

UDC 330.341:378

DOI: <https://doi.org/10.37734/2409-6873-2024-2-13>

THEORETICAL AND PRACTICAL ASPECTS IN IMPLEMENTATION OF THE GOALS OF SUSTAINABLE DEVELOPMENT IN THE FIELD OF RETAIL

Victoriia LISITSA

Candidate of Economic Sciences, Associate Professor;

Nina RUDENKO

Senior Lecturer,

Poltava University of Economics and Trade

Annotation. *The goal of the article is to determine the essence, directions and features of ensuring sustainable development by companies in the retail trade industry in the world and in Ukraine. Methodology of research.* The goal set in the article was achieved using the following research methods: observation, analysis, generalization and a systematic approach. **Findings.** The conducted research made it possible to find out the specifics and directions of implementation of sustainable development goals in the retail sector. It is noted that sustainable development is a priority of retail companies and most of them are focused on introducing changes into corporate activities necessary to achieve the planned result. A sound sustainability strategy has been identified to bring business benefits including competitive advantage, cost reduction, achieving superior levels of customer and employee retention, and the potential to realize new value. The main driving factors for increasing attention of retail companies regarding sustainable development goals have been characterized, and the problems they face in the process of their implementation have been identified. Expert recommendations for achieving progress in implementing sustainable development strategies by retail companies have been summarized. **Practical value.** The proposed recommendations are aimed at identifying new opportunities for increasing the efficiency and competitiveness of retail, taking into account the goals of sustainable development.

Keywords: sustainable development, retail, principles of sustainable development, prospects, advantages, competition.

Statement of the problem in general and its connection with important scientific or practical tasks.

Sustainable development is one of the strategic priorities for retail businesses around the world. According to the report [1] 73% of consumer executives increased their sustainability investments over the past year. Market participants understand that using sustainability as a competitive advantage can provide access to new revenue streams and reduce the cost of capital, lead to brand awareness and customer satisfaction, and improve operational efficiency and profitability. Strategies for sustainable development of retail companies in modern conditions are implemented through building sustainable supply chains, reusing products (reselling), improving technologies for ensuring sustainable development and complying with rules and regulations related to ESG. However, research suggests that the retail sector needs to introduce a significant number of initiatives to achieve this status [2]. Only a limited number of powerful retailers in the world have introduced comprehensive sustainability programs and made significant progress in this direction. Therefore, there is a need to study the main areas of implementation of the strategy of sustainable development by retail companies both in the world and in Ukraine, as well as to analyze the obstacles and problems they face in the process of implementing sustainable initiatives and strategies in their activities.

Analysis of recent research and publications.

The work of such scientists as: H. Brundtland, A. Weber, H. Daly, D. Elkington, O. Amosha, V. Bazylevych, I. Bystryakova, Z. Gerasimchuk, L. Didkivska, L. Melnyk, N. Pashkova, O. Shubravska and others.

In modern economic theory the issue of ensuring sustainable development is considered by researchers from different points of view and at different levels of economic functioning. Most scientists study the category of "sustainable development" in the context of the global socio-economic system or the macro-economic development of individual countries. At the same time, despite the accumulated experience of a theoretical, methodological and practical nature, further research is needed on the formation and implementation of a company's sustainable development strategy in the retail sector, which predetermined the choice of research topic, its purpose and direction.

Formation of the objectives of the article (task statement). The purpose of the article is to study the essence, directions, trends and features of ensuring sustainable development by companies in the retail industry in the world and Ukraine.

Presentation of the main research material with the full justification of the scientific results obtained. As is known, for the first time the term "sustainable development" was considered in the

aspect of environmental transformation at the UN conference in 1972 in Stockholm. Summarizing existing views and approaches regarding the definition of "sustainable development", they most often refer to the interpretation of the Game of Haarlem Brundtland in the report "Our Common Future" which notes that this is development that meets the needs of the current generation, but does not jeopardize the future generation opportunity to satisfy their needs [3]. At the 70th session of the UN General Assembly in September 2015, 17 sustainable development goals and 169 support ones were identified and approved aimed at balancing the economic, social and environmental components of countries' development. The goals include the introduction of programs such as education and sustainable lifestyle; development of sustainable tourism; circular public procurement; sustainability in the construction industry; responsible consumption and production, etc. [3].

Regarding the application of the principles of sustainable development in the retail sector, the researchers note that a retailer focused on sustainable development in the long term can receive a number of advantages. First, sustainability will help differentiate a brand from competitors, increase its value and strengthen brand loyalty. Secondly, growing regulatory requirements related to sustainable development will help reduce business risks through compliance, including by strengthening the sustainability of our own supply chains. Third, retailers' compliance with sustainability practices will help attract capital from investors with specific ESG requirements. Fourth, sustainable development helps companies increase profits by reducing fixed and variable costs due to

reduced waste, energy savings, reduced packaging and transportation costs, inventory and warehousing, reduced employee turnover, etc. Retailers are also motivated by the positive impact of sustainability on company legitimization, as well as on recruiting and attracting employees [4].

