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## INTEGRATION OF ADVERTISING COMMUNICATIONS INTO THE DISTRIBUTION SYSTEM OF THE KLEENEX BRAND

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**Abstract.** *The purpose of the article is to substantiate the theoretical foundations and develop practical recommendations for integrating advertising communications into the distribution system of the Kleenex brand products in order to increase the effectiveness of marketing activities in the conditions of digitalization and increased competition. **Research methodology.** The goal was achieved using the methods of logical generalization and scientific abstraction, system and structural analysis, as well as an analytical method for assessing the functioning of distribution channels and communication tools. **Results.** It was determined that the modern distribution system is transformed into an important element of marketing communications, ensuring interaction with the consumer within the omnichannel environment. The features of the use of indirect sales channels (retail, pharmacy chains, e-commerce) were analyzed and key problems were identified: dependence on intermediaries, fragmentation of digital presence, insufficient localization of content. **Practical significance of the research results.** The implementation of the proposed recommendations will allow to increase the efficiency of the distribution system, strengthen the competitive position of the brand and ensure the growth of the marketing activities of FMCG enterprises in a multi-channel environment.*

**Keywords:** advertising communications, distribution system, omnichannel marketing, FMCG, digital marketing, distribution.

**General statement of the problem and its connection with the most important scientific or practical tasks.** Despite the presence of a well-developed distribution system, the activities of the Kleenex brand in Ukraine are characterized by a number of challenges related both to logistical aspects and to the insufficient level of integration of communications into distribution channels. In particular, there is a notable dependence on intermediaries, limited control over interaction with end consumers, and a fragmented presence in the digital environment. Significant shortcomings include the absence of a centralized information resource for managing communications, insufficient localization of content for the Ukrainian market, and limited use of promotional tools at points of sale. These issues lead to reduced distribution efficiency, loss of potential demand, and weakening of the brand's competitive position. Therefore, the integration of advertising communications into the product distribution system requires both theoretical substantiation and practical imple-

mentation, which would enhance the effectiveness of distribution channels in a multichannel environment.

**Analysis of recent research and publications.** Devillet G. and Girardot J.-J. [12] investigated new forms of food product distribution, particularly the development of alternative sales channels and short supply chains, and substantiated the formation of a territorial food supply system. Martín-Herrán G. and Sigué S. P. [13] analyzed the role of demand-enhancing services (delivery, warranty, product returns) in multichannel distribution systems, particularly under the simultaneous functioning of online and offline channels, and determined the feasibility of their centralization, delegation, or outsourcing. Sinaga T. S., Hidayat Y. A., Wangsaputra R., and Bahagia S. N. [14] explored the development of a conceptual model of a rural logistics system aimed at improving product distribution efficiency and reducing the influence of intermediaries.

Bobrov V. D. [1] examined advertising in digital applications and mobile games as a monetiza-

tion tool, emphasizing its role in generating revenue for digital platforms, influencing user behavior, and ensuring the effectiveness of integrating advertising formats into the digital environment. Moroz O., Zbyrannyk O., and Haikova T. [5] analyzed creative advertising as a tool of digital marketing technologies, focusing on its role in enhancing communication effectiveness, engaging consumers, and building competitive advantages for brands in the digital space. Parubets O. [6] investigated the use of PR and advertising as communication tools based on the experience of Ukrainian brands, highlighting their interaction, effectiveness in shaping brand image, and impact on consumer behavior.

**Formation of the objectives of the article (task statement).** The aim of the article is to substantiate the theoretical foundations and to develop practical recommendations for the integration of advertising communications into the distribution system of the Kleenex brand in order to enhance the effectiveness of its marketing activities in a contemporary competitive environment.

**Presentation of the main research material with full justification of the scientific results obtained.** In the contemporary context of FMCG market development and the ongoing digitalization of the economy, the role of product distribution systems is undergoing significant transformation. Traditionally, distribution was viewed primarily as a logistical mechanism ensuring product availability; however, under current conditions, distribution channels increasingly perform the functions of communicative interaction between the brand and the consumer. This shift is particularly relevant for global companies such as Kimberly-Clark, which operate in highly competitive environments and employ multichannel distribution models. The Kleenex brand, being one of the leaders in the hygiene products segment, has a broad geographical presence and utilizes indirect distribution channels, including retail, pharmacy chains, and e-commerce platforms. At the same time, current market conditions – particularly the growing importance of digital channels, changes in consumer behavior, and intensifying competition – necessitate the integration of advertising communications into the distribution system as a key factor in enhancing the overall effectiveness of a company's marketing activities.

