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## STUDY OF THE ENDOGENOUS AND EXOGENOUS ENVIRONMENT FACTORS OF THE MALL IN SECTION OF BRAND POSITIONING

*The article examines the influence of the factors of the endogenous and exogenous environment of the mall on the process of implementing the positioning and re-positioning strategy of the brand, as well as their essence in the conditions of the transformation of modern market relations. Considered the need to apply the business model of brand activity and its derivatives in the concept of marketing. A complex of macro-, meso-, and micro-level indicators influencing the current state and prospects for the development of the market of trade and entertainment services within its elements is highlighted. A methodical approach to managing the positioning of the shopping center brand, consisting of five blocks, is identified: creation of signs of differentiation and recognition of the shopping center brand; increasing the level of loyalty of the target audience of the mall; generation of high-quality leads; support of client relations with key stakeholder groups of shopping center; strengthening the capital of the shopping mall brand. A survey of experts of the trade and entertainment market of Ukraine was carried out in order to identify influencing factors on the formation of brand positioning strategies in the field of trade and entertainment services. In light of this, the brand positioning map of the shopping center is described, based on the motivations for making a purchase decision, and the behavioral characteristics of the young segment of the shopping center's target audience are summarized. As a result of the study, it was concluded that in response to the challenges of the exogenous and endogenous environment of the mall in terms of brand positioning, it is necessary to develop solutions based on data of the target audience and implement an agreed solution in terms of blocks: clear brand positioning; a clear understanding of the current behavior of the target audience; a clear strategy of placement in geographical locations and network associations.*

Keywords: positioning, strategy, brand, management, influencing factors.

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**Statement of the problem in a general form and its connection with important scientific or practical tasks.** In the past two decades since the beginning of the 21st century, a significant number of developers, guided by the market conditions, massively - and often chaotically - carried out shopping mall construction projects. This process was characterized by a lack of adequate planning of future mall projects beyond the mandatory requirements. This included, in particular, a lack of thoughtful and informed brand positioning in the realm of retail and entertainment services. The objective reasons for the lack of adequate work on the positioning of the shopping mall brand are the high rate of market development due to favorable exogenous conditions, namely the high rate of economic development, the trend of

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urbanization, the expansion of the middle class, the development of consumer credit, and changes in the behavior of the Ukrainian consumer. All this led to a stable increase in the flow of visitors, the number of purchases made in the mall, and an increase in the size of the average purchase receipt. Analyzing today's economic market, it is possible to trace the strengthening of the role of consumer opinion, the growing degree of dependence of enterprises on changes, demands, moods and tastes of consumers, as well as the uncertainty of the conditions of operation against the background of intensifying competition, therefore the issue of effective formation of brand management of shopping malls in terms of brand positioning becomes relevant.

**Analysis of the latest research and publications, in which the solution to this problem was initiated and on which the author relies.** In the research of foreign and domestic marketers, the theoretical and methodological aspects of enterprise positioning and the analysis of influencing factors occupy a significant place, however, with all the diversity of directions in the study of this problem, for the current period of time there are insufficiently presented studies devoted to the influence of exogenous and endogenous factors on the brand positioning system. Most often, brands are considered as elements of the company's communication or product policy along with other components. theories and practices of branding. In the reviewed literature, much attention is paid to the methodology of forming the concept of brand management, which is based on the formation and management of brand positioning against the background of intensifying competition. In particular, a number of researchers [1] , as well as O. M. Godin [2], V. M. Domnin [3], Keller K [4], Le Pla F. [5], Makashev M. O. [6], Nilson T. [7], Pring A. [8], Rozhkov I. Ya. [9] and others.