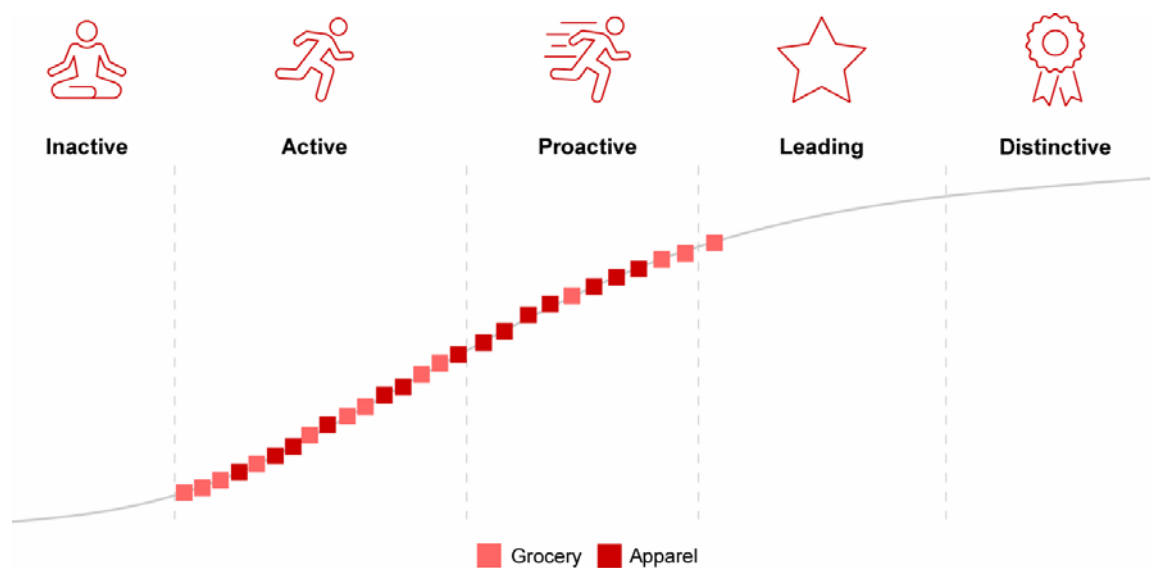
But despite the fact that retailers are gradually forming a systematic approach to implementing the principles of sustainable development in their strategies, multi-vector processes prevail in the industry. Thus, research shows that 9 out of 10 retailers have made less or much less progress towards sustainability than they expected and are at an intermediate stage of ESG maturity (Figure 1) [5].

Let's analyze what researchers pay attention to when interpreting the research results.

As is known, the pandemic period provoked a powerful growth in online trading. One of the negative consequences of this process is the 2.6 million tons of e-commerce returns that were sent to landfills because it is much cheaper than processing and reselling them. Thus, in the United States alone in 2020, returns from online orders led to emissions of more than 16 million tons (CO₂), which is equivalent to the emissions generated by powering 2 million homes for a year [7].

Another problem is the need to constantly update the software used by retailers, which results in the need to replace existing hardware with more powerful ones. Thus, according to the Global E-Waste Monitor 2020, in 2019 in the United States this led to the generation of about 6.9 million tons of electronic waste [7].

Retailers are also some of the largest users of plastic packaging, accounting for 40% of global plastic



Note: Assessment of 27 retailers based on 6 priority ESG themes—greenhouse gas emissions; waste and circularity; sustainable sourcing; diversity, equity and inclusion; human rights and good work; and health and wellness (grocery only)
Sources: Company reports and releases; SBTi; CDP; Ellen MacArthur Foundation; MSCI; Glassdoor; S&P Capital IQ

Figure 1. Distribution of retail companies by ESG maturity level

Source: [6]



Figure 2. Sustainability maturity curve in the retail segment

Source: [8]

use and more than 25% of global emissions, predominantly within Scope 3. To this should also be added the increase in CO₂ emissions as a result of cargo transportation, which reached 16 million tons [7].

Research results also suggest that only a small number of retailers use sustainable development as a competitive advantage (Figure 2).

As we can see, most retailers are at the stage of "opportunistic initiatives", determined by the defined ambitious goals in this direction, but have not yet achieved full integration of sustainable development into their own corporate strategy.

As we can see, most retailers are at the stage of "opportunistic initiatives", which have defined ambitious goals in a certain direction, but have not yet achieved the full integration of sustainable development into their own corporate strategy. Some representatives of the industry are at the third stage, which provides for the introduction of sustainable development as a key element of activity and decision-making. Other companies under study are at the "fundamentals of sustainable development" stage and are focused on compliance with basic rules and minimum stakeholder expectations [8].

As already noted, sustainable development is a priority for retail companies and most of them are focused on introducing changes in corporate activities necessary to achieve their goals. According to [9] more than 1/3 of retail brands identified sustainability as their long-term goals. Among them, 55% of companies declared that improving sustainability was their top priority; 40% of retail brands announced their investments in more environmentally friendly packaging; 60% of brands already produce products

that have a positive impact on the environment and society; 35% of survey respondents are investing in transparency and social initiatives to improve the recruitment and retention process.