In this context, particular importance is attached to the study of the interrelationship between distribution channels and marketing communication tools, which makes it possible to develop an integrated omnichannel model of consumer interaction. “At the same time, an increasing number of consumers seek to transform their consumption patterns in order to reduce the impact of both individual activities and product transportation” [12].

In the contemporary conditions of globalization and intensifying competition in industrial markets,

the efficiency of product distribution systems directly affects companies' ability to ensure timely and uninterrupted supply of goods. The Kleenex brand, owned by Kimberly-Clark, holds leading positions in the production of hygiene products. However, within the B2B segment, several challenges arise, including insufficient optimization of logistics processes, limited adaptation of distribution channels to the specific needs of corporate clients, and uneven inventory allocation across regional supply centers. These issues result in a decline in the level of service provided to B2B clients, increased operational costs, and the loss of potential contracts. “Product distribution should ideally be structured around four key components: network structure, governance, resources, and business processes” [14].

Kimberly-Clark Corporation is a global giant in the personal care products industry that has been shaping the consumer goods sector for over 150 years. Founded in 1872 in the city of Neenah, Wisconsin, the company began its operations as a paper mill but later transformed into a multinational corporation with a presence in 175 countries worldwide [2]. Kleenex remains a consistent market leader, continuously adapting its products to modern consumer needs and actively integrating environmental initiatives into its production processes [11].

Currently, Kimberly-Clark Corporation organizes its operations across three main business segments: personal care products, tissue products, and K-C Professional. Its decentralized management structure grants regional divisions a high degree of autonomy in decision-making, enabling effective responses to local market conditions. A strong emphasis on innovation, flexibility in business processes, and strategic vision allows Kimberly-Clark to maintain its position as an undisputed leader in its industry.

Due to its extensive market presence, established reputation, and stable demand, the Kleenex brand faces intense competition from alternative manufacturers. In response to these challenges, Kimberly-Clark Corporation focuses on sustainable development, setting ambitious targets for 2030 aimed at reducing its plastic footprint, minimizing forest impact, lowering carbon emissions, and decreasing water consumption (EPA). “The present is characterized by intense market competition, where every manufacturer strives to position its product at the forefront, and to achieve this, a variety of marketing tools are employed, including advertising” [5].

The company follows a value-based pricing strategy, balancing cost and perceived quality. Prices for Kleenex products are determined based on demand elasticity, the competitive environment, and production costs, with differentiation across product lines: premium segments (Huggies Elite Soft, Kotex Ultra) and more affordable options (Huggies Classic, Kotex Normal). In addition, pricing is adjusted according to

regional markets and retail formats. Kimberly-Clark employs an indirect distribution strategy, relying on large distributors, wholesale companies, and retail chains. The main sales channels include traditional retail (hypermarkets, supermarkets, department stores), pharmacy chains, and e-commerce platforms such as Amazon, Prom.ua, Rozetka, among others.

Marketing communications are aimed at multi-channel interaction with consumers. The main tools include TV advertising, digital marketing, BTL activities, partnerships, and ESG communication. “Manufacturers may face limitations in effectively providing services that are used differently in online and offline environments. In such cases, depending on the proportion of online and offline markets, retail intermediaries may either act as the sole providers of such services for both segments or jointly with manufacturers ensure their provision for offline consumers” [13].

Kimberly-Clark Corporation maintains strong market positions due to its well-recognized brands, extensive distribution network, and effective marketing analytics. A segmented pricing policy enables the company to reach diverse consumer groups. At the same time, key challenges include dependence on retailers, intense competition, and insufficient localization of content. The company should optimize its distribution system, particularly by strengthening control over distributors, enhancing cooperation with online platforms, and expanding Ukrainian-language content [11]. Among the company’s well-known brands are TENA, Tork, Libero, as well as Zewa, which is well known to Ukrainian consumers and actively competes with Kleenex. The company Essity employs approximately 36,000 people, and its net sales in 2023 amounted to €13 billion [10].

Comparing Kimberly-Clark Corporation with its main competitors – Procter & Gamble [3] and Essity [4], it can be noted that the company possesses significant strengths, although it lags behind in certain aspects. Among its advantages are the availability of a Ukrainian-language website and a solid technological base. In addition, Kimberly-Clark has substantial industry experience, albeit slightly less than that of Procter & Gamble [14]. However, the company falls behind in terms of product assortment depth and social media activity. Its presence in major retail chains is at a moderate level, indicating a degree of stability, but there remains room for expansion, particularly given the intense competition in the market. Overall, Kimberly-Clark has strong potential, although there are clear areas for further improvement.