**Highlighting previously unresolved parts of the general problem to which the article is devoted.** The lack of attention to brand positioning by the company's management is explained in the work [10, c. 5] by the fact that it is difficult to successfully articulate value for a stakeholder within the framework of a brand as a set of tangible and intangible features . Instead, the company's management gravitates towards investments in tangible assets that, from their point of view, better satisfy the key needs of the target audience due to functional and material advantages. As a result, the above-mentioned factors led to a significant increase in the demand for shopping center services among the population, which prompted developers, investors, financial institutions to actively and often hastily finance projects without adequate planning at an in-depth level, which primarily includes proper planning, research, development of positioning strategy and brand -marketing shopping center. This often led to the non-achievement of the planned financial and economic indicators of the shopping center and failure to meet the expectations of stakeholders, primarily investors in the development project. In general, the situation described above reflects the lack of adequate strategic planning, competitive analysis and study of the market landscape [11, c. 9]. The results of the analysis of literary sources proved that the works of scientists contain a significant number of works devoted to the analysis of market factors and key factors and trends of their development. However, the issue of positioning the malls presented on it, with the aim of developing effective marketing strategies and programs, remains insufficiently studied. Given the limitations in the application of classic methods of marketing research and the corresponding marketing budgets, this problem is of great relevance for the prospects of successful implementation of their activities in the conditions of martial law and post-war recovery.

**Formulation of the purpose of the article (statement of the problem).** The purpose of the article is the development and theoretical substantiation of the scientific and methodological system of shopping center positioning, taking into account endogenous and exogenous factors and methods of clustering based on sets of statistical indicators of their

activity. The theoretical and methodological basis of the article are the fundamental and applied works of foreign and domestic scientists in the field of brand management and the development of brand management strategies. The instrumental and methodological apparatus of the research is based on the use of system analysis in economic processes and phenomena, methods of comparative and statistical analysis.

**Statement of the main material of the research with full justification of the scientific results obtained.** Given that the shopping center project is complex and costly to implement from a financial and market point of view, the developer must set up a well-founded and informed process of planning and implementing the shopping center project. The above process should cover the blocks of research, planning, positioning and brand marketing. We emphasize that the selected blocks are equivalent, and the work within the process should be carried out in a clear sequence, which is highlighted above. As a result, the result is ensured at a high level of quality, on time and within the framework of the allocated amount of funding.

At the same time, practice shows that in rare cases, developers ignored or oversimplified the planning stage of the mall project in terms of its positioning and the concept of value proposition for the target audience. This was often motivated by a lack of time, an unreasonably high level of costs for project planning and research, a lack of understanding on the part of the developer's or investor's management of the benefits of the planning and research stage for the future successful launch of the shopping center on the market, and the investor's and developer's motivation to excessively save on the cost of the shopping center project. This, in turn, leads to a lack of adequate research of the target audience of the mall, the study of consumer behavior, analysis of the expected level of attendance of the mall and the matrix of tenants, development of the design of the mall.

The complex of the above-mentioned studies is necessary for the creation of high-quality positioning of the shopping mall brand. In turn, the lack of a preparatory analytical stage leads to a weak and poor implementation of the mall's brand positioning strategy. As a result, the weight of weakly functioning malls on the market is growing, which is especially aggravated in periods of crisis. It is worth emphasizing the importance of taking into account aspects from the point of view of stakeholders - first of all, the target audience of the shopping center.

the socio-cultural and socio-psychological portrait of the target audience within the framework of the task of successful planning and implementation of the shopping center brand positioning. As a result, the achievement of maximum results in the formulation and implementation of shopping center positioning is ensured.

Within the framework of socio-cultural and socio-psychological profiling, a number of criteria are distinguished, namely:

- Income level;
- Social status;
- Lifestyle;
- Likes and dislikes;
- Personal characteristics;
- Level of conservatism;
- Level of innovation;
- Propensity to adopt new technologies;
- Price elasticity.

A psychographic map is formed around the above-mentioned characteristics and a portrait of the target audience is drawn up. These tools are used further in the analysis and planning of the shopping center brand positioning.

It is important that the portrait of the target audience defines and examines the entire range of characteristics of the shopping center's value proposition - namely, tangible and intangible features, rational and emotional drivers, functional and perceptual features of the value proposition.

Brand positioning should be based on a number of tangible and intangible features that resonate with the target audience. These above-mentioned features should fit into the appropriate structure. In particular, in the work [12, c. 80] single out a number of features, which should consist of a proposal for positioning the shopping center brand (Table 1).

