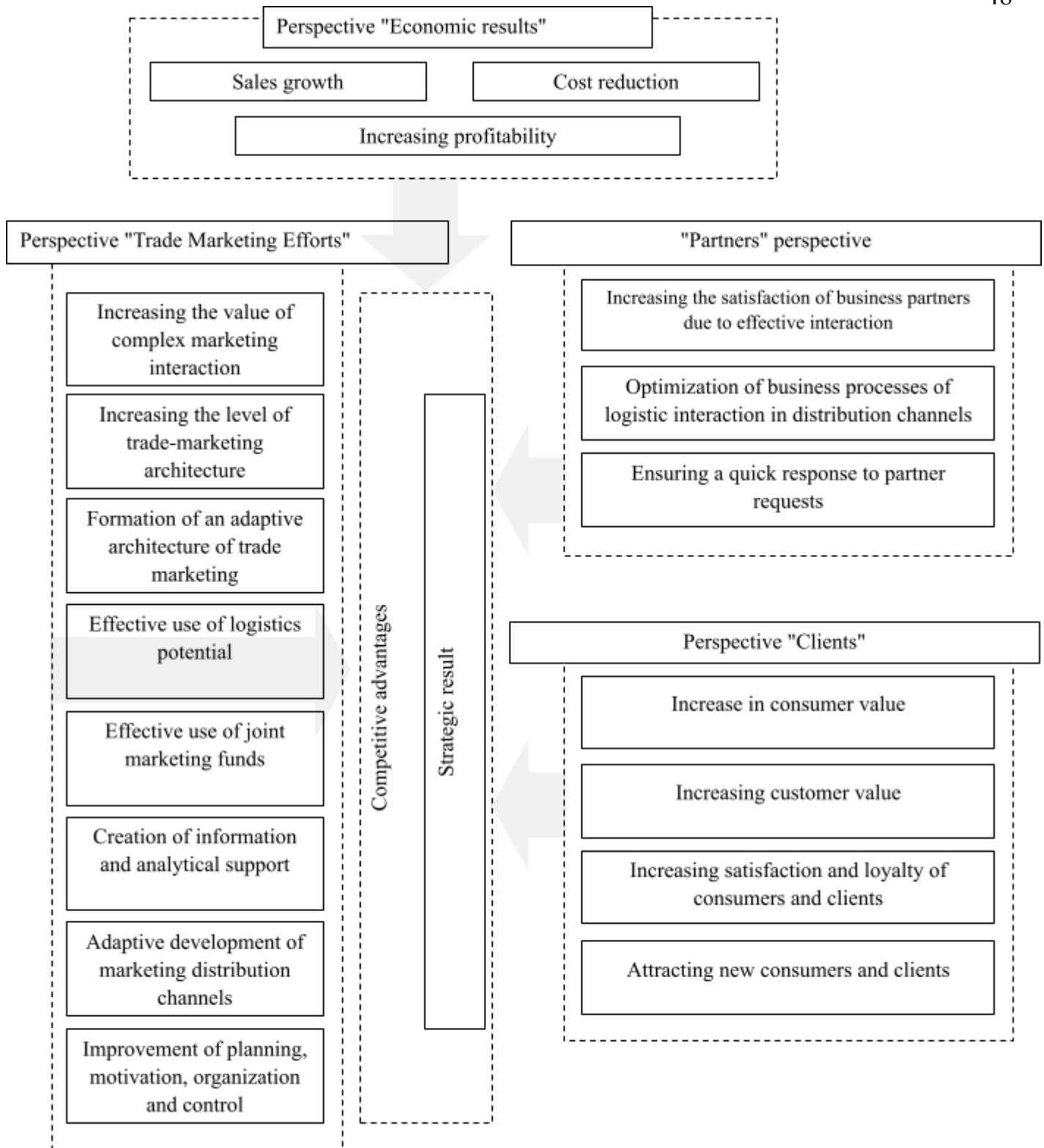
2.3 Marketing metrics of trade marketing effectiveness at the enterprise

The formation of the trade marketing system necessitates a deep understanding of market mechanisms, patterns of behavior of consumers and competitors, the presence of internal sources of ensuring competitive advantages and reserves for increasing the efficiency of trade marketing activities.

Making strategic decisions in the field of trade-marketing activity is connected with the need to assess the degree of achievement of trade-marketing goals, taking into account market opportunities and adaptation to a complex and unstable external environment, studying the values of marketing interaction of participants in the marketing channels of product distribution, as well as the level of consumer satisfaction goods and services.

Ensuring the overall effectiveness of trade marketing due to the efforts of synergistic effect contributes to obtaining long-term sustainable competitive advantages in marketing channels of distribution.

Thus, it is possible to create a model of a map of the strategic effectiveness of trade marketing, which shows the relationship of key perspectives with the enterprise's value system and the defining strategic directions of its development (Fig. 2.2).



Source: compiled according to data [13]

Fig. 2.2. A model of the map of strategic effectiveness of trade marketing

In the process of evaluating the effectiveness of trade marketing, the determination of key indicators necessary for qualitative and quantitative analysis of the efforts of enterprises to implement marketing programs is of primary importance -

marketing metrics, which are considered as "... the ability to evaluate the effectiveness of marketing from an economic point of view, using a wide set of indicators, such as financial , so non-financial" [13].

A distinctive feature of the methodological approach to evaluating the effectiveness of trade marketing is the definition of marketing metrics for each of the participants in marketing distribution channels (manufacturer, distributor and retailer) taking into account the specifics of their work. We note that marketing metrics are a dynamic category that changes depending on the specifics of the company's work on the market, the company's goals in the market, the company's marketing policy, etc. Therefore, the composition of marketing metrics can change, be specified and adjusted depending on the strategy of the enterprise's trade-marketing activity.

Marketing metrics are primarily qualitative indicators used in the process of evaluating any aspect and performance. Since the calculation of quantitative indicators is characterized by the lack of necessary information, especially when evaluating the trade marketing efforts of participants in marketing channels of distribution, it is possible to use a complex of qualitative indicators of marketing metrics that allow evaluating the effectiveness of the formation of the architecture.

We will analyze the effectiveness of the use of the main functionality of the trade marketing architecture by manufacturers, distributors and retailers (Table 2.5) using the method of expert evaluations on a 10-point scale.

The final value of the effectiveness of the use of the main functionality of the trade-marketing architecture \overline{F}_{gen} was calculated according to the formula:

$$\overline{F}_{gen} = \sum_{i=1}^n \overline{f}_{gen_i} \times a_i \quad (2.1)$$

where is the average value of the ith element of the trade marketing architecture;

\overline{f}_{gen_i}

a_i - the weight value of the importance of this element of the trade marketing architecture for each of the participants in the marketing channels of distribution.

$$Y_{F_{gen}} = \frac{\overline{F_{gen}}}{F_{max}} \times 100\% \quad (2.2)$$

where $Y_{F_{gen}}$ is the level of effectiveness of the main functionality of the trade marketing architecture;

F_{max} - the maximum possible score of the i -th element of the trade marketing architecture is equal to 10 points.

To analyze the effectiveness of Ab Inbev Efes Ukraine in the field of using trade marketing metrics, the indicators of the activity of the distributor Saineko and the retailer ATB-Market were taken.

The results of the analysis indicate that large and well-known enterprises have sufficient potential for effective trade marketing. Thus, the final indicator of the effectiveness of the main functionality showed that the producer Ab Inbev Efes Ukraine has a value of 60.27%, the distributor Saineko – 58.28%, the retailer ATB-Market – 63.56%.

Table 2.5A

Evaluation of the effectiveness of using the main functionality of the trade-marketing architecture

Elements of architecture	Quality metrics	Weight of criteria	PrJSC "Ab Inbev Efes Ukraine"	LLC "Saineko"	"ATB-Market" LLC
Category management	The level of implementation of category management in the practice of the manufacturer	0.75	3	4	5
	Development of assortment strategy		7	6	5

	Speed of response to changes in consumer needs		7	5	7	
	The level of updating the product range		8	7	8	
	Product life cycle management		4	4	6	
	Packaging design		9	9	7	
	The quality of sales forecasts of individual categories of goods		5	6	4	
	Tracking sales trends		6	5	6	
	The quality of information interaction with other participants		6	5	9	
	Average score		6,11	5.67	6.33	
	Weighted assessment		0.46	0.43	0.48	

Table 2.5B

Elements of architecture	Quality metrics	Weight of criteria	PrJSC "Ab Inbev Efes Ukraine"	LLC "Saineco"	"ATB-Market" LLC	
Marketing price policy	Development of a pricing strategy	0.185	6	5	6	
	The originality of the selection of pricing objectives		8	7	5	
	The level of consumer perception of the price, which reflects the value of the product		7	7	6	
	The degree of price differentiation within the product range		5	7	6	
	Price incentives for consumers/clients		8	6	5	
	Monitoring of competitors' prices		6	5	5	
	Average score		6.67	6.17	5.50	
	Weighted assessment		1.23	1.14	1.02	
Marketing distribution policy	Development of a marketing distribution strategy	0.226	6	5	7	
	Territorial coverage of the market		8	7	7	
	Growth rates of sales volumes		6	5	9	
	Effectiveness of sales services		8	8	7	
	Architecture of distribution channels		7	6	8	
	Management policy of sales representatives		6	7	5	
	Logistic possibilities		7	8	7	
	The level of integration of flow processes in distribution channels		5	5	9	
	Average score		6.13	6.38	7.38	
	Weighted assessment		1.38	1.44	1.67	