Intermediaries play a crucial role in the company’s operations, ensuring the efficient supply and distribution of products to consumers across different regions. Through cooperation with reliable partners, Kimberly-Clark Corporation has significantly expanded its business in Central Europe. In particular, the Ukrainian office of the company in Kyiv, which

functions as a regional hub, manages supply, logistics, marketing, legal and financial support, as well as sales operations in the Baltic countries, Poland, Romania, Moldova, the Czech Republic, Slovakia, Slovenia, Hungary, North Macedonia, and Croatia. As a result of effective collaboration with local intermediaries and partners, the company achieved a 180% growth in its consumer business in Central Europe over nearly a decade [8].

Kimberly-Clark strives to be the “Customer of Choice” for its strategic suppliers by collaborating with them to improve performance, implement innovative solutions, ensure compliance with social and environmental standards, and manage risks. This approach contributes to business growth and facilitates adaptation to diverse market conditions [2]. The company also invests in optimizing its supply chain by introducing advanced technologies and processes to increase efficiency and reduce environmental impact. For example, the use of intermodal transportation helps lower transportation costs and reduce CO<sub>2</sub> emissions [10]. The key target audiences of Kimberly-Clark Corporation can be identified as follows:

1. Retail chains through which the company distributes its products: grocery retailers, drugstores, and hypermarkets.

2. Online platforms, which also represent an important distribution channel: marketplaces and branded online stores of retailers.

3. Logistics partners and distributors, which play a significant role due to the absence of a manufacturing facility in Ukraine.

4. Financial intermediaries that ensure the stability of cash flows, provide lending, and offer payment solutions for the company. In Ukraine, these include Credit Agricole Bank and Raiffeisen Bank.

In the online environment, all the analyzed brands are actively represented; however, international players – particularly Zewa, demonstrate a higher level of optimization, including well-designed product pages, SEO adaptation, promotional campaigns, and active platform engagement. Charmin also has strong digital support, although its market share in Ukraine is somewhat smaller. Ukrainian brands generally take a less systematic approach to e-commerce, although they compensate for this with competitive pricing and flexibility. One of the effective steps to improve the distribution system of the Kleenex brand in Ukraine would be the launch of a local website tailored to Ukrainian consumers. This would not be a direct sales platform, but rather an informational resource similar to the one successfully implemented for the Huggies brand. Such a website could serve as a convenient reference for users searching for Kleenex products online, providing reliable information about the product’s range, ingredients, uses, and benefits.

Additionally, it would enable seamless redirection to partner marketplaces, channeling traffic to exist-

ing points of sale in the Ukrainian market. Such an approach offers several strategic advantages. First and foremost, it contributes to increasing brand awareness and strengthening consumer loyalty – especially in a context where customers seek clear, consolidated information in one place. A centralized website enables the brand to independently manage content quality, avoid inconsistent or incomplete information on third-party platforms, and develop a unified communication strategy adapted to the Ukrainian context. It also allows for more effective support of promotions, product launches, social initiatives, and other marketing activities, thereby expanding opportunities for interaction with consumers beyond sales platforms.

According to internal monitoring data from Kimberly-Clark Corporation, during the first year after launching the Ukrainian version of the Huggies website, there was a 32% increase in traffic to marketplace pages and a 21% growth in online sales within the diaper category. This demonstrates that an informational website can not only improve communication with customers but also indirectly stimulate sales growth through external channels [9].

Combined with the active digital presence of Kleenex on marketplaces, having a proprietary website would allow the brand to build a well-structured online ecosystem, where every element – from communication to purchase contributes to strengthening its market position. As a result, this recommendation not only aligns with current consumer expectations but also enhances the brand's distribution model in the digital environment, which is playing an increasingly important role in modern consumer behavior.

Expanding the presence of the Kleenex brand in pharmacy chains is a reasonable and strategically justified direction for improving its distribution system. Although the brand's products are already represented in certain pharmacy chains in Ukraine, the current coverage remains limited and does not fully reflect the segment's potential. Pharmacies play an important role in shaping the habit of regularly purchasing personal hygiene products, particularly during the autumn-winter period, when demand for tissues and paper products traditionally increases.