Table 1 – Material and non-material characteristics affecting the positioning of the shopping mall brand

Sign	Comment
<i>General features of brand positioning</i>	
Price segment	Premium, Deluxe , Affordable , etc
Geographical location	Megapolis , Regional center , Small town
terroir	Local , International
Location	City center , Sleepy district , Suburbs
Service level	Basic service , Customer-centric service , Personal service , Premium service , etc
Level of reliability	Reliable , Durable
Attractiveness level	Aesthetic , Youthful , Elegant
<i>Specific signs of brand positioning</i>	
The profile of the shopping center	Narrow-profile, Wide- profile
A mix of shopping mall product categories	Mono- category mall , Multi- category mall
A mix of brands present in the mall	International brands , Local brands
A mix of formats of shop premises	Large shops , Medium shops , Small shops
A mix of sales and service channels in shopping malls	Offline store , Online store ( with implementation of the service at the final stage in an offline location );
A mix of entertainment destinations in the mall	Omni- channel store

Source: based on [13]; own analysis

Research and consulting company GfK collects respondents' data in the areas of lifestyle, consumption characteristics, brand preferences and value orientations. Accordingly, based on data from regular research, the company has formed a number of consumer types within the framework of the GfK map Roper [14]. The above-mentioned analytical tool is a complex of life orientations that reflect worldviews, life preferences, preferences in purchasing.

It is necessary to emphasize that *GfK Roper* are relevant for all groups of consumers, regardless of country of residence, age, social status. *GfK* consumer styles in general detail *Roper* is presented in the Table 2.

Table 2 –Types of consumers based on psychotype according to GfK Roper

Main types of psychotype	Comment
Adventurous	Motivated by passion and lust
Demanding	Balance responsibilities, duties, own interests and pleasure
Critical	They strive for self- realization and stability in life
Dreamy	They want that achieve happiness
Rational and realistic	They emphasize work and responsibility
established	They focus he achieving peace and harmony
Established materialistic	They seek material security and stability in life
Broad views	They are looking for a balance between self-realization, social responsibility and satisfaction of their own needs

Source: materials *GfK Roper* [14]; own analysis.

In terms of functional and perceptual features of the value proposition, we will highlight the following steps of forming the positioning of the shopping center brand:

1. Creating an exciting atmosphere inside the shopping center that immerses the visitor in a new reality;
2. Creating a sensual atmosphere with the help of aromatic and musical background accompaniment;
3. Appropriate design of the shopping center, which makes it impossible for the visitor to feel bored or tired;
4. Easy search for the desired department in the shopping mall;
5. Maintenance of a high level of sanitary conditions and air conditioning / heating of shopping center premises;
6. Provision of high-quality mobile communication and high-speed Internet connection in the shopping center;
7. Creating a shopping center service that meets the expectations of the target audience;
8. Ensuring an appropriate level of flexibility in the work and service of the shopping center;
9. Formation of an affordable premium service – even for a non-premium segment of the target audience;
10. Providing visitors with an impression of an individual approach in the service.

In order to ensure the highest level of visitor satisfaction, it is necessary to provide an effective digitalized system for monitoring the level of satisfaction with the shopping center experience and collecting feedback.

This can be ensured due to a multi-channel digital system that collects visitors' answers to short questions received on its digital devices, in the shopping center application, as well as on interactive panels at the entrance and exit of the shopping center. The collected feedback can be used both in real time during the visitor's stay in the mall, and for prospective improvement of the client's experience in the mall.

We note the importance of adequate positioning of the shopping center brand in the changing market conditions. In particular, in the context of the development of online trade and service channels, as well as the growing importance of younger visitors in the structure of the target audience of modern malls. Due to this, the need to clearly define the positioning of the shopping center brand is becoming more acute. Let's pay attention to the fact that a full understanding of the positioning of the shopping mall brand requires an understanding of the segment in which the shopping mall operates and various problems faced by the target audience. In this context, a number of drivers have significant weight:

- determining the positioning of the mall as primarily a place for shopping or a place for entertainment;
- assessment of the behavior of various consumer segments and target audiences depending on their socio-cultural and socio-psychological profile;
- macro-, meso-, and micro-level trends on the overall work of the trade and entertainment industry and individual malls;
- the impact of digitalization on the positioning of the shopping center brand and its operation in the short- and long-term time horizon.