Studies prove that the main driving factors for increasing the attention of retail companies regarding the principles of sustainable development are the following:

1. The emergence of a "responsible consumer" who is paying more attention to environmental and social issues. This is especially true for the millennials and Z generation. Thus, according to the results of the Deloitte Global State of the Consumer Tracker, 55% of consumers who took part in this survey purchased an environmentally friendly product or service, 28% of consumers began or deepened their relationships as customers with businesses which products and services benefit the environment, and the same percentage of surveyed consumers ended or reduced their relationships with organizations which offerings they considered harmful to the planet [10].

2. Investor demands as it impacts their brand and reputation. Accordingly, investors are focused on retailers adopting sustainable strategies that align with their values.

3. Changes in the institutional environment associated with the transition from voluntary corporate sustainability reporting to a standardized and mandatory requirement (these are the Corporate Sustainability Reporting Directive (CSRD) in the EU and the Securities and Exchange Commission (SEC) in the USA). Thus, from 2028, Ukrainian companies operating in the EU will report on sustainable development including environmental and social areas (working

conditions, equality, non-discrimination, diversity and inclusion, human rights, impact of activities on people and human health), sectoral standards, and the compatibility of their business models, strategies and value chains with the requirements of a sustainable economy [11].

4. Strengthening the analysis and control of Scope 3 emissions occurring in a company's value chain (indirect emissions from such activities as business travel, procurement, waste and use of sold products).

Numerous studies show that investors, customers and regulators are pushing companies not only to report their Scope 3 emissions, but also to monitor and reduce them. However, it is one of the most challenging areas, requiring retailers to work closely with suppliers and partners to implement changes throughout the value chain, as well as introducing innovations in product design, logistics and materials, resulting in a ripple effect of improving sustainability in industries [12]

5. Development of artificial intelligence (AI) and machine learning (ML). Research indicates a significant impact of AI on solving sustainable development problems related to optimizing the use of available resources, increasing energy efficiency, and ESG data management processes. With the increase in mandatory disclosure of company continuity information, there is a need to collect and process significant volumes of ESG data, and AI can optimize this process to ensure accuracy, efficiency and compliance [12; 13].










Focusing on the main trends in sustainable development in the retail industry, the following can be noted [14]:

1. The influence of the circular economy or closed-loop economy which involves creating a more sustainable and efficient economic system by reusing resources and products. Retailers encourage their customers to reuse and recycle products, such as product repair services or offering discounts to customers who return their products for repairing or repurposing, etc.

2. Retailers are stepping up their efforts to use environmentally friendly packaging materials such as biodegradable paper, as well as generally reducing the amount of packaging used for each product. Sustainable packaging is an important consideration for retailers to reduce their environmental impact, reduce waste, conserve natural resources and protect the environment, and improve the customer experience. Additionally, eco-friendly packaging methods are often more cost-effective than traditional methods, making them a smart choice for retailers looking to maximize their profits.

3. Retailers' actions and commitments to ensure social sustainability. It is possible to single out, at least, several main areas of implementation of initiatives of retailers to ensure social sustainability. Thus, retail companies, in order to reduce delivery distances and support the local economy when forming an assortment matrix, increase the percentage of local products by purchasing from local suppliers and cooperatives. Another direction is to ensure transparency in relationships with consumers. Retailers ensure that consumers are provided with all the information they need about the origin of the goods they consume, as well as the environmental and energy impacts of each product.

Share of retailers that include each topic as a sustainability pillar in their ESG report

	 Grocery	 Apparel	 Department store
 Greenhouse gas emissions	100%	85%	100%
 Waste and circularity	95%	85%	100%
 Sustainable sourcing	85%	75%	80%
 Diversity, equity, and inclusion	75%	80%	80%
 Human rights and good work	75%	80%	100%
 Health and wellness (grocers only)	90%	n/a	n/a

Note: Sustainable sourcing practices include land use and biodiversity
 Source: Company ESG reports for 20 grocers, 20 apparel retailers, and 5 department store retailers

Figure 3. Main directions of sustainable development of retailers

Source: [6]

4. The adoption by retailers of practices aimed at creating sustainable supply chain management (SSCM), which fully integrates ethical and environmentally responsible practices into a competitive model. Sustainability initiatives must extend from raw material sourcing to last-mile logistics, product returns and recycling processes. The main decisions of retail companies in this direction are related to the following: introduction of the Supplier Code of Conduct; environmentally friendly packaging (Green Packaging); balanced transport (Sustainable Transportation); ethical sourcing (Ethical Sourcing – purchased products must be obtained in compliance with ethical standards, including respect for workers' rights, their decent working conditions, health and safety, good business ethics throughout the supply chain); waste reduction; Life Cycle Assessment; Product Design; interaction with stakeholders (Stakeholder Engagement) who may influence the process; reporting and transparency [15].

Therefore, the key areas for retail companies to implement a sustainability strategy include creating a market for reusable goods, integrating sustainability principles into the supply chain, adopting appropriate technologies to ensure sustainability and complying with ESG-related rules and regulations [16; 17].

As we can see, commitment to sustainable development goals is already a core part of the business strategy of global retail companies. Driven by the triple effect of consumer behavior, government regulation and investor sentiment, retailers around the world are refocusing their efforts towards sustainable and responsible growth. Influenced by the triple effect of consumer behavior, government regulation and investor intention, retailers around the world are refocusing their efforts towards sustainable and responsible growth [18]. Ukrainian retailers also consider the environmental friendliness of their products and brand in general as an important part of their business strategy and join sustainable development initiatives (Table 1).