Merchandising	Support of sales of own brands	0.128	8	7	8	
	Consistency of the merchandising marketing strategy with the strategies of the participants in the marketing distribution channel		7	6	10	
	Formation of teams of merchandisers		4	6	8	
	Development of a plan for the placement of goods in the sales hall		5	4	5	
	Availability of POS materials		8	6	9	
	System of control of stocks of own brands		5	4	10	
	Average score		6.17	5.50	8.33	
	Weighted assessment		0.79	0.70	1.07	
Service	The range of services provided	0.094	7	8	6	
	Advantage for the client of terms and forms of product supply		3	6	8	
	Availability of customer service standards		6	6	7	
	Reliability of supplies		7	7	6	
	Flexibility of supplies		3	8	5	
	Frequency and rhythm of deliveries		5	6	7	
	Financial terms of service		6	4	8	
	The level of provision of consulting, marketing and logistics services		4	5	6	
	Customer service level monitoring system		5	7	4	
	Average score		5.36	6.55	6.36	
Weighted assessment		0.50	0.62	0.60		

Table 2.5C

Elements of architecture	Quality metrics	Weight of criteria	PrJSC "Ab Inbev Efes Ukraine"	LLC "Sainco"	"ATB-Market" LLC
Co-marketing	Level of brand awareness	0.191	10	7	10
	Advertising activity		8	6	9
	Stimulation of sales of sales representatives		6	5	5
	Promotion of consumer sales		8	6	6
	Use of innovative types of marketing (event, guerrilla, viral, neuromarketing, mobile)		4	3	4
	Public relations		6	7	5

	Co-branding activity		8	7	6
	Coalition loyalty programs for end consumers		4	3	3
	PP-activity		6	6	7
	Informativeness of the site		5	0	8
	Online sale of goods		0	0	0
	Advertising content		5	2	4
	Activity in social networks		8	6	7
	Average score		5.85	4.69	4.85
	Weighted assessment		1.12	0.90	0.93
Marketing staff	Value orientation of personnel	0.101	6	5	7
	Qualifications and experience of personnel		5	5	6
	Staff competence		6	7	6
	Innovative activity of personnel		8	7	6
	The level of consulting and advertising and informational work of the staff		4	6	5
	Average score		5.80	6.00	6.00
	Weighted assessment		0.59	0.61	0.61
Final weighted assessment			6.07	5.83	6.36
Effectiveness of the main functionality of trade marketing, %			60.27	58,28	63.56

Source: compiled by the author based on data [27]

The conducted study showed that the problematic areas of the enterprises' work are: insufficient attention to the practice of implementing category management, weak development of sales forecasts both in general for the enterprise and for individual categories of goods, low level of service, insufficient use of innovative types of marketing, low co-marketing activity.

A number of problems in the field of use of joint marketing funds were also revealed, which is explained by the lack of practice in developing programs for the targeted use of joint marketing funds and the application of scientifically based methods for calculating the need for financial resources, as well as a poorly established control system over their use. The processes of planning, control and coordination of the process of interaction between the participants of advertising channels of distribution are also not effective enough in the studied enterprises.

For the effective organization of trade marketing at enterprises, it is necessary to develop end-to-end regulations on functional divisions, which provide for the interaction of distribution channel participants and the coordination of actions in the implementation of trade marketing functions.

Considering the state of the logistics functionality of the trade marketing architecture (Table 2.6), we note that among the studied enterprises, its greatest importance is noted in Ab Inbev Ephesus Ukraine (51.7%) and ATB-Market (52.3%), which have their own warehouses and are independently engaged in logistical support of manufactured and sold products.

Table 2.6

Evaluation of the effectiveness of using the main functionality of the trade-marketing architecture

Elements of architecture	Quality metrics	Weight of criteria	PrJSC "Ab Inbev Efes Ukraine "	LLC "Saineco "	"ATB-Market " LLC	
Order management	Order execution speed	0.419	8	7	8	
	Quality of order fulfillment procedures		5	6	7	
	Speed of response to the client's needs		7	6	6	
	Rhythmicity and uniformity of product supply to the customer		4	5	5	
	Average time of product delivery delays		3	5	4	
	The quality of interaction between functional divisions (logistics, marketing, sales and finance departments)		5	4	3	
	The cost of the "order management" business process		7	2	4	
	Intensity of commodity flows		6	5	6	
	The quality of information interaction with other participants		6	5	9	
	Average score		5.00	5.67	6.33	
	Weighted assessment		0.46	0.43	0.48	

End of Table 2.6

Elements of architecture	Quality metrics	Weight of criteria	PrJSC "Ab Inbev Efes Ukraine "	LLC "Saineco "	"ATB-Market " LLC
Warehousing	The level of use of storage facilities	0.219	7	8	8
	Optimum storage conditions		8	6	8
	The level of mechanization and automation of warehouses		7	6	5
	The level of performance of loading and unloading and warehouse operations		7	4	6
	Qualification and work experience of warehouse workers		8	7	6
	The quality of the order picking system		7	7	7
	The cost of the "warehousing" business process		8	6	8
	Average score		7.00	5.38	6.88
	Weighted assessment		1.18	1.53	1.51
Transportation	State of own transport fleet	0.052	8	2	8
	The state of loading and unloading operations		6	4	8
	Accuracy of registration of accompanying goods and transport documents		7	4	6
	Ensuring storage of goods during delivery		8	7	6
	Adherence to the terms of delivery of goods		7	6	7
	Qualification and work experience of employees of the transport department		8	6	8
	The cost of the "transportation" business process		7	4	7
	Average score		7.00	5.38	6.88
Weighted assessment		1.53	1.18	1.15	
Inventory management	The rationality of the inventory management system	0.196	6	6	7
	The degree of use of inventory management methods to calculate their optimal value		5	4	4
	Level of inventory holding costs		7	5	6
	The level of spending on shortages of goods		8	9	8
	Inventory turnover		6	5	7

	Customer stock maintenance policy		3	2	8
		Average score	5.67	5.33	6.67
		Weighted assessment	1.11	1.05	1.31
		Final weighted assessment	4.67	5.17	5.23
	Effectiveness of the main functionality of trade marketing, %		51,72	46,73	52,27

Source: compiled by the author based on data [39, 43]

The main problem of low efficiency is insufficient use of modern information and computer systems and technologies in the practice of trade-marketing activities of enterprises. Meanwhile, for example, one of the promising directions for improving the interaction of the participants of the marketing channels of product distribution is the use of Vendor managed inventory (VMI) technology, which is used to manage the inventory of the retail network directly by the supplier. At the same time, it is assumed that the supplier can place his goods on the territory of the customer, and payment for these goods occurs only after sale; the supplier's access to the client's database is ensured, which allows him to carry out analysis and decision-making regarding the replenishment of the client's stocks; the constant presence of the supplier's representative at the client's sites is necessary.

Thus, on the basis of the calculations, a conclusion was made about the average efficiency of the trade marketing architecture of the studied enterprises. At the same time, the lowest level of efficiency is characteristic of small distributor enterprises, which are characterized by weak activity in the implementation of complex marketing interaction. In addition, it can be concluded that the strengthening of integration processes leads to the creation of a more effective trade marketing architecture. That is why Ab Inbev Ephesus Ukraine should pay attention to the construction of such an architecture in the course of its trade-marketing activities.

CHAPTER 3

IMPROVEMENT OF THE TRADE MARKETING MANAGEMENT SYSTEM AT THE ENTERPRISE "AB INBEV EFES UKRAINE"

3.1. Ways to improve the trade marketing system at the enterprise

The current state of the consumer market determines the specifics of the functioning and interaction of the participants of marketing distribution channels, which requires a qualitatively new approach to the formation of strategies for their development. Since trade marketing is focused, first of all, on increasing consumer value and satisfaction of business partners due to effective business interaction in distribution channels, it is appropriate to apply a portfolio approach to the development of its development strategy, which involves the development of strategic solutions for all participants in the interaction in value chain [13].

This approach was first developed by H. Markowitz for the formation of a balanced portfolio of enterprise assets taking into account the maximization of income and the minimization of risk, and then became widespread in various areas of business, including when developing a system of relations between partners in the process of their joint activities.

The strategic portfolio of trade marketing development is a hierarchical system of interconnected strategies of the participants of marketing distribution channels, which determine the direction of their interaction in the process of forming a unique value proposition. The strategic portfolio of trade marketing development should ensure:

- focus on creating stable mutually beneficial relations between participants of marketing channels of distribution;
- concentration of attention on increasing the consumer value of the product in the process of its delivery to the final consumer;
- ensuring free information exchange between interaction participants [13].

The strategic portfolio of trade-marketing interaction at the corporate level, business level and functional level is presented in fig. 3.1.