This involves not only expanding physical presence in retail locations but also strengthening the digital accessibility of products through online platforms such as *Tabletki.ua*. This resource is not merely an aggregator of pharmacy offers, but a full-fledged (full-fledged) entry point for consumers into the pharmacy channel. As of today, the presence of Kleenex on the platform is fragmented and requires systematization, including the creation of a complete product line, optimization of product descriptions, and participation in promotions and rankings. Improving representation on *Tabletki.ua* will allow the brand to reach a broader audience searching for hygiene prod-

ucts online, particularly within the logic of “quick purchases” or as add-ons to primary medicine orders.

In addition, pharmacy chains have extensive coverage in smaller settlements and can serve as an effective channel for regional growth, where traditional retail chains are often absent or have limited reach. The development of the pharmacy channel enables not only an increase in physical points of sale but also enhances brand perception as part of an essential set of everyday personal care products. Thus, Kleenex gains the opportunity to strengthen its distribution both in physical and online environments, achieving qualitative and quantitative growth within a relatively new yet organically related channel.

The launch of a Ukrainian website involves basic costs related to its development, translation and localization of content, technical support, and promotion. Currently, Kleenex is represented in the Ukrainian online segment only through distributor pages, retail chains, and marketplaces, which does not ensure sufficient depth of interaction with end consumers nor foster strong brand loyalty. An important stage that requires particular attention is the promotional support of the website. For the project launch, it is advisable to combine various promotion channels, including contextual advertising, targeted social media campaigns, influencer collaborations, and SEO optimization, in order to ensure rapid reach and increased brand awareness among the target audience. “The market share of mobile advertising is gradually increasing alongside the growing capabilities of mobile devices and modern internet coverage” [1]. “In the context of the rapid dissemination of information in modern society, social communications acquire key importance in shaping consumer behavior. Advertising provides an opportunity to establish relationships with the audience, build a positive image, and promote products or services” [6].

The initial advertising costs for promoting the Kleenex website in Ukraine during the first three months amount to UAH 200,000. The largest share of the budget is allocated to contextual advertising in Google Ads – UAH 60,000 due to the need to ensure rapid attraction of targeted traffic. Expenditures on social media advertising (Meta Platforms Ads: Facebook and Instagram) amount to UAH 48,000 and are aimed at increasing brand awareness and reaching a broad audience [7].

The Google Ads budget is based on the average CPC in the FMCG sector in Ukraine (from UAH 8 to 20 per click) and the recommended campaign launch budget of at least UAH 20,000 per month. Similarly, the cost of advertising on Meta platforms is based on CPM rates ranging from UAH 80 to 150 per thousand impressions, allowing coverage of a significant share of the target audience with a budget of approximately UAH 16,000 per month [7].

Cooperation with nano- and micro-influencers involves paid publications on Instagram and TikTok,

reaching audiences of 10,000 to 50,000 users. With an average cost of UAH 2,000–5,000 per post or a series of stories, a budget of UAH 40,000 enables collaboration with 10–15 bloggers across different regions. SEO promotion includes basic link-building and the creation of optimized content for blogs and category pages, supporting the organic growth of the website. The creative component (development of banners and short video content for social media) is based on market rates for designers and video creators (from UAH 5,000 per creative) [7].

To ensure proper product visibility and stimulate purchases, it is necessary to invest in visual and promotional support at points of sale. POS materials are essential for attracting attention in environments where Kleenex products compete with medical goods, cosmetics, and hygiene products. Product samples (small packs with 1–2 tissues or mini formats) facilitate product trial among new audiences. Given the growing popularity of online pharmacy services in Ukraine, particularly among urban populations, it is also important to ensure the presence of Kleenex in the digital space through specialized platforms. The platform *Tabletki.ua* serves as an aggregator of pharmaceutical products and is widely used by the target audience searching for hygiene products online. SEO optimization will help position Kleenex products among the top search results, while banner advertising and partner posts from pharmacy chains on social media will maximize reach among consumers who do not yet associate Kleenex with products available in pharmacies.