Table 1

Measures of retail companies to implement sustainable development initiatives in Ukraine

Company	Directions of sustainable development strategy
INTERTOP Ukraine (part of the MTI Group)	Member of the UN Global Compact. The company plans to maximize its contribution to the sustainable development of both Ukraine and the world; committed to upholding the Organization's 10 core principles, including protecting human rights, ensuring good labor relations, protecting the environment and fighting corruption. The INTERTOP team will focus on achieving the three Sustainable Development Goals: responsible production and consumption, gender equality, and decent work and economic growth. A key part of the INTERTOP assortment is made up of eco-conscious brands that consciously approach each stage of product production. Among the eco-initiatives of INTERTOP Ukraine: collection and proper disposal of worn-out shoes, abandonment of disposable bags in favor of eco-bags, transition to electronic document management, mass planting of trees in city parks and squares as part of the "I am in my life" campaign and the opening of Ukraine's first interactive eco-trail in the Golosiivsky Park
"METRO Cash and Carry Ukraine" company	The name of the project is "You can do it – METRO will help": an initiative to combat hunger and reduce waste in the food industry (implementation period: 2011 – to date, number of partners – more than 90). According to the company's statistics, the main type of products donated to charity belongs to the categories of groceries, pastries, confectionery, fruits and vegetables. The METRO Cash and Carry Ukraine company cooperates with the Kyiv City Charitable Fund "Foodbank" within the framework of the "food bank" concept – the company transfers food and non-food products whose shelf life is coming to an end or with damaged packaging to the charity fund, and "Foodbank" distributes them among non-profit organizations in the largest cities of Ukraine.
Group of companies – Fozzy Group	Project name: "Support and development of local gastro-entrepreneurs and small businesses "Bench of Traditions" (implementation period: 2011–2020, number of partners – more than 140). The project's goal is to support positive economic, social and environmental connections between urban, peri-urban and rural areas through improved national and regional development planning: support local manufacturers of products produced in Ukraine; provide small Ukrainian farms with access to a large trading network; introduce Ukrainians to the products of craft producers; teach small producers how to create a working business out of their gastro project that is of interest to retail chains. <i>Green store:</i> the Silpo ReCycling supermarket built according to the latest green technologies has been opened in the Silpo chain. This is the first supermarket of the chain, in which energy is produced from renewable sources. The construction of the supermarket involved financing from the European Bank for Reconstruction and Development as part of its support for environmentally conscious businesses. <i>Ecological shopping:</i> in the stores of the Fora and Silpo chains, visitors are invited to reduce their plastic consumption by introducing shoppers and bags for goods into the assortment. Silpo supermarkets offer alternative ways to buy vegetables and fruits without bags. Le Silpo and some Silpo offer paper packaging instead of plastic. Compostable starch bags are proposed as an alternative to plastic.

(End of Table 1)

Company	Directions of sustainable development strategy
Group of companies – Fozzy Group	<p><i>Sorting of recyclables:</i> in Silpo supermarkets, employees carry out separate collection of waste, sort recyclables into display cases on the sales floor, in the kitchen, corridor, workshops and at the goods reception ramp. Instead of ordinary garbage cans, garbage cans for separate collection have been placed in shopping halls or at the entrance to stores.</p> <p><i>Silpo Recycling:</i> 9 Silpo Recycling stations operate in Kyiv, Kharkiv, Dnipro, Lviv, Odesa, Zaporizhzhia. Paper, plastic, metal, and glass that can be recycled can be handed in at the station. A pilot project has been launched to collect glass for reusable packaging. For every kilogram of waste paper, plastic or metal, customers are awarded eco-points if they are participants in the "Own Account" program.</p> <p><i>Green office:</i> All of the company's office premises are equipped according to the green office principle: LED lighting is used, paper use is reduced, disposable tableware is eliminated, and all waste is collected separately.</p> <p><i>Energy-saving technologies:</i> all retail chain stores use LED lamps for lighting. Commercial refrigeration equipment is being modernized to reduce cold loss – refrigeration cabinets with a door are being installed instead of an open shelf. The heat given off by refrigeration equipment is also used to heat water for the technical needs of the store, etc.</p>
"Epicenter K" company	<p>"Epicenter K" company became a member of the UN Global Compact. The company has committed to adhere to the ten principles of the UN Global Compact on human rights, labor relations, environmental protection and anti-corruption. Epicenter K has developed and introduced an Environmental Policy that reflects the company's obligations to comply with environmental legislation and is aimed at preserving a favorable environment.</p> <p>"Epicenter K" applies recycle and zero waste technologies in various areas of activity: reuse of paper and cardboard – recycling of waste paper and production of packaging and stationery from these raw materials; reducing the consumption of plastic containers and packaging – gradual abandonment of the use of plastic bags, replacing them with environmentally friendly packaging; support on the territory of Ukraine for the collection and environmental disposal and recycling of used batteries. Use of recycling technology in the construction of its innovative shopping centers; organization of all-Ukrainian eco-marathons; supporting the zero waste movement to minimize the amount of waste. Implementation of educational projects, as well as projects to support sports, SMEs, etc.</p>
Foxtrot trade network	<p>The brand adheres to basics of the UN Global Compact on the principles of social responsibility of business and is known in the Ukrainian market for its environmental projects "Green Office" and "ECOclass". In the "Safety School", which is being developed with the participation of the State Emergency Service of Ukraine (SES), the emphasis is on the safety of children at home, at school, in a shopping center and on the street.</p>
The Myronivskyi Bread Product (MBP) Group owns the following brands: "Nasha Ryaba", "Appetizing", "Legko!", "Bashchynskyi", "LaStrava", "Skott Smeat", "RyabChick", "Homemade Chicken", "Ukrainian Chicken", "Qualiko", "Sultanah", "Assilah", "Kurator"; as well as the brands of franchise stores "Myasomarket" and "Döner Market" shawarma.	<p>"Myronivskyi Bread Product To the Society" Sustainable Development Fund promotes the integrated development of communities and civil society institutions in about 800 villages and cities of Ukraine. The Foundation helps people and communities organize to solve their social, economic and environmental problems.</p> <p>Implementation of the principles of a circular economy – at each stage of production, waste and by-products are collected, processed and used by the company or third parties (for example, manure – for the production of biogas, electricity and organic fertilizers; granulated husks – for the production of clean energy instead of gas or as material for litter in poultry houses).</p> <p>Environmental safety compliance programs have been in place at MBP since 2014. The company has introduced a unified form of annual internal reporting on environmental issues. Since 2012 the "MBP Eco Energy" division has been created which deals with the implementation of sustainable environmental and energy initiatives in the company, in particular, implementing programs to achieve carbon neutrality of MHP until 2030. In 2021, MHP received the "Ecooskar" for the fourth time for the new "Biogas 5.0" program, which provides for waste disposal, generation of clean energy, organic fertilizers, and reduction of greenhouse gas emissions.</p>