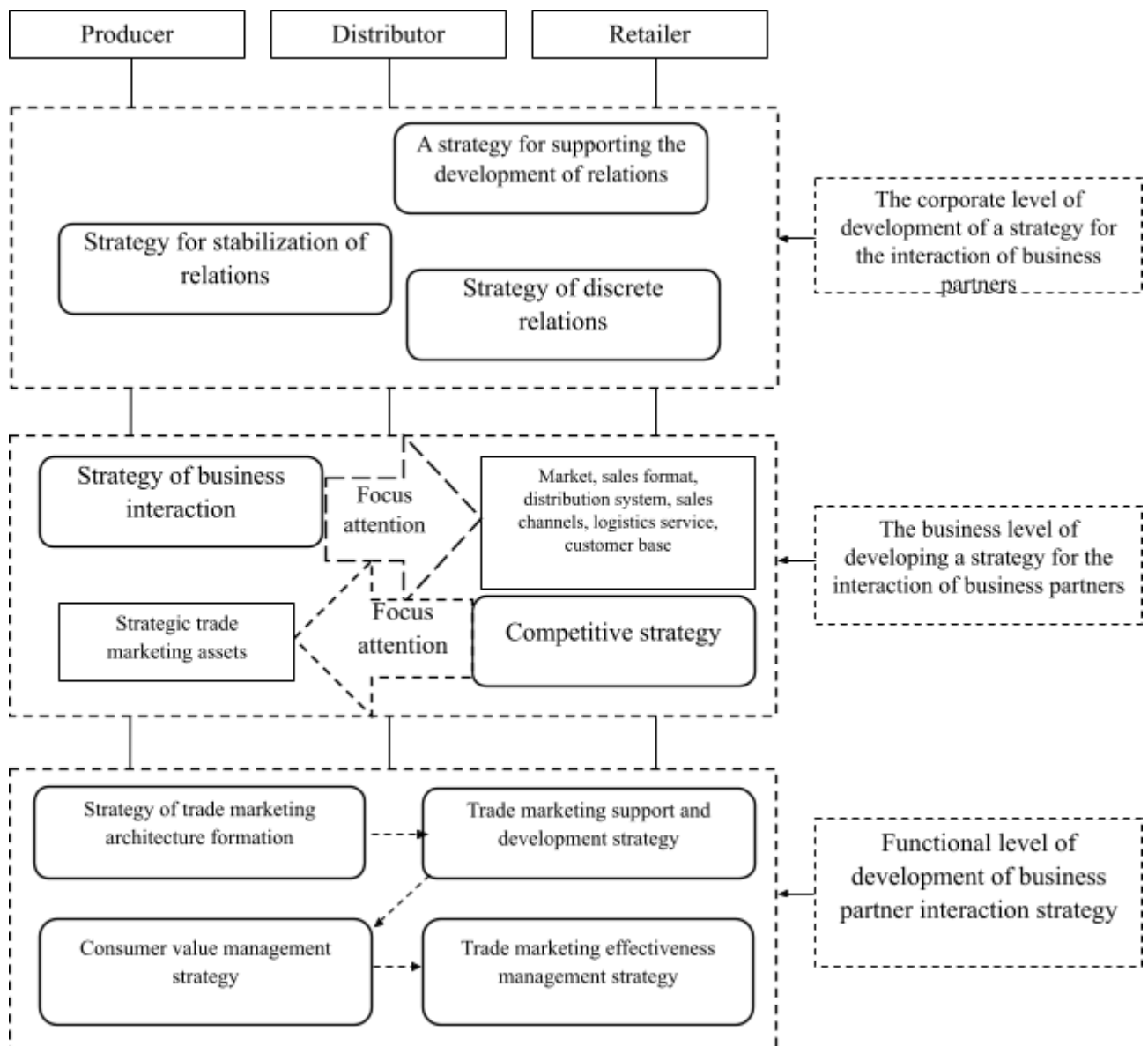


Fig. 3.1 Strategic portfolio of trade-marketing interaction of business partners

The development of a corporate strategy of interaction is based on the category "value of interaction", which is considered from two positions: the value of organizational interaction and the value of complex marketing interaction. This makes it possible to develop a matrix model for choosing a corporate strategy for the interaction of business partners (Fig. 3.2).

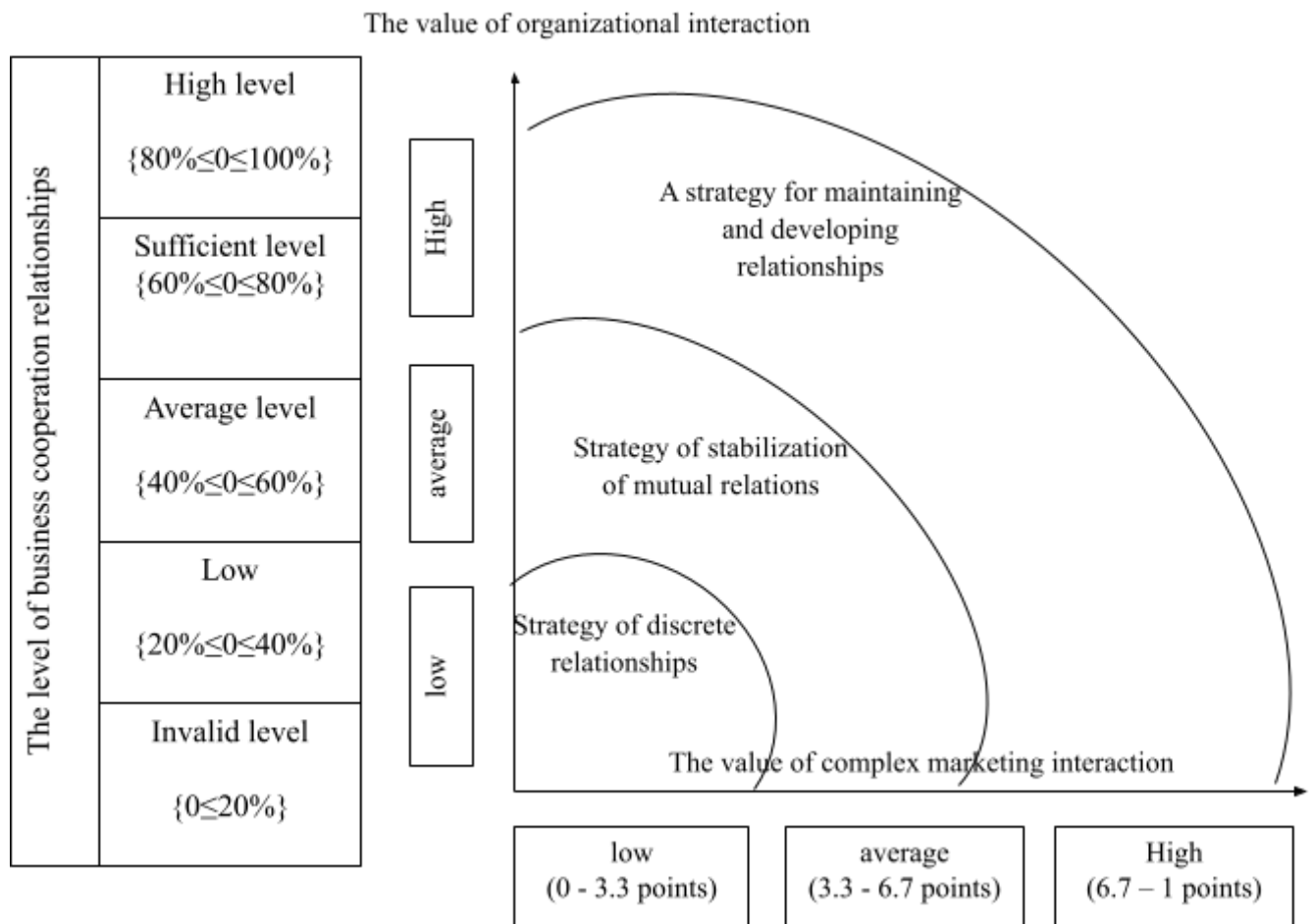


Fig. 3.2. Matrix model of choosing a corporate strategy of business interaction in the trade marketing system

The strategy of discrete relations is based on opportunistic interaction, in which channel participants act in their own interests, and involves:

- rejection of partners characterized by a low level of trust, a high level of conflict and low reliability of interaction;
- interaction with a limited number of partners under standard unified cooperation agreements with mandatory clear definition of all contract terms and responsibility for their violation. In this case, it is necessary to predict all the risks associated with such interaction and, if possible, to diversify them.

The strategy of stabilizing relations is associated with the dominance of one of the participants in the marketing channels of distribution and has all the prospects for

establishing long-term mutually beneficial relations between the participants. This strategy is currently used by large manufacturers, distributors and chain retailers when conducting joint marketing campaigns, promoting the manufacturer's brand, etc.

The strategy of maintaining and developing relations involves the formation of stable trust relations between the participants of marketing channels of distribution. This strategy involves the development of promising directions for the implementation of trade-marketing activities, conducting joint marketing research, general investments in the implementation of marketing programs, and the distribution of risks between the participants of partnership relations [13, 15].

At present, the creation of vertically integrated marketing systems has already gained sufficient popularity both abroad and in the domestic practice of marketing distribution channels, while the issues of horizontal integration remain unclaimed. In this regard, it is advisable to use the experience of conducting economic activities, which is used in countries with a developed market economy.

One example of such experience is the creation of the SISA association (Italy). When large retail groups such as Auchan, Billa and Metro began to appear on the Italian market, small stores seriously lost to them in the fight for a buyer, primarily in terms of prices, since they could not purchase large batches of goods and, accordingly, calculate at significant discounts. In this connection, the idea of creating a consortium of small stores with a common distribution center, which is a structural subdivision of the association, and according to the orders received from small stores, purchases large batches of goods from the manufacturer [33].

That is why PrJSC "Ab InBev Ephes Ukraine" would be expedient to create its own logistics centers in the regions of the country, which would take over the main functions of warehousing, transportation and supply to retail outlets of beer products in assortment. This would make it possible to ensure a competitive level of prices due to buyers receiving discounts (in wholesale purchases) and giving up the intermediary services of distributors in the locations of such centers, which would make it possible to ensure the growth of turnover and profit.

Nowadays, the implementation of innovative business methods of enterprises is important not only for increasing their competitiveness, but also for the formation of effective client relations, which in turn ensures its profitability. The desire of enterprises to ensure effective work with clients not only when concluding agreements, but also at the service stage requires the construction of a complete information base, which will contain not only information about the client, but will also provide an opportunity to promptly respond to his requests. Often, enterprises set themselves the goal of implementing information systems taking into account the automation of work with clients, which model the information flows of the enterprise's business processes, contribute to the implementation of the marketing strategy, provide support for forecasting market parameters, and there will be effective communications with clients. For the implementation of such information systems, the CRM strategy has recently been actively implemented.

Despite the active development of Internet trade, one global problem is still relevant in the CIS countries: the lack of direct contact between producers, intermediaries and buyers. Both those who have been working for a long time and those who are new to the enterprise often choose only those methods of communication that are convenient, understandable and familiar to them, and not to their potential customers. Because of this, manufacturers and customers cannot "contact" each other.

As a result, customers have a fairly widespread opinion that nothing is produced in the CIS countries, and manufacturers constantly complain about the low level of sales and lack of buyers. That is why, in the conditions of increased competition in the market, enterprises should develop and apply modern progressive tools of the customer service system.

