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**THE MODERN CONCEPT  
OF OPERATION AND  
DEVELOPMENT OF  
RETAIL**

Development of retailers Ukraine is a complex and dynamic a process that takes place in conditions of transformational changes in the national economy under the influence of factors of economic, social and legal nature. The variability of these factors causes changes in the market environment, the operation of trade enterprises, requiring finding adequate approaches to management and the formation of their strategic competitive advantage. In turn, making effective management decisions on trade enterprises, as the experience requires its full and relevant information provision on the status and trends of their industry environment.

In a competitive business can succeed or survive under conditions of their own development, so the consideration of its nature as an economic category is relevant.

To effectively manage the development of the enterprise must understand what is meant by this term. Development – is irreversible, directed, regular change of material and ideal objects; directional change system, in which deployed its internal capabilities. There are evolutionary and revolutionary forms of development. Evolutionary change caused by gradual qualitative object, and is characterized by rapid revolutionary qualitative changes in its structure. Also produce progressive direction of the characteristic of which is the transition to a

more perfect and regressive, reflecting degradation, reduction of loss of ability to perform certain functions stagnation. Depending on the emphasis on quantity and attributive factors are two ways of development: with extensive way – by quantitative increase resources for constant technical and technological and organizational basis; intensive way implies active involvement qualitatively new means of production, the introduction of technological and organizational innovations, training staff. Analysis of scientific works of economists enables us to determine that arises as a result of new qualitative state of the object that acts as a change in its composition or structure.

Development as an economic category has certain characteristics:

- Change, movement, during which the new development provided the necessary quality, capable of independent movement and reproduction;

- Reflect changes occur as a result of internal contradictions and external factors;

- Carried out by purposeful transformation of the object;

- Is not a one-time transformation and continuous process over time;

- The movement is in a spiral.

Some economists believe these concepts are synonymous. But this interpretation is not correct, since the rise – this increase in size or number, and evolves – to increase the capacity and competence. For quantitative characteristics typical growth, while development - attribute. However, the development may include elements of growth. Between growth and development does not necessarily conflict exists, they can enhance the effect of each other, that between them there is synergy.

Growth does not always lead to an increase in value, while its development involves. If growth is not mandatory increase the value of enterprise, without this development is not possible. So consider the concept is closely related to the effectiveness and efficiency of the company.

The development company is closely connected with its potential. Although the amount of available resources is important for the growth of the organization, but their presence does not stipulate development. Lack of resources can not stop him: on the contrary, the more development reaches the enterprise, the less they depend on and can better manage available resources and create their own resource potential.

The genesis of theories of enterprise development begins with the

following of scientific views on the nature of his "theory of directed development of enterprises", "theory of cyclic development of enterprises" and "the concept of life-cycle businesses."

According to the theory of "directed development of enterprises," the development of enterprises treated as a set of transitions from one state of internal and external balance to other similar state prevailing circumstances and stream factors [1].

The basis of this theory was empirical evidence for periodic occurrence of economic crises in the development of socio-economic systems at different levels. Thus, we can conclude that companies develop cyclically from one crisis to another phase, and phase measurement criteria of economic efficiency was elected, which occasionally tends to increase and decrease under the influence of internal and external factors [3]. The concept of "life-cycle businesses," enterprise development can interpret as a life cycle that is characterized by a number of time steps and has the following stages: birth, childhood, parenthood, early maturity, flowering forces full maturity, aging, renewal.

Considering the development of philosophical perspective, the authors believe that it goes through the 5 main levels: indefinite, definite, actual, real and true being, which respectively show: the formation of the new as such; new state that emerged from the transformation of old; isolated being new but based on old; its existence on its own basis, but under conditions that got the old; operation of a new self-sufficient, growing itself substance.

Quite interesting and original can be considered a model of Adizes, based on the assimilation of the enterprise alive organism [4]. As the model to live far from flourishing all companies for flowering inevitably follows bureaucracy businesses and death. Adizes model defines a number of dangers that await the company on the path of development, but does not answer the question: which organizational status company must strive to stay longer in a phase of flowering?