Source: systematized by the authors based on materials from the company's official websites

At the same time, the process of introducing the principles of sustainable development in retail trade is associated with a number of problems:

1. Lack of standards for a clear interpretation of the essence of sustainable development of retail trade and generally accepted parameters for its assessment.

2. Lack of consumer trust. In this aspect, there is such a phenomenon as green washing, which means companies misleading their consumers. Businesses claim that their business model or products are environmentally friendly when they are not. That is, companies view environmental sustainability as a trend rather than a long-term strategy. The study found that 62% of consumers have some confidence in brands' environmental claims; while 22% have no confidence at all [19].

3. The presence of a significant percentage of consumers who are indifferent to issues related to sustainable development. More often than not, the main barrier for consumers is the price charged for organic products, especially in a cost-of-living crisis. Research shows that when budgets are tight, consumers choose different ways to save money, but it does not always come at the expense of caring for the environment.

But there is another side to this problem. Research shows that there is a critical mass of consumers who say they are willing to pay more for products that have a positive impact on the environment (in Europe, the percentage of such consumers is 74%, in the US – 71%, in the Asia-Pacific region – 90%).

However, there is still a large gap between what consumers say and how they act on ESG. Most often, consumers' reluctance to join and support retailer initiatives is associated with the higher cost of environmentally friendly goods. But at the same time, there are other barriers that influence consumer decisions and behavior, such as inadequate product information, lack of variety, low quality and low availability (Figure 4) [6].

4. Sustainable development is inherently a long-term strategy, but requires significant upfront investment. To ensure long-term business value, retailers must invest heavily today, which is especially challenging for budget brands.

5. The presence of a conflict of interest due to the fact that the retail market is growing due to an increase in the level of consumption and a significant number of marketing tools related to stimulating this consumption are aimed at this. Sustainable retailers must convince consumers to buy less, which is a challenge for business models that rely on economies of scale.

6. Complex supply chains. The retail company acts as a separate link in a complex value chain that includes a significant number of participants with different values and strategies. Finding retailers at the end of long and complex supply chains makes it much more difficult to achieve sustainability goals without the participation of supply chain partners. Implementing sustainability principles involves developing appropriate supportive and collabora-