Like the means of managing the information content of sites, the means of creating portals have become quite common in the software market in the last few years, since the efficiency and timeliness of using information coming from employees, partners and customers is one of the determining factors of the company's success in the market.

The creation of such an infrastructure means the introduction of Internet applications that allow the company to provide its customers and employees with up-to-date information, and often direct access to corporate information systems and other business applications, as well as timely processing of information received from them (for example, orders or proposals). For this purpose, portal technologies are often used, which allow integration of existing applications within the framework of a single method of accessing them.

In its essence, a portal is a website intended for a specific audience (for example, customers and company employees), performs analysis, processing and delivery of information and provides access to various services based on personalization of users using any device connected to the Internet .

Analysis of the activities of PrJSC "Ab InBev Ephesus Ukraine" depicts the presence of such a portal, which was launched in 2020. WSS-Consulting developed and launched the Sputnik corporate portal for ABInBev Efes. The wide geography of the business and the need for constant improvement of all production processes led the company to the idea of creating a single space for generating solutions and their further implementation at its plants [27].

Implemented functionality on the Sputnik portal:

- management of employees' proposals for improving working conditions;
- coordination / approval of ideas at different levels of the company;
- tracking project implementation deadlines;
- visualization of proposed solutions.

The result of the project was an effective process of continuous improvement of the company due to the implementation of the most advanced methods and practices. However, the company's management should consider the possibility of involving distributors, sales representatives, merchandisers, the logistics department and the largest customers to work on the portal. Why should the above segments of business interaction be given the opportunity to use the portal? Because this is one of the first directions for improving work with clients in the B2B segment, namely:

- increase in sales to b2b clients;

- entering the market of direct sales to b2c clients;
- expansion of the distribution network;
- business expansion with the help of new partners (introduction of new production technologies, creation of contract production direction, as well as attraction of investments);
- effective use of the advertising budget for the promotion and advertising of one's products both in Ukraine and abroad;
- reducing the burden on the company's managers, because on the website you can provide the most detailed description of your products and technical information, thanks to which customers can get all the necessary information without contacting employees.

Therefore, the main strategy for the successful existence and further development of modern companies is gradually becoming effective management of relationships with customers. The company's focus on improving relations with customers is due to a number of trends, in particular, increased competition, increased customer requirements for the quality of the offered products and the level of service, a decrease in the effectiveness of traditional marketing tools, as well as the emergence of new technologies for interaction with customers and the functioning of the company's divisions. Knowing your customers and meeting the requests and needs of each of them can allow the company to obtain new opportunities for the sale of goods and services and become a key factor in sustainable development and a source of the company's long-term competitive advantage in the market.

That is why PrJSC "Ab InBev Ephes Ukraine" should consider using a strategic portfolio model of trade-marketing interaction with business partners in its marketing activities. The matrix model of choosing a corporate strategy of business interaction in the trade marketing system, considered in the work, will provide an opportunity for Ab InBev Ephesus Ukraine to create sustainable mutually beneficial relations between the participants of marketing distribution channels, to focus on increasing the consumer value of the product in the process of delivering it to the end consumer; to ensure free information exchange between interaction participants and to have a flexible reaction to

unforeseen changes in the marketing environment due to adaptive use of strategic assets of trade-marketing activity and constant identification of new market opportunities. In addition, Western experience shows that high efficiency in working with customers is ensured by the company's adoption of the concept of customer relationship management. Therefore, the introduction of a B2B portal throughout the territory of Ukraine provides opportunities for: online communication, reporting, tracking of goods, exchange of documents, adding promotions, bonuses and much more, which in turn will increase trust in the company, increase turnover, and, of course, profits.

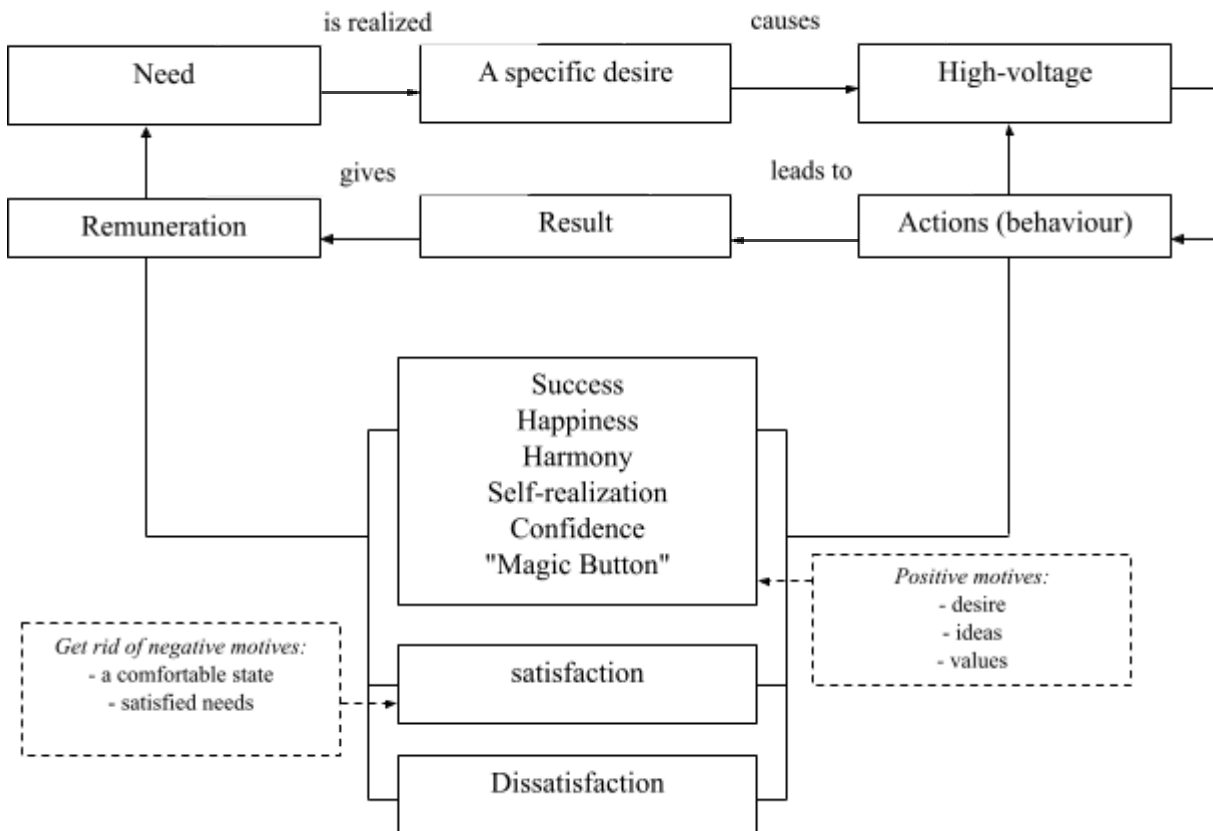
3.2. Motivation program for trade marketing department employees

The effectiveness of the trade-marketing activity of the enterprise is closely correlated with its viability, its overall results of production and sales of products in the conditions of market competition. At the same time, in this matter, the productive work of the personnel of both the marketing department and the company as a whole plays a decisive role, because it is he who creates that competitive product. To increase the efficiency of the company's activities, including marketing, and the productivity of the staff, the latter must be properly motivated.

Motivation is a question, the solution of which has always been given great attention in world practice. The domestic theory and practice of motivation usually came down to remuneration, namely the increase in the level of wages, bonuses, bonuses, and benefits. Usually, such methods showed low efficiency. Numerous circumstances point to a crisis in the work motivation system in Ukraine, which is determined not only by a low indicator of real wages, but also by a change in value orientations in the work motivation system.

In the broadest sense, motivation should be understood as the process of motivating employees to work to achieve the company's goals. The main tasks of personnel motivation are to attract personnel to the organization, retain employees in the

organization and ensure their loyalty, stimulate productive behavior, control labor costs, ensure administrative efficiency, simplicity and comprehensibility for each employee. Summarizing the approaches of numerous scientists, it is possible to model the process of motivation, which is schematically depicted in fig. 3.3.



Source: compiled by the author based on data [2]

Fig. 3.3. A model of the motivation process

It is known that the process of motivation begins with the emergence of a need, and when it is realized, a specific desire arises, which, in turn, causes tension that generates certain actions and shapes behavior. Such behavior leads to a result for which a person receives a reward. An employee can be satisfied with this level of remuneration to varying degrees, achieving a sense of success, happiness, harmony, self-realization, and confidence. To be satisfied with life, it is enough for a person to have a comfortable state, satisfied needs - to get rid of negative motives. But in order to become happy and successful, to realize himself and achieve harmony, he needs positive motives - desires, ideas, values. The main thing is the ability to motivate oneself, which provides a "magic button" that allows not only to achieve a comfortable state, but also

to increase success due to higher activity. Depending on the feeling caused by this reward, new needs arise in a person, after which the cycle repeats. That is why motivation is an internal attitude, and stimulation is an external influence. As soon as the worker does not have enough "internal" answers to the question "why do the work?", the manager must provide him with an "external" answer in a timely manner - an incentive. As you know, motivation methods are divided into direct economic, indirect economic, organizational and moral-psychological ones.

Let's define the main factors of motivation for a modern employee (Fig. 3.4).