Based on the concept of a functional or recreational visit to a shopping center, it is necessary to consider purchasing behavior in the context of the entire process from initial interest to the purchase of a product or service. Decisions to purchase a product or service are often thought to consist of rational, purposeful steps in which consumers make optimal use of all available channels and ultimately choose the option that offers the best value for money.

In this context, modern technological changes are also taken into account, in particular, the digitalization of trade, which is manifested in the formation of the so-called omni-channel sales and service model. However, it is worth noting that often the decision to buy does not have a purely rational basis on the part of the consumer.

Thus, the modern positioning of shopping malls is on the border between the approach of functional shopping mall visits and purposeful decision-making to purchase a product or service, as well as an approach based on the visitor's experience. In addition, it reflects such a state of development of the field of trade and entertainment services, when the main market force shifts to the side of the visitor (consumer), and not the mall due to a change in the market situation, saturation of supply.

Within the framework of this concept, the analytical and consulting company *GfK* has formed an approach that covers approaches both by types of organization of shopping malls and consumer expectations. Special attention should be paid to the fact that the less a certain concept is oriented towards a clear market position, the lower its competitiveness. Accordingly, it is unpromising to take an uncertain, poorly defined position on the market, which is reflected in the unclear positioning of the shopping center brand.

The above-mentioned concept for forming the positioning of the shopping center brand, based on the functional and emotional motivations for making a purchase decision, is shown in Figure 1.

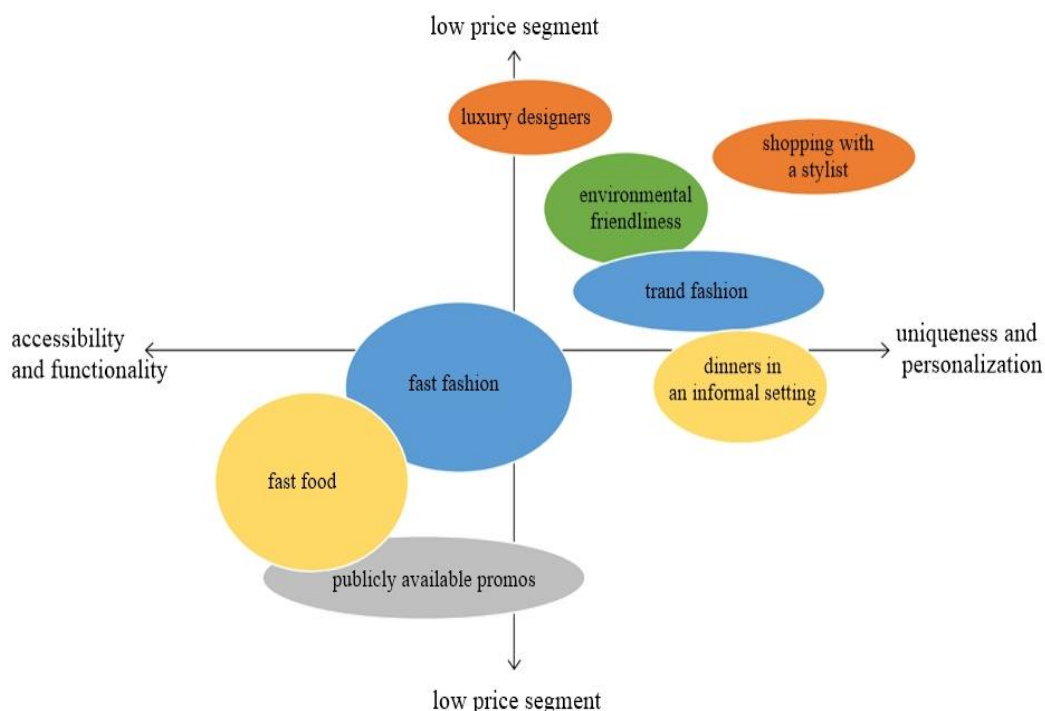


Figure 1 – A map of the shopping mall's brand positioning, based on the motivations for making a purchase decision

Source: GfK materials [15]; own analysis

Functional and emotional motivations are placed on a kind of positioning map, based on the motivations for making a decision. Motivations of various types are grouped according to the degree of accessibility and premiumness, functionality and uniqueness, and in this way the corresponding direction of positioning of the shopping mall brand is crystallized. This approach clearly presents the shopping center's value proposition and demonstrates its place within the market.

