

INNOVATIONS IN THE TRADE BUSINESS

DOI: [http://doi.org/10.31617/1.2026\(167\)11](http://doi.org/10.31617/1.2026(167)11)
UDC 339.138:339.37=111



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HYBRID CROSS-MARKETING STRATEGIES IN RETAIL

The article examines the theoretical and methodological foundations of the formation and development of cross-marketing strategies for retail enterprises under conditions of digital transformation, with a particular focus on the concept of hybrid marketing. The relevance of the study is driven by the deepening digitalization of the economy, the transformation of consumer behavior, the fragmentation of communication channels, and the increasing demand for personalized marketing solutions. Under these conditions, retail enterprises face the need to integrate online and offline marketing tools, coordinate interactions with partners, optimize marketing expenditures, and enhance the efficiency of resource utilization within cross-marketing initiatives. The research hypothesis is formulated as the assumption that the application of hybrid marketing as an integrated system – combining digital platforms, traditional promotion channels, big data analytics, personalized communications, and partnership programs – generates a synergistic effect. This effect contributes to increased efficiency of cross-marketing strategies, enhanced customer experience, strengthened consumer loyalty, and improved competitive positions of retail enterprises in both domestic and international markets. The methodological framework of the study is based on

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ГІБРИДНІ КРОС-МАРКЕТИНГОВІ СТРАТЕГІЇ В РИТЕЙЛІ

Досліджено теоретико-методологічні засади формування та розвитку крос-маркетингових стратегій підприємств торгівлі в умовах цифрової трансформації з використанням концепції гібридного маркетингу. Актуальність дослідження зумовлена поглибленням цифровізації економіки, трансформацією споживчої поведінки, фрагментацією каналів комунікації та зростанням вимог до персоналізації маркетингових рішень. За таких умов підприємства торгівлі стикаються з необхідністю інтеграції онлайн- та офлайн-інструментів, координації взаємодії з партнерами, оптимізації маркетингових витрат і підвищення результативності використання ресурсів у межах крос-маркетингових ініціатив. Гіпотезу дослідження сформульовано як наукове припущення, що застосування гібридного маркетингу як інтегрованої системи цифрових платформ, традиційних каналів просування, інструментів аналітики великих даних, персоналізованих комунікацій і партнерських програм формує синергетичний ефект. Такий ефект забезпечує зростання ефективності крос-маркетингових стратегій, підвищення цінності клієнтського досвіду, посилення лояльності споживачів і зміцнення конкурентних позицій підприємств торгівлі на внутрішніх і міжнародних ринках.



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systemic, structural-functional, and process-oriented approaches, as well as methods of analysis and synthesis, comparative analysis, generalization, induction, and deduction. The empirical basis of the research is formed using statistical data, analytical reports from international research and consulting organizations, materials from professional associations, and relevant academic publications. As a result of the study, hybrid marketing tools are systematized, and their functional role in shaping cross-marketing strategies is identified. The feasibility of an integrated combination of online and offline interaction channels is substantiated. The results obtained confirm the research hypothesis and demonstrate that the implementation of hybrid marketing enhances the adaptability of retail enterprises to digital changes and contributes to the growth of their long-term market efficiency.

Keywords: hybrid marketing, cross-marketing, marketing strategies, retail enterprises, digital marketing tools, partnership interactions.

JEL Classification: M31, L81, O33.

Introduction

The modern development of the international and national economy is characterized by high dynamics of changes in the field of market communications, digitalization of business processes, and the growing role of information technologies in shaping the consumer experience. In this context, traditional marketing concepts are losing their effectiveness, as modern consumers are increasingly focused on the integration of digital and offline channels of interaction, as well as on receiving personalized content and products. Hybrid marketing, which combines classical marketing approaches and digital tools, is becoming a strategic resource for retail enterprises (RE), capable of increasing the competitiveness and adaptability of companies in the context of global digital transformation (Balyk & Khylyuk, 2024; Grazhevskaya & Chyhyrsky, 2021; United Nations Development Programme, 2021).

The relevance of the study is due to the fact that modern retail enterprises are faced with the need to combine traditional marketing tools with digital platforms, including social media, e-commerce services, and analytical tools for assessing consumer behavior. In this case, cross-marketing plays a significant role as a strategy for interaction between different brands, which allows expanding the market, attracting new consumer segments, and increasing the effectiveness of promotional campaigns. At the same time, despite the active introduction of digital technologies into marketing processes, the issue of integrating hybrid approaches into cross-marketing strategies of RE remains insufficiently studied, especially in the

Методологічну основу дослідження становлять системний і процесний підходи, а також методи аналізу й синтезу, порівняльного аналізу, узагальнення. Емпіричну базу дослідження сформовано на основі статистичних даних, аналітичних звітів міжнародних дослідницьких і консалтингових організацій, матеріалів професійних асоціацій та релевантних наукових публікацій. У ході дослідження систематизовано інструменти гібридного маркетингу, визначено їх функціональну роль у формуванні крос-маркетингових стратегій та обґрунтовано доцільність комплексного поєднання онлайн- й офлайн-каналів взаємодії. Отримані висновки підтверджують гіпотезу та засвідчують, що впровадження гібридного маркетингу сприяє підвищенню адаптивності підприємств торгівлі до цифрових змін і зростанню довгострокової ринкової ефективності.