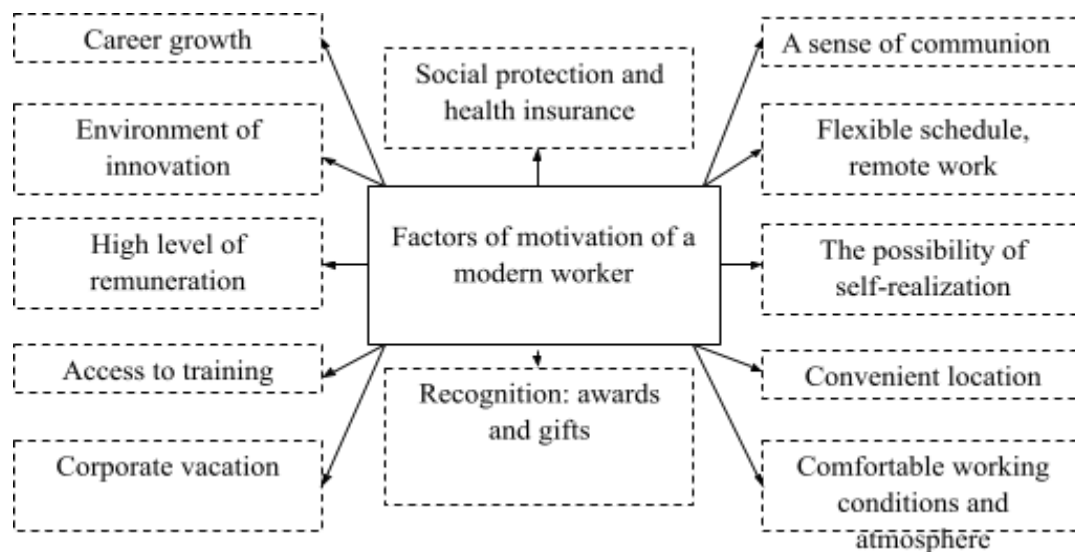


Fig. 3.4. Factors of motivation of a modern worker

An employee in today's conditions has a rather wide and uncharacteristic set of motivational factors for past years, and it will be different for each individual. Therefore, the main task of the manager is to find the right combination of them for the team, on the basis of which to implement a reasonable and effective motivational policy. One of such combinations is focusing attention on building a system of personal and professional development of employees, for which a "qualification map" is being formed. It is the "qualification map" that helps to understand which skills and abilities of employees are necessary for the company, and which of these skills help employees to fulfill the goals and objectives of the company. On the basis of the "qualification map", the company is able to build a clear system of trainings, lectures, seminars, courses, etc., to improve the necessary qualifications - those specified in the

"qualification map". The generalized system of personal and professional development of employees of Ab Inbev Efes Ukraine is presented in fig. 3.5.

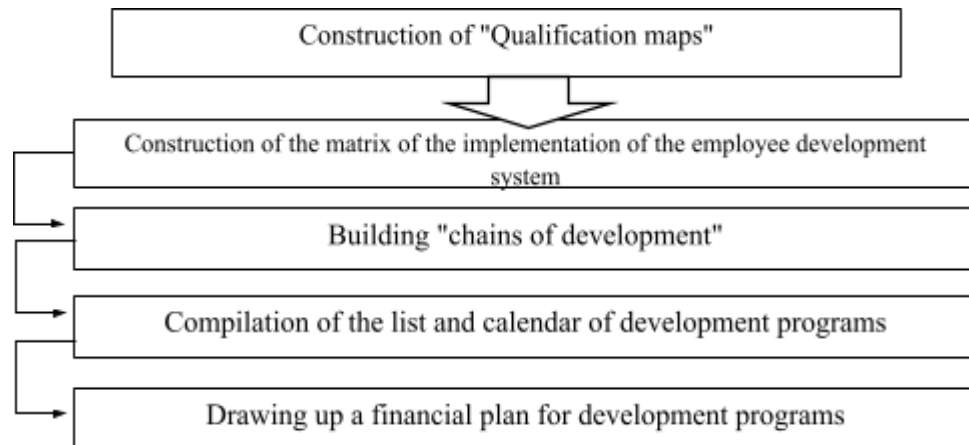


Fig. 3.5. System of personal and professional development of Ab Inbev Efes Ukraine employees

Building a "qualification map" for Ab Inbev Efes Ukraine enterprises is a difficult and time-consuming task, due to the large number of employees (more than 3,000 employees) and the extensive organizational structure, which leads to a significant division into departments and a large number various positions, which include different qualifications from each other. It is quite obvious that specialists in the marketing department and the logistics department will need completely different skills and abilities to perform their work. Therefore, the "qualification maps" for employees of different departments should be different.

The development and formation of "qualification maps" for each separate department should fall on the shoulders of the head of this department and be prepared in cooperation with the HR department. It is the heads of departments who best understand the skills and abilities that are needed by employees in their field of activity to fulfill the goals and objectives of the company. The purpose of this work is not to build "qualification maps" for each separate department of Ab Inbev Ephesus Ukraine, because this is a very painstaking and important work that deserves a separate, independent and in-depth study. That is why, instead, we will form a unique base, on the basis of which the head of each department of Ab Inbev Ephesus Ukraine will be able to

build a "qualification map" for his own department, and we will define the basic principles of building this tool for departments of Ab Inbev Ephesus Ukraine.

According to the rules of formation of "qualification maps", they have several levels - from general to more specific. For the employees of Ab Inbev Efes Ukraine, we consider it optimal and propose to allocate three levels of the "qualification map": company level, department level and position level:

- company level (the level that reflects the necessary personal qualities and qualifications of employees to work in the company);
- department level (a level that reflects the necessary personal qualities, skills, knowledge and abilities of an employee to work in a certain department of a certain company);
- position level (a level that reflects the list of qualifications directly required for the performance of functional duties by an employee within the limits of a separate specific position).

Thus, understanding the specifics of the FMCG industry, as well as researching the specifics of Ab Inbev Efes Ukraine and its requirements for employees, we can compile the first level of the "qualification map" for Ab Inbev Efes Ukraine at the company level. At the same time, for clarity, we will develop samples for the second and third levels of the "qualification map" using the example of the marketing department and the position of marketer, respectively (Fig. 3.6).

According to fig. 3.6, the requirement for the qualities, skills and experience of a candidate for the position of marketer is not only a list at the level of the position, but also a list at the level of the department and department of the company. At the same time, in the presence of certain discrepancies and/or contradictions between the elements of the levels, priority is always given to the requirements of the lower level (the supremacy of the department level over the company level, and the supremacy of the position level over the department level).

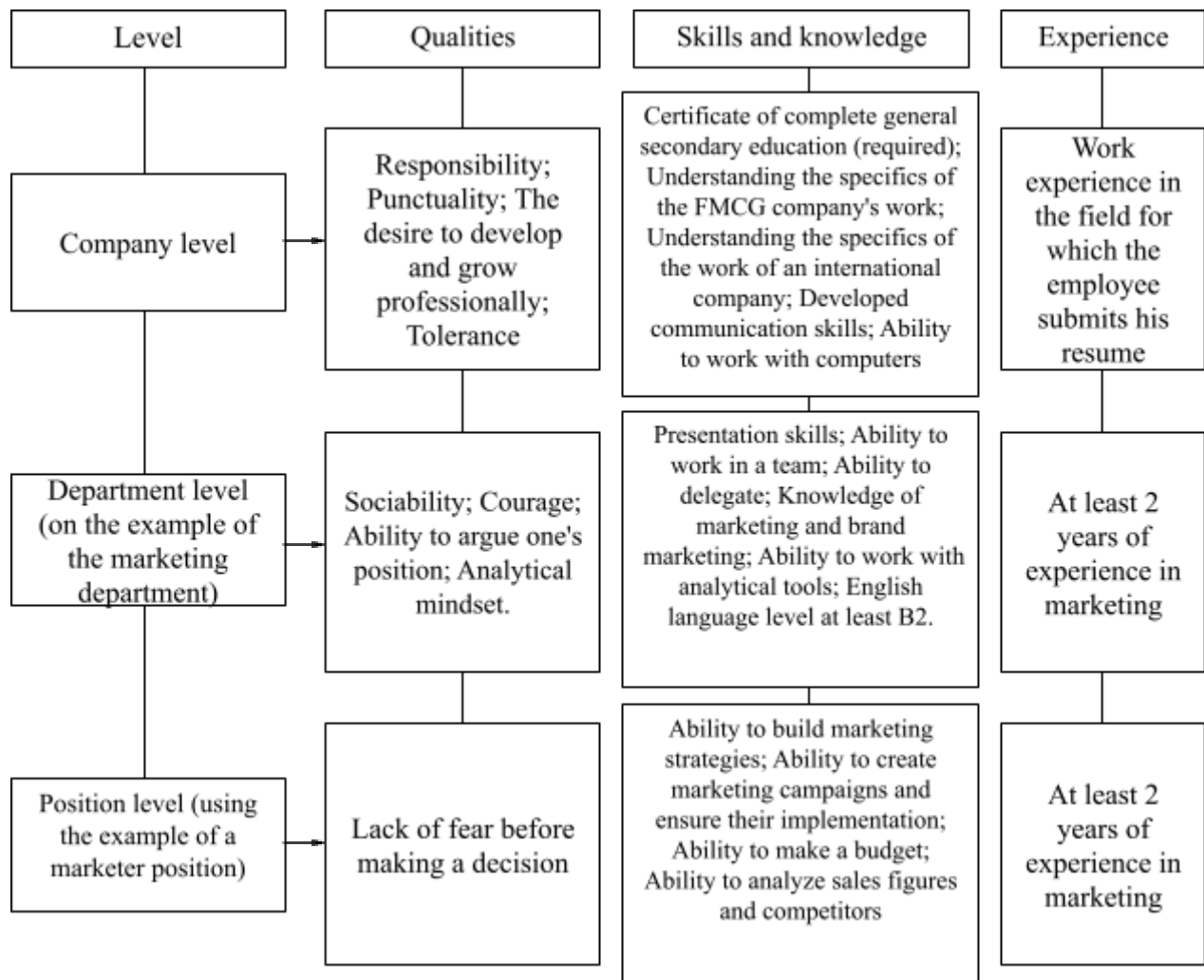


Fig. 3.6. "Qualification map" PJSC "AB INBEV EFES Ukraine"

Building such a "qualification map" for each department and each position will allow the company to better navigate the professional and personal skills it needs to develop in its employees in order to improve their work results and the effectiveness of the company's goals. Aware of all the necessary components of the "qualification maps", Ab Inbev Efes Ukraine must implement an employee development matrix that will best meet all the above-mentioned requirements. At the same time, compiling the sequence of the "development chain" (Fig. 3.7.) in accordance with the matrix of the implementation of the employee development system is a managerial decision of the responsible person, and is determined by logic, as well as a comparison of the importance of improving certain qualifications for employees, the cost of this training for the company, etc.