Accordingly, in order to ensure adequate implementation of the positioning of the shopping center brand, it is necessary to coordinate it with the characteristics of the target audience. In particular, these features are manifested in expectations and behavioral patterns, which, along with socio-demographic characteristics, have a significant impact on the features of consumer behavior. It is possible to characterize the expectations and consumer behavior of the relevant group of the target audience with the help of consumer values. We note that it is important to take into account these life orientations not only in the general concept of the positioning of the shopping center brand, but also in the framework of the service model, the formulation of the media mix, the choice of online and offline channels of interaction with the consumer as part of his experience in the shopping center. Interesting in this context are the results of a study of the preferences of young people as a segment of the target audience of shopping malls. So the results of the *GfK study Young Shopper Study* [16] indicate that young buyers need an offline shopping center channel. The results of the above study are presented in Figure 2.

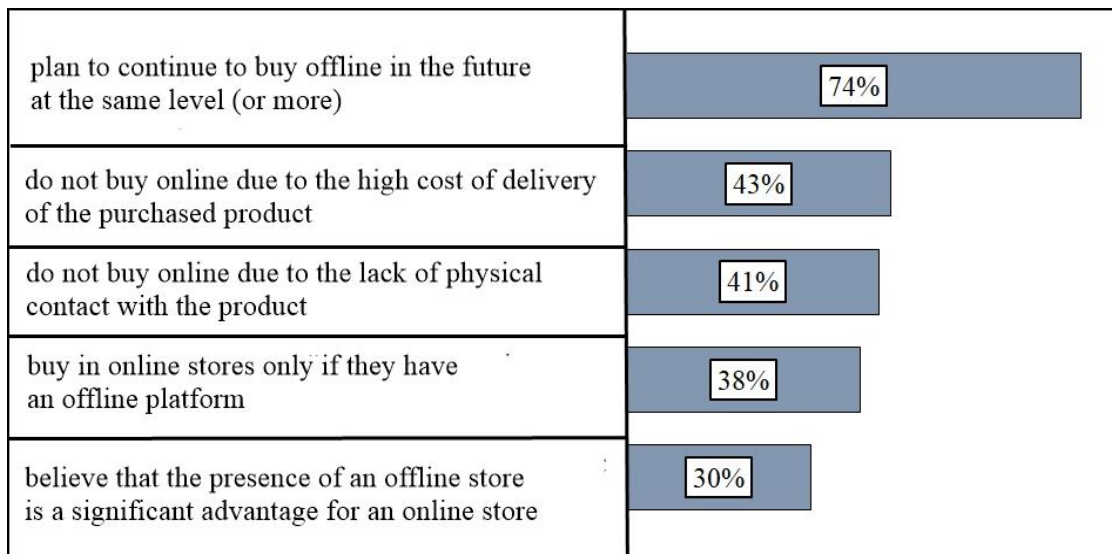


Figure 2 – Results of a survey of the young segment of the mall's target audience in the context of their purchasing behavior and motivations to buy in offline channels

Source: GfK materials *Young Shopper Study [16]*; own analysis.

A significant share of respondents (74%) in the study of young people and their purchasing behavior indicates that they prefer to continue to buy offline in the future - as before. More than a third of respondents (38%) say that they are ready to buy in an online store only if it has an offline store. Two out of five young respondents (41%) say that they do not buy online because they are unable to physically contact the product, which is instead available in an offline channel. A significant share of respondents (43%) also singles out an additional reason not to buy online – namely, too high costs for delivery of purchased goods.

Accordingly, in order to identify influencing factors on the formation of brand positioning strategies in the field of trade and entertainment services, we conducted a survey of experts of the trade and entertainment market of Ukraine. The survey was carried out by the method of in-depth interviews with the help of a telephone conversation or a face-to-face meeting. Respondents were selected based on the criterion of belonging to one of the selected expert groups, namely, functional managers of shopping malls, experts of development companies, investment analysts, experts of marketing agencies and consulting companies. The sample consisted of 27 experts, distributed as follows: 33% - functional managers of shopping malls; 26% - investment analysts; 22% - experts of marketing agencies and consulting companies; 22% are experts of development companies. The composition of the respondents is presented in Figure 3.