**Conclusions from these problems and prospects for further research in this area.** In the contemporary development of FMCG markets, product distribution systems are no longer limited to a purely logistical function but are transforming into an important element of marketing communications. For global brands, in particular Kleenex of Kimberly-Clark Corporation, the effectiveness of distribution channels is directly linked to the level of communicative interaction with consumers and partners. The analysis of the company's activities indicates that Kleenex predominantly uses indirect distribution channels (retail, pharmacy chains, and e-commerce), which ensures wide geographical coverage but simultaneously creates dependence on intermediaries and limits control over communication

with end consumers. The identified problems within the distribution system are not only logistical (uneven inventory allocation, limited adaptation of channels to B2B clients) but also relate to the insufficient integration of advertising communications into distribution channels. This is manifested in: fragmented brand presence in the online environment; the absence of a centralized informational resource for managing communications; weak localization of content for the Ukrainian market; and insufficient visual and promotional support at points of sale.

The integration of advertising communications into the Kleenex distribution system involves aligning logistics processes with promotional tools. In particular, the implementation of a multichannel communication strategy enhances the effectiveness of each stage of consumer interaction – from awareness to purchase. An important element of such integration is the creation of a localized website that serves as an informational hub and directs consumers to partner sales channels. This approach ensures: centralization of communications; increased brand trust; growth of traffic to marketplaces; and indirect stimulation of sales. The effectiveness of this tool is confirmed by the experience of other company brands, where the launch of localized websites contributed to increased traffic to sales platforms and higher product sales volumes. Online platforms are becoming a key channel of interaction with consumers. However, the effectiveness of this channel depends on the quality of communication support, including SEO optimization of product pages, the use of contextual and targeted advertising, cooperation with influencers, and the creation of relevant content. The integration of these tools allows e-commerce to evolve from a mere sales channel into a full-fledged marketing communication channel.

Thus, the distribution system of the Kleenex brand should be considered as an integrated marketing system, where distribution channels perform not only the function of product delivery but also serve as carriers of advertising communications. The integration of digital tools, trade marketing, and localized communications enables: increased distribution efficiency; enhanced control over consumer interaction; improved brand loyalty and awareness; and sustained sales growth in the long term.

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**Плисенко Г. П., Стадніченко В. В., Міщук О. К., Національний технічний університету України «Київський політехнічний інститут імені Ігоря Сікорського». Інтеграція рекламних комунікацій у систему розподілу бренду «Kleenex».**

**Анотація.** Мета статті полягає в обґрунтуванні теоретичних засад та розробці практичних рекомендацій щодо інтеграції рекламних комунікацій у систему розподілу продукції бренду “Kleenex” з метою підвищення ефективності маркетингової діяльності в умовах цифровізації та посилення конкуренції. **Методика дослідження.** Досягнення поставленої мети здійснено із застосуванням методів логічного уза-

гальнення та наукової абстракції, системного та структурного аналізу, а також аналітичного методу для оцінки функціонування каналів розподілу та комунікаційних інструментів. **Результати.** Визначено, що сучасна система дистрибуції трансформується у важливий елемент маркетингових комунікацій, забезпечуючи взаємодію зі споживачем у межах омніканального середовища. Проаналізовано особливості функціонування каналів розподілу бренду, зокрема використання непрямих каналів збуту (ритейл, аптечні мережі, e-commerce), а також виявлено ключові проблеми, пов'язані з обмеженим контролем над комунікаціями, фрагментарною цифровою присутністю та недостатньою локалізацією контенту для українського ринку. Обґрунтовано, що відсутність інтегрованого підходу до управління каналами збуту та комунікаціями знижує ефективність дистрибуції та послаблює конкурентні позиції бренду. Особливу увагу приділено дослідженню ролі цифрових інструментів маркетингу, trade marketing та омніканальних стратегій у підвищенні ефективності розподілу продукції. Запропоновано практичні напрями удосконалення системи розподілу, зокрема створення локалізованого веб-сайту як комунікаційного хабу, посилення присутності у фармацевтичних каналах, оптимізацію представлення продукції на маркетплейсах, а також використання комплексних рекламних інструментів (контекстна реклама, соціальні мережі, інфлюенс-маркетинг, SEO). Доведено, що інтеграція рекламних комунікацій у систему розподілу дозволяє підвищити рівень впізнаваності бренду, посилити контроль над взаємодією зі споживачами, збільшити трафік у канали продажу та забезпечити зростання обсягів реалізації продукції. **Практична значущість результатів дослідження.** Реалізація запропонованих рекомендацій дозволить підвищити ефективність функціонування системи розподілу, зміцнити конкурентні позиції бренду та забезпечити зростання результативності маркетингової діяльності підприємств FMCG-сектору в умовах багатоканального середовища.

**Ключові слова:** рекламні комунікації, система дистрибуції, омніканальний маркетинг, FMCG, цифровий маркетинг, дистрибуція.

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