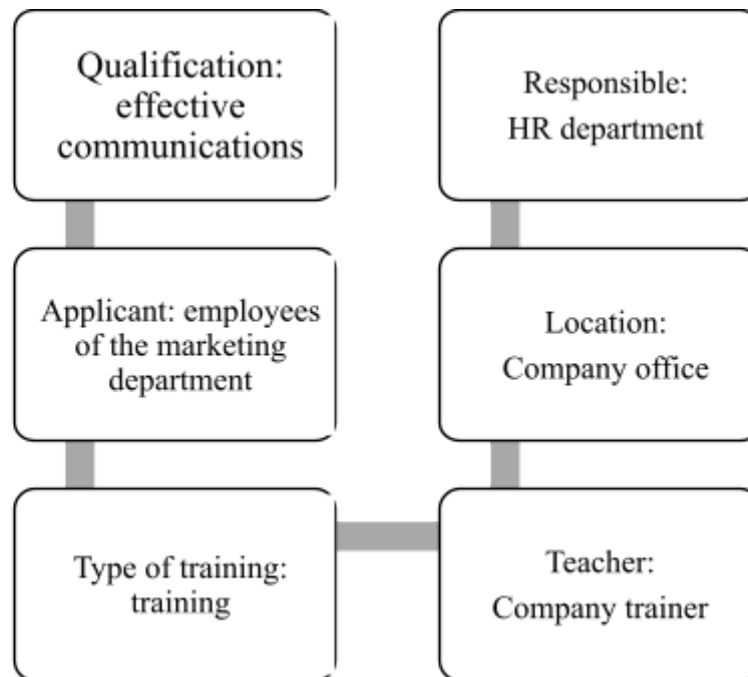


Fig. 3.7. "Development chain" of employees of Ab Inbev Efes Ukraine PJSC

Building a "chain of development" for each individual qualification that needs improvement and development helps to structure all the necessary actions of the company regarding the personal and professional development of employees in a specific period of time.

Therefore, there is no ideal theory of motivation that would have a complex character. In today's conditions, the theory of the considered approaches in its pure form cannot be applied in the practice of personnel management of the trade marketing department. Factors motivating employees change rapidly, and therefore, traditional methods of motivation are not effective. That is why management should pay attention to alternative ways of motivating their employees. One of them is focusing attention on building a system of personal and professional development of employees, for which a "qualification map" is being formed. Building such a "qualification map" for each department and each position will allow the company to better navigate the professional and personal skills it needs to develop in its employees in order to improve their work results and the effectiveness of the company's goals.

3.3. Recommendations for the implementation of innovations to optimize the company's activities

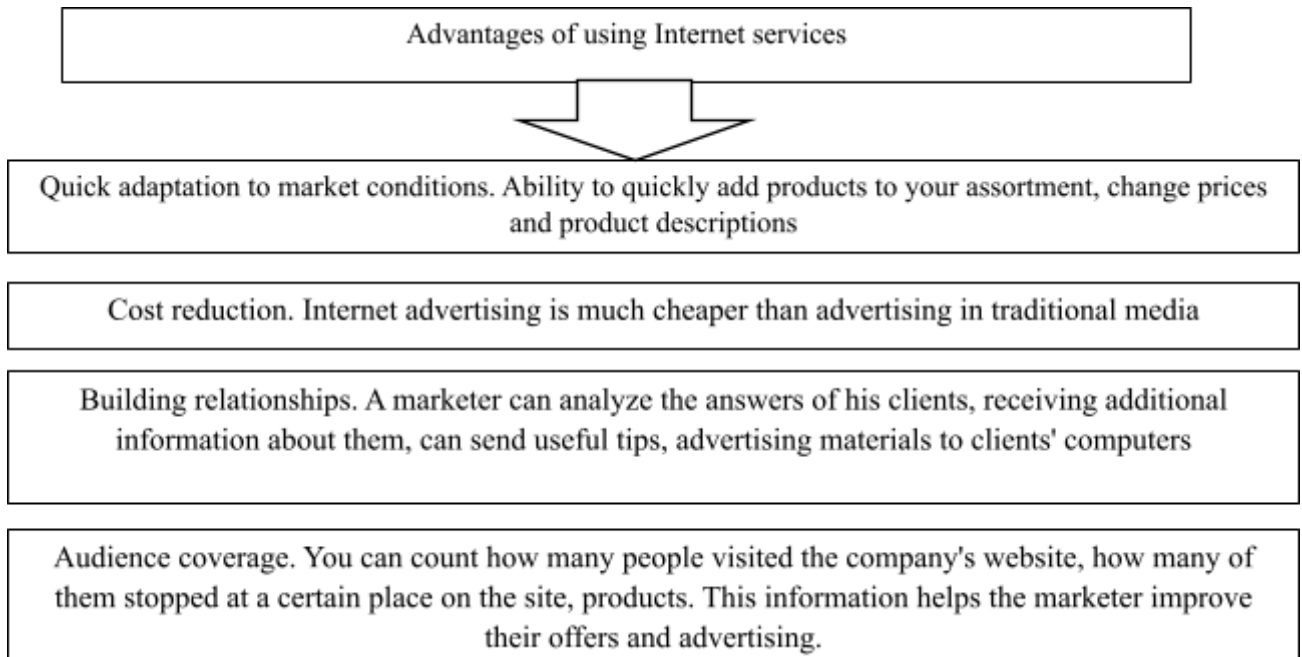
In the market of alcoholic beverages, beer enjoys the greatest demand due to the effective marketing strategies of its manufacturers, primarily in relation to the marketing mix. The basis of these strategies is the offer on the market of new interesting products with unusual tastes, the financial stability of enterprises and their active policy in the field of branding, the offer on the market of beer in different packaging and different capacities, active activities of manufacturers in the field of traditional and Internet communications, adapted to the specifics different market segments.

Advertising activity on the Internet is one of the tools of marketing, it can be used in combination with advertising in other forms, as well as with such techniques as sales promotion, individual sales or establishment of business relations. Therefore, online advertising is still a tool that ensures consumer interest and feedback. Advertising activities on the Internet are designed to persuade or inform, influence consumer behavior and/or opinion of the Internet audience.

Businesses need to use comprehensive, integrated marketing campaigns that enable brands to tell their stories across multiple channels. This approach gives a significant return. In addition to the impact on the personal life of today's consumer, COVID-19 has upended countless aspects of how businesses and businesses operate in general. Most, if not all, PR teams today work remotely. The business climate is best characterized by the word "uncertain". However, even in chaos there can be opportunities. In all the chaos, there can be opportunity. And one of them is to optimize the existing set of PR tools. New software solutions can help you succeed, especially during this pandemic, and hold your ground when it's over.

Ab Inbev Efes Ukraine uses modern Internet technologies in its marketing activities, conducts advertising campaigns on the Internet. In addition, the company is engaged in improving its own website and sending advertising information to interested network users. And this has its advantages - information, buyers can find a lot of

comparative information about companies, products and competitors without leaving their home or office. They can focus on objective criteria such as price, quality and availability. The advantages of using Internet services for company marketers are shown in fig. 3.8.

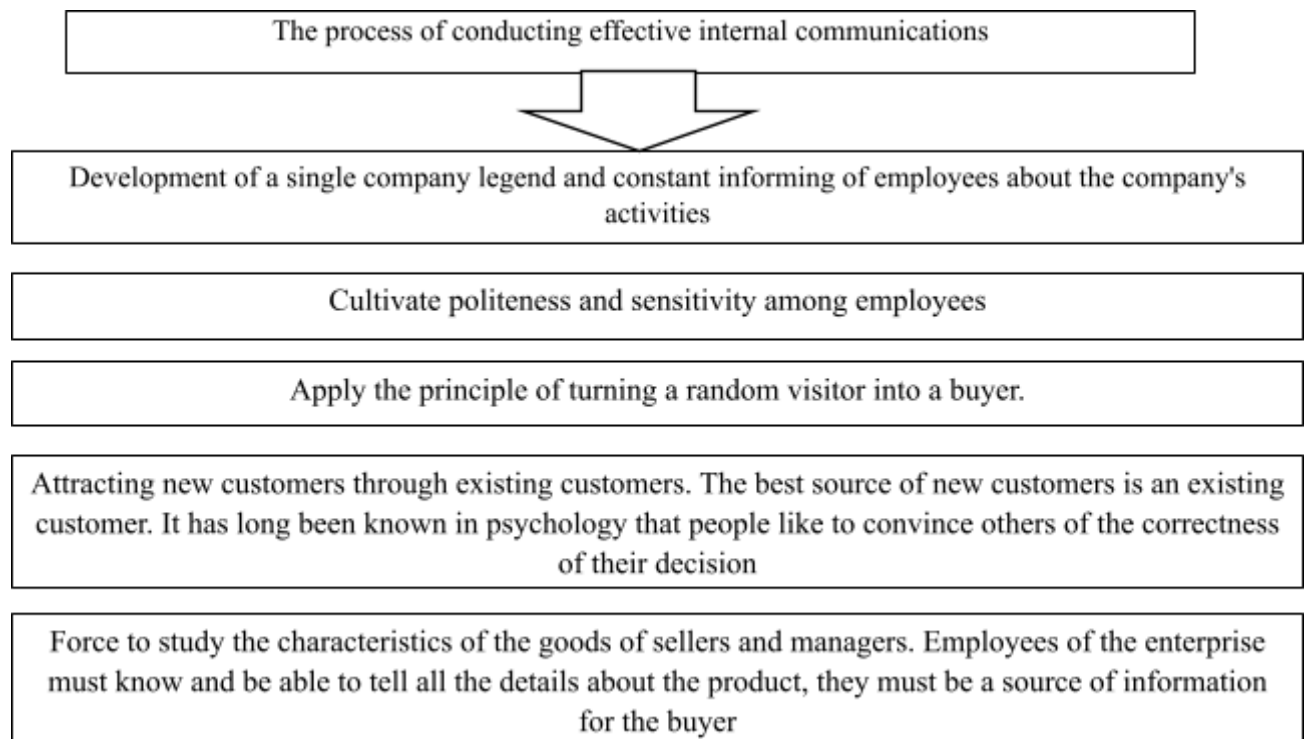


Source: compiled by the author based on data [9]

Fig. 3.8. Advantages of using Internet services for Ab Inbev Efes Ukraine

Research shows that currently Ab Inbev Efes Ukraine conducts marketing activities at a fairly high level. The main focus is on solving active problems, that is, forming and stimulating demand for goods. However, due to the unstable situation in the economy and the lack of sufficient funds to finance a full-scale marketing program, Ab Inbev Efes Ukraine applies only the most necessary marketing measures.