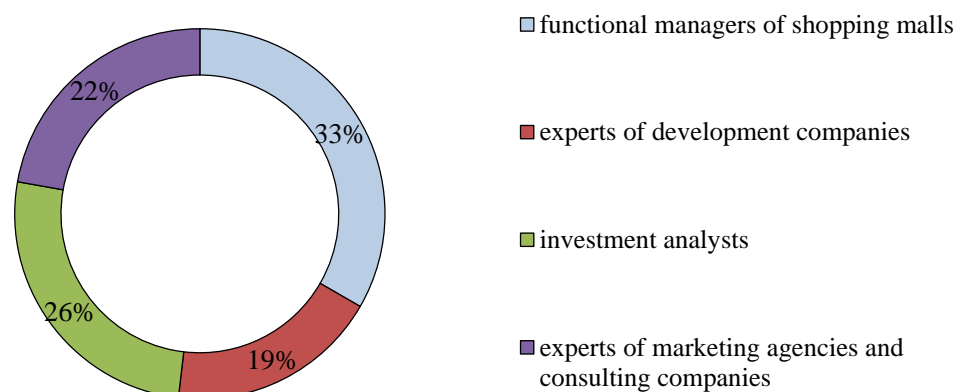


Figure 3 – The structure of the surveyed experts of the market of trade and entertainment services by field of employment

Source: survey results of industry experts; own analysis.

During in-depth interviews, selected experts named a number of factors influencing the formation of brand positioning strategies in the field of trade and entertainment services. Having applied the methods of analysis and synthesis, we identified the following groups of factors based on the survey data:

1. Convenience shopping center;
2. The presence of price and non-price promotions in shopping malls;
3. Experience of making purchases in shopping malls;
4. Perception of the shopping mall atmosphere;
5. Quality of real estate management;
6. Availability of entertainment in the mall.

The results of the survey of industry experts in terms of factors influencing the positioning of the shopping center brand are summarized and presented in Figure 4. The above-mentioned groups of factors influencing the positioning of the shopping mall brand can be divided into functional and emotional drivers, also the results of experts reflect the current trend of the retail and entertainment real estate market to change the business model in the context of combining shopping and entertainment components with a focus on visitor experience.