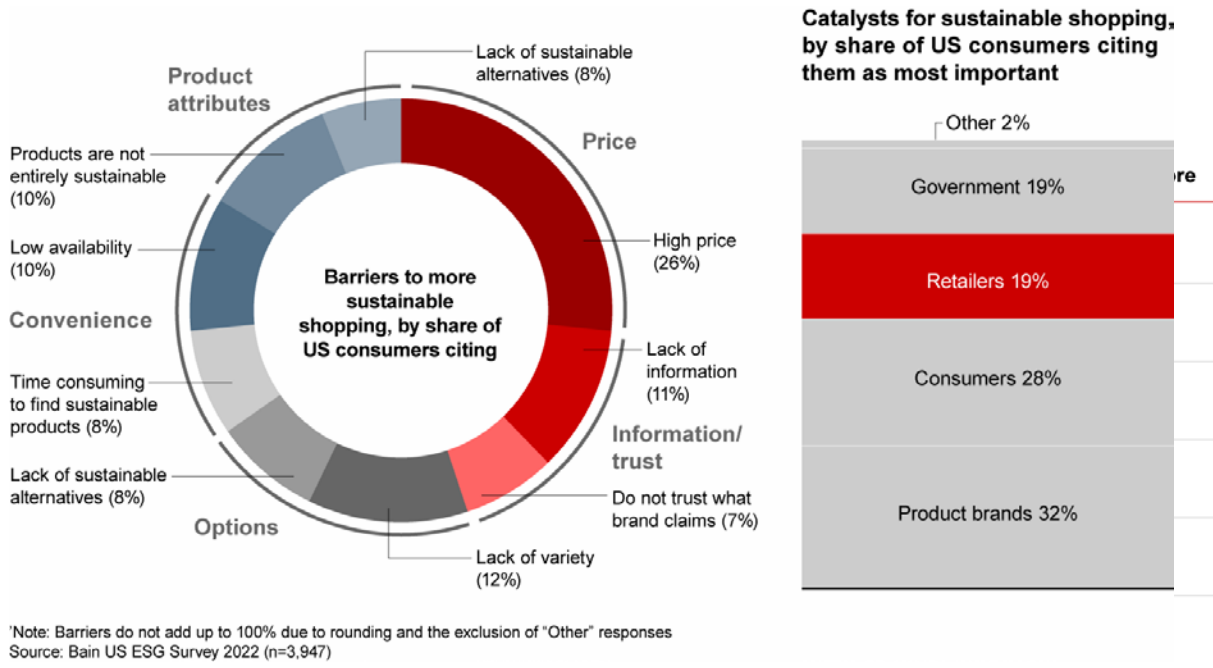


Figure 4. Barriers for consumers on the way to realizing sustainable development

Source: [6]

tive relationships with supply chain participants who share the following values, namely: investing in supplier training and support tools; signing long-term procurement deals with suppliers taking into account the requirements of sustainable development in their activities. But the real situation shows that it is difficult for retail companies to influence the entire supply chain (more than 75% of retailers note low involvement of suppliers in the implementation of sustainable development principles). And one of the main reasons is that sustainable supply chains are more expensive than existing ones. Low profit margins for retailers and their suppliers pose a significant barrier to their ability to finance these additional costs throughout their operations [6].

There is a wide range of expert recommendations for making progress in retailers' sustainability strategies. To summarize, we can note the following.

First, most retailers are at the early stages of the maturity curve, so companies should carefully examine processes related to ESG, developments in industry competition, consumer behavior trends, as well as areas of possible regulatory action, etc. In fact, this means searching for the most relevant areas that are responsible for sustainability issues and require priority action from companies (for example, implementing flagship programs aimed at achieving sustainable development; involving other organizations in discussions and joint actions, etc.) [4–9; 16; 17].

Secondly, retailers must formulate comprehensive sustainability strategies, based on which they present a roadmap that will streamline the optimal combination of actions that influence sustainable development (both in terms of cost of implementation and relevance in the eyes of the consumer).

Third, retailers must rethink their value chains (for example, through localization or vertical integra-

tion), as well as their brands, their pricing policies, go-to-market offerings, etc. This also implies significant innovative changes in the business and operating models of retail companies.

Fourth, to enhance interaction and collaboration simultaneously with suppliers and partners, other members of the ecosystem, as well as industry stakeholders as a whole, as collective action is often more effective in developing a standardized approach to sharing data on drivers and constraints of sustainable development; establishing baseline indicators for measuring progress in this direction and informing its consumers about environmentally friendly products and initiatives [4–9; 16; 17].

Conclusions from these problems and prospects for further research in this area. As we can see, the retail sector is currently facing challenges that require greater visibility into inventory and supply chains to control costs, as well as adapt to the demands of consumers seeking sustainable business and personalized experiences. Retailers need to integrate sustainability principles into their business model as the risks of losing long-term customer base and revenue, as well as competitive position in the market, are expected to increase. Consequently, most retailers recognize that a strong sustainability strategy brings business benefits including competitive benefits, cost savings, achieving higher levels of customer and employee retention, and the potential to realize new value such as additional revenue streams and circular business models.

Further research may be related to the analysis of the effectiveness of the implementation of the sustainable development strategy of retailers at the level of corporate management, and in the process of daily management and activities of a particular store.

REFERENCES

- 1.1 Deloitte 2023 CxO Sustainability Report. Available at: <https://www.deloitte.com/global/en/issues/climate/content/deloitte-cxo-sustainability-report.html>
2. Sustainability in retail. Available at: <https://www.deloitte.com/global/en/Industries/consumer/analysis/sustainability-in-retail.html>
3. Tsili staloho rozvytku ta yikh adaptatsiia dlia Ukrainy [Goals of sustainable development and their adaptation for Ukraine]. Available at: <https://dev.sd4ua.org/shho-take-stalij-rozvitok/istoriya/> (accessed February 8, 2024). [in Ukrainian]
4. Gautham G. Vadakkepatt, Karen Page Winterich & Vikas Mittal (2020) Sustainable Retailing. Available at: https://www.researchgate.net/profile/John-Aloysius/publication/346441489_Sustainable_Retailing/links/5fdc517b45851553a0c70097/Sustainable-Retailing.pdf
5. Sustainable Retailing. Available at: https://www.researchgate.net/profile/JohnAloysius/publication/346441489_Sustainable_Retailing/links/5fdc517b45851553a0c70097/Sustainable-Retailing.pdf
6. Sustainability in Retail: Practical Ways to Make Progress. Available at: <https://www.bain.com/insights/sustainability-in-retail/>
7. A Changed World: The Rise Of Retail Sustainability. Available at: <https://www.forbes.com/sites/forbestechcouncil/2023/08/04/a-changed-world-the-rise-of-retail-sustainability/?sh=34e324ff29af>
8. Sustainability in retail but there's work is possible to be done. Available at: <https://www.bcg.com/publications/2022/sustainability-in-retail>
9. Sustainable Retail Guide: 40 Initiatives for the Retail Industry. Available at: <https://greenbusinessbureau.com/industries/retail/sustainable-retail/>
10. Global Powers of Retailing Report 2022. Available at: <https://www.deloitte.com/content/dam/assets-shared/legacy/docs/analysis/2022/gx-global-powers-of-retailing-2022.pdf>