The Ab Inbev Efes Ukraine enterprise should pay special attention to internal communications, as effective internal communications allow to improve the organization of work with the enterprise's clients, study clients and create a favorable image of the enterprise. To achieve these goals, the company needs to use a number of measures, shown in Fig. 3.9.



Source: compiled by the author based on data [9]

Fig. 3.9. The process of conducting effective internal communications at Ab Inbev Ephesus Ukraine

In order for Ab Inbev Efes Ukraine to reach a fundamentally new level, to expand its activities, it is necessary to conduct an advertising campaign on the Internet, taking into account real financial opportunities. To improve the marketing activity of the enterprise, we suggest using the following tools (Table 3.1).

Table 3.1

Tools for optimizing marketing activity on the Internet

Ab Inbev Ephesus Ukraine

	Tool	Advantages of its use
1	Contextual advertising	<ul style="list-style-type: none"> - addressing only the target audience; - instant visibility in the search engine; - the possibility of quick analysis and adjustment of the advertising campaign; - there is no need to optimize the site; <ul style="list-style-type: none"> - manageability; - "convenient" budget (the client determines how much money he is ready to spend)
2	Media advertising	<ul style="list-style-type: none"> - allows you to generate demand (depending on the selection of requests); <ul style="list-style-type: none"> - affects emotions and subconscious motives; - is well remembered; - works even if there was no transition to the site; <ul style="list-style-type: none"> - allows you to reach a large audience
3	Advertising on widgets (from English Widget)	<ul style="list-style-type: none"> - are not perceived as direct advertising; <ul style="list-style-type: none"> - have the ability to spread; - offer interactivity; - are of interest and benefit to users; <ul style="list-style-type: none"> - constantly updated
4	Product placement in online games	<ul style="list-style-type: none"> - ensures audience loyalty to brands that are advertised in this way; - allows establishing a high level of contact of the advertiser with each user
5	Cross-branding (co-branding)	<ul style="list-style-type: none"> - reduction of advertising costs due to joint campaigns; - establishment of long-term cooperation with companies in other areas of business; - active feedback from consumers, as they can get a double benefit; - synergy effect - the result of joint cross actions is twice as great as from individual actions; <ul style="list-style-type: none"> - expansion of sales of services or goods;
6	Affiliate marketing	<ul style="list-style-type: none"> - the possibility of attracting additional customers; - the possibility of increasing the company's income
7	SMM (social media marketing) and SMO (social media optimization - site optimization for social media)	<ul style="list-style-type: none"> - the possibility of selecting the target audience with precise targeting; <ul style="list-style-type: none"> - constant contact with potential clients; - an opportunity to inform customers about the company's new offers; <ul style="list-style-type: none"> - increasing loyalty to the company

End of Table 3.1

	Tool	Advantages of its use
8	SEM (search engine marketing): internal SEO (search engine optimization - search engine optimization) and external. Search Engine Marketing (SEM)	<ul style="list-style-type: none"> - the ability to attract the target audience, that is, the audience interested in purchasing the customer's goods and services; - contact with the user of the search engine occurs at the moment when he is really interested in the advertised product; - the user does not suspect that he is being shown advertising - he perceives the search engine as an expert who will always come to the rescue with valuable advice; - relatively low cost of site promotion service
9	Sites for rating and comparing products	<ul style="list-style-type: none"> - positive impact on the company's reputation - achieving the "word of mouth" effect, which will increase sales.
10	Podcasting (from English Podcasting, from iPod and English Broadcasting - universal broadcasting, broadcasting)	<ul style="list-style-type: none"> - allows you to significantly increase the number of visits to the resource; - possibility to present information in a more visual form; - new opportunities for communication with the target audience
11	Blogs	<ul style="list-style-type: none"> - the form of a blog is more convenient for group interaction than e-mail, instant messages, etc.; - the possibility of creating a virtual community on a certain topic. Unique, interesting content posted on a blog can attract a fairly large audience and create a reputation for the author as an expert in a certain field. Which in turn will replenish the ranks of its loyal customers and potential consumers
12	Viral marketing	<ul style="list-style-type: none"> - speed of creation and ease of placing information; - causes a high degree of trust of potential consumers in the goods or services advertised in this way
13	Direct marketing	<ul style="list-style-type: none"> - the recipients of the letters themselves subscribe to the newsletter, which ensures targeted information impact; - the possibility of establishing permanent business relations with consumers, measuring their reaction to relevant appeals; - the possibility of quick market response to commercial offers; - high efficiency of creating information messages and the possibility of their adjustment depending on the reaction of consumers
14	e-CRM systems (customer relationship management)	<ul style="list-style-type: none"> - provides collection through online communication and storage of information about users; - allows you to make analytical conclusions based on reliable information and, on this basis, make effective decisions regarding interaction with clients; - supports mailing, creation of lists according to criteria; - provides an individual approach to customer service with minimal costs

If we talk about the development and promotion of "communities", then everything here is classic. This requires bright and interesting content, regular information updates, and two-way communication should not be forgotten. It should be understood that in the social networks "Instagram" and "Facebook" there are a large number of offers from specialists in the design of communities, profiles and attracting members to them for a fee. SMM experts advise to adhere to the following principles of promotion in networks:

- not only the company's website should be a source of useful information;
- creating your own community by topic;
- messages should be bright and exciting, even if they are advertisements;
- if a controversial thesis is published, the firm will have both supporters and opponents;
- you need to encourage those who link and cite your page;
- first the company earns the trust of the community, and only after that the created personal or corporate brand will start working for the company [36].

The analysis of the beer market of Ukraine shows that consumer loyalty to certain beer producers and their brands is influenced by such a factor as image. Beer producers can hold social events to maintain a high level of corporate image.

According to the conducted marketing research based on the collection and analysis of primary marketing information, it was determined that society is not sufficiently informed about the organized social events of beer producers. In September 2020 a survey of 100 beer consumers was conducted using the Google Forms service. Its results indicate that the vast majority of respondents (87.8%) are not aware of the social events of beer producers. Only 12.2% of respondents are familiar with such measures. Among them, only two people took part in such events, in particular "Drank — don't get behind the wheel" and Lviv craft beer festival. This shows that holding such events require a change in approaches to their holding. In fig. 3.10 provides recommended social activities for Ab Inbev Ephesus Ukraine that will improve the image.

Activities	Target audience	Means of information dissemination
"Let's save clean air" (planting trees in Ukrainian cities)	Youth aged 18-25 years	Social networks, mobile applications
"Responsible disposal" (creating mobile disposal points for glass bottles, aluminum cans, lids, etc.)	Persons aged 35-70 years	Local newspapers, printed advertisements, booklets with the schedule of mobile stations
"Day of ecological knowledge in Ukraine" (thematic lecture online)	Persons of all age categories	Radio, social networks
"World Occupational Health and Safety Day" (show information material)	Company personnel	Internal means of information dissemination
"Support of domestic science" (conducting a competition of scientific projects)	Students and scientists of domestic universities and research institutes	Ministry of Education and Science, social networks
"Ecotour of the Carpathians" (weekend tours for employees and their family members using green tourism estates)	Company personnel	Internal means of information dissemination
"Clean water is natural" (holding a flash mob)	Population of Ukraine	Television (in the news section), social networks
"Day without cars" (encouraging staff not to use their own transport)	Company personnel	Social networks, internal means of information dissemination

Fig. 3.10. Social events for Ab Inbev Efes Ukraine to improve the image

A feature of the proposed measures is the active involvement of representatives of target audiences, which will help Ab Inbev Ephesus Ukraine to support the image of a socially responsible enterprise.

So, summarizing the recommendations for the introduction of innovations to optimize the marketing activity of Ab Inbev Efes Ukraine, the following tools are proposed in the work:

- conducting effective internal communications, which will allow to improve the organization of work with the company's customers, study customers and create a favorable image of the company;
- conducting an advertising campaign on the Internet taking into account real financial opportunities and modern tools (co-branding, partner marketing, SMM and SMO, podcasting, blogging, viral marketing, etc.);
- conducting social events, which allows maintaining a high level of the enterprise's corporate image.

In addition, Ab Inbev Efes Ukraine should focus on the company's participation in charity events aimed at raising public awareness in the fight against the pandemic. In order to successfully enter the communication flow, you also need to understand what is important for the audience today, what fears and needs they have, how much time has been freed up for communication or, on the contrary, how difficult it is to break into their information field.

CONCLUSIONS

The research carried out in the work allows us to draw the following conclusions.