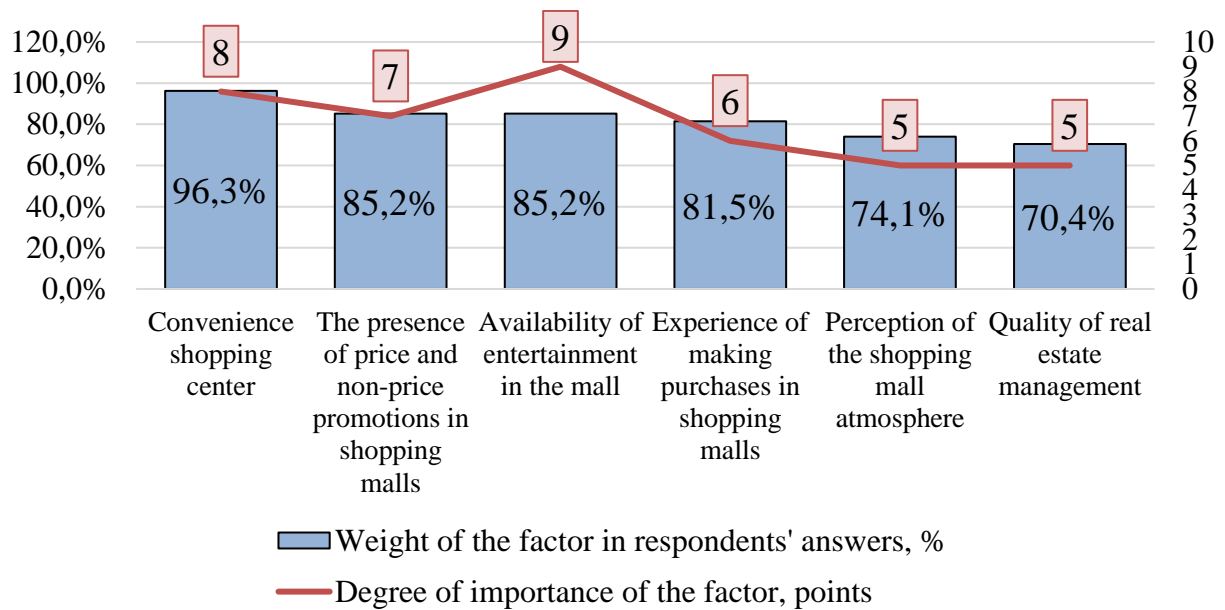


Figure 4 – Factors influencing the positioning of the shopping center brand, highlighted by industry experts

Source: survey results of industry experts; own analysis.

As we can see, the formation of a business model in the context of choosing a combination of channels has a significant impact on the positioning of the shopping mall brand. So currently, the concept of multi-channel is actively developing, namely the combination of online and offline sales and service channels within the value proposition of shopping centers. As more and more visitors in the structure of the shopping center's target audience begin to actively use online shopping and service channels, it becomes increasingly important for them to have multi-channel capabilities in the shopping center. Thus, shopping center visitors can use various advantages offered by both offline and online channels. For example, a shopping center visitor can first research a product or service on the Internet, agree on a demonstration of the product in an offline store, after a successful demonstration and answering questions from the seller-consultant, purchase a product in an online store, after purchase pick up the product in the nearest shopping center.

Accordingly, against the background of intensifying competition and growing consumer expectations, malls are increasingly implementing a multi-channel strategy within their positioning, which is focused on quick ordering of goods on the Internet and receiving the goods in the nearest or most convenient offline store (so-called *Click & Collect*). Accordingly, both offline and online sales and service channels are involved.

One of the advantages of the above-mentioned service strategy within the framework of the shopping center brand positioning is the strengthening of interaction with the target audience, which is manifested in the growth of customer satisfaction and the growth of their loyalty level, as well as an increase in the number of accompanying purchases to the main order. Note that customers are usually better served when malls use a combination of sales and service channels that complement each other. As a result, a unique convenient service is created for the shopping center visitor, stimulating the growth of sales both in quantitative and monetary terms.

In order to successfully change the business model under the influence of market and technological trends, it is important to understand the needs and preferences of the target

audience. The young segment of the shopping center's target audience is gaining more and more weight. This happens under the influence of socio-economic and demographic changes in society. Note that changes in the exogenous and endogenous environment do not lead to a complete abandonment of the traditional way of making purchases in offline channels, in particular, shopping centers. Instead, consumers at the current stage tend to combine online and offline sales and service channels. In response to this, shopping malls need to develop a multi-channel business model taking into account modern macro-, meso- and micro-level trends. In this vein, *GfK* singles out a number of features that affect the specifics of the positioning of the shopping center brand in terms of working with a younger target audience:

1. Younger consumers believe that they use the most optimal way of making a purchase decision and making it. In particular, this segment of the target audience applies modern methods of price monitoring, research of goods and services, communication at all stages of sales using social network platforms;

2. Shopping malls should be integrated into the everyday life of young consumers by delivering relevant content through digital channels. The young target audience expects a high level of digitization and a high-quality experience of interaction with shopping centers in the digital space;

3. The young segment of the shopping center's target audience is actively looking for new experiences and entertainment that are at the center of their lifestyle;

4. Young consumers clearly distinguish between different shopping models, which are focused on solving everyday tasks (for example, buying food) and on gaining experience or entertainment;

5. The young segment of the shopping center's target audience expects greater authenticity and personalization in communication and service; Malls should support the task of the young target audience in their desire to achieve life balance and public image.