Other foreign scientist L. Hreyner offers to consider development through passage now critical points. He identifies five stages of organizational development (based, respectively, on creativity, leadership, delegation, coordination and cooperation), separated from one another organizational moments of crisis. The path from one stage of development to the next company is overcoming the appropriate crisis of the transition period [7]. The disadvantages of this theory are that it essentially expresses the fact that changes in the organization are

programmed. Since the 70's, when it created a theory, many companies actually have been under similar models listed in L. Hreyner. Despite this, it is incorrect to say that any modern enterprise must pass the specified path.

In the table 1.1 shows systematization theories of development.

*Table 1.1*

**Characteristics of theories development of enterprises**

Theories	Characteristics
Directed development	The set of transitions from one state internal and external balance to other similar condition, prevailing circumstances and factors streaming.
Cyclic development	Companies developing cycle of one phase crisis to another, and phase measurement criteria of economic efficiency was chosen, which periodically tends to increase and decrease in the influence of internal and external factors.
Life cycle	The development is treated as a life cycle that is characterized by a number of time stages and has the following stages of development: birth, childhood, parenthood, early maturity, flowering force full maturity, aging, renewal.
Philosophical Point of view	The development is through the 5 main levels: indefinite, definite, actual, real and true life.
Model development by Adizes	Based on the assimilation of a living organism enterprise.
Concept development by L. Hreyner	Consider now passing through the development of five stages of organizational development (stage development based on creativity, leadership, delegation, coordination and development stage, based on cooperation).
The modern theory development	Based on experience of project work in companies of all sizes, research conducted by internal and external conditions of organizational development, and also on an analysis of ways to overcome the crisis points.

Internal and external factors development of trade enterprises is identified.

Internal factors affecting the market opportunities for strengths of trade enterprises in a strategic perspective:

1. Evolution of retail trade objects. Today strategically important area for food retail facilities is the type of minimarkets, which are located in adjacent areas; for all products – expanding online-trading. More new retail trade objects are specialized or highly specialized type.

2. Greening trade – production and gains in organic production, the

transition to an ecological packaging.

3. Management of supply chain management is changing demands of consumers. All the more important for the TA becomes focus on consumer behavior, accounting and analysis channels through which the consumer makes the purchase of goods. Consumer behaviors are keys to managing inventory control systems.

4. Adaptability. New technologies reduce costs, increase productivity, and improve customer service. Their implementation – an absolute requirement for the survival of modern control systems.

5. The price transparency. Price information is readily available to the buyer. Ability to compare it and choose the best deal. New approaches to pricing, the price of the program guarantees; the "check prices" (eng. price check) – providing information on prices at retail directly on the price tags; flexible electronic pricing oriented consumer.

6. Modification and reducing the role of pricing and increased importance of non-price competition. There is a hidden enhance price competition when the consumer is offered a new product with significantly improved consumer properties for a disproportionately small compared to the quality, price or discount under certain conditions, and so on.

7. Diversification of retail trade enterprises. In order to improve the competitiveness, effectiveness and expansion of additional services to consumers retail TP trying to diversify their activities at all levels of customer value chain, including production, distribution, marketing, after-sales service and so on.

The external (market) factors and trends affecting creating strategic advantages of trading companies:

8. Increased demands of customers, the importance of demographic factors and customization (eng. customer – client, buyer) trade. Buyers have become much more attentive to their costs and product selection. Modern buyer well educated, demanding, skeptical feels a constant shortage of time. Depending on the demographic situation TP builds its business, focusing on certain segments of customers.

9. Personalization shopping customer service. It is impossible to estimate the mass of buyers and depersonalized. Each buyer requires an individual approach – to know the frequency and detail of his purchases, willingness to acquire new products. At the forefront of technology, which enable to work with each customer individually.

10. Unfair competition – a feature of modern trade, sold the establishment dumping prices, discriminatory contracts with producers

and others. This creates new barriers to entry, which practically very difficult to overcome. This phenomenon is called "killer market" (eng. category killers), when networks and multinationals capture the market with such a powerful purchasing and organizational capacity almost immediately destroy less powerful competitors.

11. Increased competition at the level of trade marks and brands. With the saturation of the market with quality products and rising incomes become important image characteristics value brands and brands that are the modern tools of competition.

Today, retail is developing and is in a state of quantitative and qualitative changes. Despite the trend decrease in the total number of retail TP and the population real incomes and last volume of retail will rise. There is an active technological upgrade retail trade facilities and introducing new approaches to the economic activities of trade enterprises, which now can not ignore global trends in management strategies and decision making.

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