Modern researchers interpret the definition of trade marketing in different ways. Scientific views on trade marketing vary from a way to increase sales figures in trading points to a way to strengthen the brand's position and the manufacturer's competitiveness in the market as a whole. The market subjects themselves, which also fall under the sphere of influence of trade marketing, remain an open question. At the same time, when combining research definitions and practical implementation of trade marketing, we can claim that the process represents a certain symbiosis of all subjects that stand between the product manufacturer and the end consumer, including the latter two.

The assessment of the effectiveness of the trade marketing activity of the enterprise is first of all necessary in order to increase the effectiveness of the measures taken, to determine the most effective measure, to make a decision to continue or, on the contrary, to terminate the measure, to make a decision to replicate the measure. A deep understanding of the current trends in the use of trade marketing tools and the determination of the effectiveness of trade marketing campaigns will enable manufacturers and enterprises to fully satisfy the needs of consumers and, therefore, earn profits.

The main modern problems in the field of trade marketing today can be called financial macro-stabilization; the spread of the Covid-19 pandemic, which brings with it total changes in the field of marketing; increased competition in the market of highly effective advertising agencies prompts an increase in prices for their services; the problem of entering international markets; turnover of personnel potential abroad. And although there is still uncertainty about what changes to expect, in the future, companies will need the following directions as guidelines: flexible marketing, digital transformation, first-party data, rethinking of advertising strategies, honesty and environmental friendliness. The main trends in the development of trade marketing activities in Ukraine are: parallel use of offline and online product sales channels; use of

artificial intelligence, innovative ideas for traditional and "low-AI" areas, including merchandising and events; creation of the company's own trade marketing team instead of hiring freelance managers; to be on the client's side, satisfying his needs as much as possible.

According to the research results, at this stage the beer market of Ukraine is in a difficult situation, primarily due to the reduction of production volumes and consumption of products on the market. This is primarily due to the deterioration of the socio-economic situation in the country, the decrease in the purchasing power of citizens and the unstable situation associated with the spread of the Covid-19 pandemic and the war in the country, which affects the development of the beer industry. The constant creation of new laws and increases in excise duty also have a negative impact. At the same time, despite the reduction in production volumes, there is an increase in exports, which has a positive effect on the industry. It is also important to focus on the fact that due to the investment, enterprises will be able to improve and update their production. This will ensure a reduction in the cost of the product, as well as expand the assortment with the help of the production of original types of beer.

Today, the company under investigation actively uses a whole set of digital tools that allow tracking the movement of goods from the factory warehouse to the end customer. A client of a distributor, for example, can place an order for the return of containers, become a member of the loyalty program and receive an offer for a unique online promotion. In the future, it is planned to modernize this solution and expand its opportunities for partners. In general, the trade marketing activity of the enterprise needs to be refined.

On the basis of the calculations carried out in the work, a conclusion was made about the average efficiency of the trade marketing architecture of the enterprise under study. At the same time, the lowest level of efficiency is characteristic of small distributor enterprises, which are characterized by weak activity in the implementation of complex marketing interaction. In addition, it can be concluded that the strengthening of integration processes leads to the creation of a more effective trade marketing

architecture. That is why Ab Inbev Ephesus Ukraine should pay attention to the construction of such an architecture in the course of its trade-marketing activities.

The consideration and analysis of the above issues led to the need to find ways to improve the researched process.

The main strategy for the successful existence and further development of modern companies is gradually becoming effective management of relationships with clients. The company's focus on improving relations with customers is due to a number of trends, in particular, increased competition, increased customer requirements for the quality of the offered products and the level of service, a decrease in the effectiveness of traditional marketing tools, as well as the emergence of new technologies for interaction with customers and the functioning of the company's divisions. Knowing your customers and meeting the requests and needs of each of them can allow the company to obtain new opportunities for the sale of goods and services and become a key factor in sustainable development and a source of the company's long-term competitive advantage in the market.

That is why PrJSC "Ab InBev Ephesus Ukraine" should consider using the strategic portfolio model of trade-marketing interaction with business partners in its marketing activities. The matrix model of choosing a corporate strategy of business interaction in the trade marketing system, considered in the work, will enable Ab InBev Ephesus Ukraine to create sustainable mutually beneficial relations between the participants of marketing distribution channels, to focus on increasing the consumer value of the product in the process of delivering it to the end consumer; to ensure free information exchange between interaction participants and to have a flexible reaction to unforeseen changes in the marketing environment due to adaptive use of strategic assets of trade-marketing activity and constant identification of new market opportunities.

Consideration of the issue of motivation of employees of the trade-marketing department makes it clear that there is no ideal theory of motivation, which would have a complex character. In today's conditions, the theory of the considered approaches in its pure form cannot be applied in the practice of personnel management of the trade marketing department. Factors motivating employees are rapidly changing, and

therefore traditional methods of motivation are not effective. That is why management should pay attention to alternative ways of motivating their employees. One of them is focusing attention on building a system of personal and professional development of employees, for which a "qualification map" is being formed. Building such a "qualification map" for each department and each position will allow the company to better navigate the professional and personal skills it needs to develop in its employees in order to improve their work results and the effectiveness of the company's goals.

Summarizing the recommendations for the introduction of innovations to optimize the marketing activity of Ab Inbev Efes Ukraine, the following tools are proposed in the work: conducting effective internal communications, which will allow improving the organization of work with the company's customers, studying customers and creating a favorable image of the company; conducting an advertising campaign on the Internet taking into account real financial opportunities and modern tools (co-branding, partner marketing, SMM and SMO, podcasting, blogging, viral marketing, etc.); conducting social events, which allows maintaining a high level of the enterprise's corporate image. In addition, Ab Inbev Efes Ukraine should focus on the company's participation in charity events aimed at raising public awareness in the fight against the pandemic.

Thus, in the work, all tasks were solved in full, the goal was fully achieved.

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APPENDICES

Appendix A

Table A.1

Classification of trade marketing tools

Tool	The essence of the tool	By whom and the object of influence
<i>Classification feature: depending on the location</i>		
External tools	<p>choosing the location of the store, taking into account the distance from the station to public transport stops, accessibility, availability of parking;</p> <ul style="list-style-type: none"> • directing the buyer from the stop (parking lot) to the shopping facility with the help of billboards, signs and other elements of outdoor advertising; • placement of signs, design of shop windows and the facade of the point of sale. 	<p>By whom: manufacturer's branded stores, retail.</p> <p>Object of influence: final consumers</p>
Internal tools	<p>design of the trade object, the way to the product and its placement on the shelves;</p> <ul style="list-style-type: none"> • use of neuromarketing (audio and aroma marketing, which is facilitated by our own bakery and confectionery departments); • placement of POS materials; • personalization of the product (inscription on the packaging bag, on the cup with coffee (Starbucks), unique TM packaging (Coca-Cola), etc.) helps in creating a positive image of the company and increasing customer loyalty. 	
Online tools*	<p>placement of promotional offers;</p> <ul style="list-style-type: none"> • possibility to order products via the Internet; • individualization of the client - determination of the client's urgent needs and preferences thanks to questionnaires and preliminary orders. 	
<i>Classification sign: depending on the object of influence</i>		
<p>Bonus programs:</p> <ul style="list-style-type: none"> - discounts (on pre-arranged individual terms; during one-time purchases; during execution of the plan; seasonal); - team bonuses; - lotteries 	<p>marketing actions to reward or incentivize wholesale buyers, which provide an opportunity to sell a larger quantity of product at a slightly reduced price, resulting in higher revenue and establishing a long-term relationship with the buyer; an unpopular or addictive product is also sold this way</p>	<p>Who carries out: manufacturers, wholesalers</p> <p>Object of influence: wholesalers, retail</p>

Continuation of Appendix A

Continuation of table A.1

Tool	The essence of the tool	By whom and the object of influence
Loyalty programs: - bonus (certificates; premiums; cashback); - discount (discounts; coupons; contests, games and lotteries)	marketing actions to reward or encourage the consumer, which help attract new customers, who can receive exclusive discounts within the loyalty program, and also contribute to the establishment of trusting relations with the consumer due to the provision of special promotions. Loyalty programs can be used within a specific outlet/network	Who carries out: branded stores manufacturer, retail Object of influence: final consumers
Product demonstrations and tastings	free provision of the product for testing for the purpose of surveying and obtaining customer reactions for further use of the received data to improve the product; also drawing attention to the product in order to increase demand for it	By whom: branded stores Object of influence: final consumers
Merchandising: - display of products on the shelves; - location advertising materials at the point of sale; - stress-free shopping	an integral part of marketing activities, aimed at attracting the attention of consumers and ensuring the most effective promotion of goods at the level of retail trade due to emotional (spontaneous) purchases	Who carries out: branded stores of the manufacturer, retail Object of influence: final consumers
<i>Classification feature: depending on the supplier</i>		
Sales of own brand products (Private label)	Developed and exclusively presented TM of a certain trade network. Differences of products under TM: availability and savings for the buyer, recognizable packaging design, products from proven manufacturers, with whom the retail network has been working in the direction of "own brand" for many years. The price of products under the TM is 5–10% lower than for similar goods in the economic price segment.	By whom: wholesalers, retail Object of influence: small retail, end consumers
Sales of self-imported goods	Products of popular foreign manufacturers, selected by specialists of the trade network. Differences in products: they get from a foreign manufacturer immediately to the shelves of supermarkets and intermediaries, thanks to which the consumer buys imported products at the best price	By whom: wholesalers, retail Object of influence: small retail, end consumers

Continuation of Appendix A

End of table A.1

Tool	The essence of the tool	By whom and the object of influence
Eco-trend in retail chains*	Sales of environmentally friendly products from reliable suppliers or high-quality products of our own production. Product differences: high quality, environmental cleanliness, relatively high price.	
Sales of goods of manufacturers' trademarks	Developed and presented by TM manufacturers. Differences of products under the manufacturer's TM: guaranteed quality, recognizable packaging design, wide and deep assortment, relatively high price for products as a result of powerful marketing support in mass media and retail.	By whom: manufacturers, wholesalers, retail Object of influence: small retail, end consumers