On the basis of changes in the preferences of the target audience and a shift in their focus, it is necessary to improve the positioning of the brand in the market of trade and entertainment services. This manifests itself in various areas, in particular, the emergence of new platforms for making purchases and receiving services, growth in the quality and availability of goods and services, changes in terms of expected added value. The above-mentioned drivers stimulate the emergence of new concepts and formats of retail and entertainment real estate. With this in mind, shopping malls should formulate and implement adequate brand positioning, in particular, with the help of a number of solutions:

*Solution 1. Shopping becomes a form of entertainment.* Making purchases has ceased to be a purely functional task. Instead, modern retail and entertainment real estate formats offer additional emotional benefits in terms of stimulating inspiration and curiosity, maintaining an ecological and ethical agenda. In response to these requests, malls provide a digital experience for visitors, offer opportunities to visit gastronomic and cultural establishments, and create favorable conditions for communication and social interaction.

*Solution 2. Leveraging channel and solution synergies for better customer service and experience.* Modern consumers are interested in a complex integrated solution in the plane of offline and online channels. On a practical level for the market of trade and entertainment real estate, this is manifested in the creation of network associations of trade and entertainment locations with a single control center.

*Solution 3. Clustering and grouping of retail and entertainment real estate locations according to the needs of the target audience.*

Differentiation of shopping center concepts in the context of the aforementioned drivers is becoming the mainstream of the work of operators of the retail and entertainment real estate market. Clustering takes place according to geographical location, concept, various

formats of retail and entertainment real estate. All this allows you to attract more visitors and better satisfy their needs and expectations.

*Solution 4. Strengthening of articulation in terms of positioning of the shopping center brand.* Against the background of the intensification of competition and the erosion of the attention of the target audience, it becomes important for shopping malls to update their brand and highlight distinctive characteristics such as exclusivity, environmental friendliness, status. The shopping center's brand and concept should be associated with stories that resonate with visitors and correspond to their experience and worldview.

**Conclusions from this research and prospects for further developments in this area.** The results of the study showed that in response to the challenges of the exogenous and endogenous environment of the mall, for effective brand positioning, it is necessary to develop a strategic solution based on the data of the target audience and implement a coordinated solution in the following blocks: clear brand positioning; a clear understanding of the current behavior of the target audience and a clear strategy of placement in geographical locations and network associations. In this way, an in-depth analysis of the factors of the shopping center environment, operating on the market of Ukraine against the background of intensifying competition, allows us to generalize their current market positions thanks to the integration of both the observation objects themselves and the key indicators of their activity.

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**Дослідження екзогенних та ендогенних факторів впливу на формування стратегій позиціонування бренду ТРЦ.**

*У статті досліджено вплив факторів ендогенного та екзогенного середовища ТРЦ на процес реалізації стратегії позиціонування та ре-позиціонування бренду, а також їхню сутність в умовах трансформації сучасних ринкових відносин. Розглянуто необхідність застосування у концепції маркетингу бізнес моделі бренд діяльності та його похідних. Виділено комплекс індикаторів макро-, мезо-, мікро-рівня, що чинять вплив на сучасний стан і перспективи розвитку ринку торгово-розважальних послуг у межах його елементів. Виділено методичний підхід до управління позиціонуванням бренду ТРЦ, що складається з п'яти блоків: створення ознак диференціації та впізнаваності бренду ТРЦ; підвищення рівня лояльності цільової аудиторії ТРЦ; генерація лідів високої якості; підтримка клієнтських стосунків з ключовими групами стейкхолдерів ТРЦ; посилення капіталу бренду ТРЦ. Здійснено опитування експертів торгово-розважального ринку України з метою виявлення факторів впливу на формування стратегій позиціонування бренду у сфері торгово-розважальних послуг. В світлі цього описано мапу позиціонування бренду ТРЦ, виходячи з мотивацій прийняття рішення про покупку та узагальнено особливості поведінки молодого сегменту цільової аудиторії ТРЦ. У результаті дослідження зроблено висновок про те, що у відповідь на виклики екзогенного та ендогенного середовища ТРЦ в розрізі позиціонування бренду необхідно розробляти рішення на основі даних цільової аудиторії та реалізувати узгоджене рішення в розрізі блоків: чіткого позиціонування бренду; чіткого розуміння сучасної поведінки цільової аудиторії; чіткої стратегії розміщення в географічних локаціях і мережесевих об'єднань.*

**Ключові слова:** позиціонування, стратегія, бренд, управління, фактори впливу.

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