11. Z 2028 roku ukrainski kompanii, shcho pratsiuiut v YeS, zvituvatymut pro stalji rozvytok [From 2028, Ukrainian companies operating in the EU will report on sustainable development]. Available at: <https://ukraine-oss.com/z-2028-roku-ukrayinski-kompaniyi-shho-praczyuyut-v-yes-zvituvatymut-pro-stalij-rozvytok/> (accessed February 3, 2024). [in Ukrainian]
12. 2024 rik na porozi: shcho ochikuie biznes ta yaki 5 tendentsii vlyvatymut na yoho stalji rozvytok [2024 is just around the corner: what business expects and what 5 trends will influence its sustainable development]. Available at: <https://ukraine-oss.com/2024-rik-na-porozi-shho-ochikuye-biznes-ta-yaki-5-tendenczij-vlyvatymut-na-jogo-stalij-rozvytok/> (accessed January 14, 2024). [in Ukrainian]
13. Shcho take ESG-dani ta yak vony zmeshuiut ryzky: tochka zoru investoriv [What ESG data is and how it reduces risk: an investor perspective]. Available at: <https://mind.ua/news/20227037-shcho-take-esg-dani-ta-yak-voni-zmeshuyut-riziki-tochka-zoru-investoriv> (accessed February 3, 2024). [in Ukrainian]
14. The Latest Trends in Sustainability for Retailers. Available at: <https://www.mytotalretail.com/article/the-latest-trends-in-sustainability-for-retailers/>
15. From source to destination and back. Available at: <https://www.gep.com/supply-chain-sustainability>
16. Sustainability in retail. Available at: <https://www.deloitte.com/global/en/Industries/consumer/analysis/sustainability-in-retail.html>
17. Sustainability and its importance in retail. Available at: <https://caad-design.com/en/sustainability-and-its-importance-in-retail>
18. Ukrainska kompaniia vpershe za vsiu istoriiu uviishla do reitynhu 250 naibilshykh svitovykh ryteileriv vid "Deloit" [For the first time in history, the Ukrainian company was included in the ranking of the 250 largest global retailers by Deloitte]. Available at: <https://www2.deloitte.com/ua/uk/pages/consumer-business/articles/global-powers-of-retailing-2022.html> (accessed February 3, 2024). [in Ukrainian]
19. Consumers do not trust brands to stick to environmental claims. Available at: <https://channelx.world/2022/06/consumers-do-not-trust-brands-to-stick-to-environmental-claims/>

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. Deloitte 2023 CxO Sustainability Report. URL: <https://www.deloitte.com/global/en/issues/climate/content/deloitte-scxo-sustainability-report.html> (дата звернення: 03.02.2024).
2. Sustainability in retail. URL: <https://www.deloitte.com/global/en/Industries/consumer/analysis/sustainability-in-retail.html> (дата звернення: 16.01.2024).
3. Цілі сталого розвитку та їх адаптація для України. URL: <https://dev.sd4ua.org/shho-take-stalij-rozvytok/istoriya/> (дата звернення: 08.02.2024).
4. Gautham G. Vadakkepatt, Karen Page Winterich and Vikas Mittal. Sustainable Retailing. 2020. URL: https://www.researchgate.net/profile/John-Aloysius/publication/346441489_Sustainable_Retailing/links/5fdc517b45851553a0c70097/Sustainable-Retailing.pdf (дата звернення: 23.01.2024).
5. Sustainable Retailing. URL: https://www.researchgate.net/profile/JohnAloysius/publication/346441489_Sustainable_Retailing/links/5fdc517b45851553a0c70097/Sustainable-Retailing.pdf (дата звернення: 23.01.2024).
6. Sustainability in Retail: Practical Ways to Make Progress. URL: <https://www.bain.com/insights/sustainability-in-retail/> (дата звернення: 18.01.2024).
7. A Changed World: The Rise of Retail Sustainability. URL: <https://www.forbes.com/sites/forbestechcouncil/2023/08/04/a-changed-world-the-rise-of-retail-sustainability/?sh=34e324ff29af> (дата звернення: 03.02.2024).
8. Sustainability in retail but there's work is possible to be done. URL: <https://www.bcg.com/publications/2022/sustainability-in-retail> (дата звернення: 05.02.2024).
9. Sustainable Retail Guide: 40 Initiatives for the Retail Industry. URL: <https://greenbusinessbureau.com/industries/retail/sustainable-retail/> (дата звернення: 17.01.2024).
10. Global Powers of Retailing Report 2022. URL: <https://www.deloitte.com/content/dam/assets-shared/legacy/docs/analysis/2022/gx-global-powers-of-retailing-2022.pdf> (дата звернення: 03.02.2024).
11. З 2028 року українські компанії, що працюють в ЄС, звітуватимуть про сталий розвиток. URL: <https://ukraine-oss.com/z-2028-roku-ukrayinski-kompaniyi-shho-praczyuyut-v-yes-zvituvatymut-pro-stalij-rozvytok/> (дата звернення: 03.02.2024).
12. 2024 рік на порозі: що очікує бізнес та які 5 тенденцій вливатимуть на його сталий розвиток. URL: <https://ukraine-oss.com/2024-rik-na-porozi-shho-ochikuye-biznes-ta-yaki-5-tendenczij-vlyvatymut-na-jogo-stalij-rozvytok/> (дата звернення: 14.01.2024).
13. Що таке ESG-дані та як вони зменшують ризики: точка зору інвесторів. URL: <https://mind.ua/news/20227037-shcho-take-esg-dani-ta-yak-voni-zmeshuyut-riziki-tochka-zoru-investoriv> (дата звернення: 03.02.2024).
14. The Latest Trends in Sustainability for Retailers. URL: <https://www.mytotalretail.com/article/the-latest-trends-in-sustainability-for-retailers/> (дата звернення: 03.02.2024).
15. From source to destination and back. URL: <https://www.gep.com/supply-chain-sustainability> (дата звернення: 09.02.2024).
16. Sustainability in retail. URL: <https://www.deloitte.com/global/en/Industries/consumer/analysis/sustainability-in-retail.html> (дата звернення: 04.02.2024).
17. Sustainability and its importance in retail. URL: <https://caad-design.com/en/sustainability-and-its-importance-in-retail> (дата звернення: 04.02.2024).

18. Українська компанія вперше за всю історію увійшла до рейтингу 250 найбільших світових ритейлерів від «Делойт». URL: <https://www2.deloitte.com/ua/uk/pages/consumer-business/articles/global-powers-of-retailing-2022.html> (дата звернення: 03.02.2024).

19. Consumers do not trust brands to stick to environmental claims. URL: <https://channelx.world/2022/06/consumers-do-not-trust-brands-to-stick-to-environmental-claims/> (дата звернення: 03.02.2024).

В. В. Лісіца, Н. С. Руденко, Полтавський університет економіки і торгівлі. Теоретичні та практичні аспекти реалізації цілей сталого розвитку в сфері ритейлу.

Анотація. Мета статті полягає у визначенні сутності, напрямів та особливостей забезпечення сталого розвитку компаніями в сфері роздрібної торгівлі в світі та в Україні. **Методика дослідження.** Досягнення поставленої у статті мети здійснено за допомогою таких методів дослідження: спостереження, аналізу, узагальнення та системного підходу. **Результати.** Проведене дослідження дозволило з'ясувати особливості та напрями реалізації цілей сталого розвитку в сфері ритейлу. Стратегії сталого розвитку роздрібних компаній за сучасних умов реалізується через побудову сталих ланцюгів поставок, повторного використання продукції (перепродажу), удосконалення технологій щодо забезпечення сталого розвитку й дотримання правил та норм, пов'язаних з ESG. Відзначено, що сталий розвиток є пріоритетом роздрібних компаній і переважна більшість з них зорієнтовані на запровадження в корпоративну діяльність змін, необхідних для досягнення запланованого результату. Акцентована увага на тому, що під впливом трикомпонентного ефекту поведінки споживачів, державного регулювання та настроїв інвесторів, ритейлери у всьому світі перенаправляють свої зусилля в напрямку сталого та відповідального зростання. Але дослідження також засвідчили, що сектору роздрібної торгівлі потрібно запровадити значну кількість ініціатив для досягнення цього статусу. Визначено, що надійна стратегія сталого розвитку приносить бізнес-переваги, включаючи конкурентні, зниження витрат, досягнення вищого рівня утримання клієнтів та співробітників, а також потенціал для реалізації нових цінностей. Охарактеризовано основні рушійні фактори посилення уваги роздрібних компаній щодо цілей сталого розвитку, а також акцентована увага на проблемах, з якими вони стикаються в процесі їх реалізації, серед яких: відсутність стандартів щодо чіткого тлумачення сутності сталого розвитку; відсутність довіри з боку споживача; наявність значного відсотку споживачів, які байдуже ставляться до проблем, пов'язаних зі стійким розвитком; складні ланцюги поставок тощо. Узагальнено рекомендації експертів щодо досягнення прогресу в реалізації стратегії сталого розвитку роздрібними компаніями. **Практична значущість результатів дослідження.** Запропоновані рекомендації спрямовані на визначення нових можливостей для зростання ефективності та конкурентоспроможності ритейлу з урахуванням цілей сталого розвитку.

Ключові слова: сталий розвиток, ритейл, принципи сталого розвитку, перспективи, переваги, конкуренція.