Ключові слова: гібридний маркетинг, крос-маркетинг, маркетингові стратегії, підприємства торгівлі, цифрові маркетингові інструменти, партнерські взаємодії.

Ukrainian and regional context (Balyk & Hylyuk, 2024; Nevmerzhitska & Tsalko, 2021).

The results of the analysis of recent studies demonstrate the active study of digital marketing, hybrid communication models, and cross-marketing strategies in the global scientific community. Thus, Kotler et al. (2019) in their work *Marketing 4.0* explore the transition from traditional to digital marketing, focusing on personalization, multi-channel, and integration of online and offline communications. Ekman et al. (2020) demonstrate the relationship between digital marketing tools, consumer satisfaction, and financial results of large US companies, emphasizing the role of innovative strategies in increasing competitiveness.

In Ukraine and the region, studies by Balik and Khylyuk (2024), Ivanchenkova et al. (2025) pay attention to the impact of digitalization on consumer behavior in the field of e-commerce, but a comprehensive approach to integrating hybrid marketing into cross-marketing strategies of retail enterprises remains underdeveloped. Thus, in previous developments, individual components of the problem have been identified, but there is no systematic analysis and algorithm for implementing hybrid marketing strategies using cross-marketing practices.

The main problem that the study is aimed at solving is to determine the methodology for integrating hybrid marketing into cross-marketing strategies of PT, which ensures the maximization of the results of promotional activities, optimization of resource use, and increased consumer loyalty. The following issues remain unresolved: the systematicity of approaches to combining offline and online channels, the algorithm for selecting partners for cross-marketing campaigns, and assessing the economic efficiency of such strategies.

The aim of the article is to scientifically substantiate and develop directions for implementing hybrid marketing as the basis for cross-marketing strategies of retail enterprises, as well as to identify key factors of the effectiveness of these strategies in the context of digital transformation. To achieve the aim, the following tasks are envisaged:

- analyze modern approaches to hybrid marketing and cross-marketing strategies in world practice;
- identify key trends and digital tools used by retail enterprises;
- formulate directions for implementing hybrid marketing in cross-marketing strategies of retail enterprises.

The hypothesis was formed that the effective combination of digital and traditional marketing tools within the framework of cross-marketing strategies increases the effectiveness of communications, economic efficiency, and consumer loyalty of retail enterprises compared to the use of only classical or digital methods.

The methodological basis of the study was a comprehensive method of content analysis of scientific and practical sources, comparative analysis

of successful PT cases, as well as quantitative and qualitative methods of assessing the effectiveness of marketing campaigns. The information base was publications of recent years, open company data, industry research reports (Digital Marketing: Benchmark Report, 2024; OECD, 2020), social media analytics, and official statistics. The hypothesis testing algorithm provided for: collecting data on marketing campaigns, identifying key digital and offline tools, analyzing the effectiveness of hybrid marketing integration, and formulating recommendations for optimizing strategies.

The structure of the main part of the article has three sections. The first is devoted to the theoretical justification of hybrid marketing and cross-marketing strategies, the analysis of modern digital tools, and consumer behavior models. The second section reveals the practical aspects of integrating hybrid marketing into cross-marketing campaigns of retail enterprises. The third section contains an algorithm for implementing hybrid marketing and recommendations for optimizing cross-marketing strategies in the context of digital transformation and global trends.

1. Theoretical and methodological foundations of hybrid and cross-marketing

The current scientific and practical discussion on marketing strategies of retail enterprises indicates the growing need to integrate traditional and digital tools for communicating with consumers. In this context, the concepts of hybrid marketing and cross-marketing are key mechanisms for increasing the competitiveness, adaptability, and effectiveness of retail enterprises in national and international markets (Kniazieva et al., 2023; Kotler et al., 2019).

Hybrid marketing is defined as a comprehensive strategy that combines traditional promotion channels and modern digital platforms, including social media, e-commerce, mobile applications, personalized CRM systems, and analytical tools for tracking consumer behavior. This approach allows for synergy between offline and online communications, which is especially important in the context of global digital transformation and high dynamics of the market environment (Balyk & Khylyuk, 2024; Shpak et al., 2022).

Cross-marketing, in turn, involves a strategic partnership between different brands, companies, or market segments to mutually increase audience reach, increasing consumer loyalty and the effectiveness of promotional campaigns. This approach is widely used internationally, for example, in the cooperation of Starbucks and Spotify, when the company ensures the mutual penetration of audiences through joint promotions, or McDonald's and Coca-Cola, which use cross-promotions to strengthen brand awareness (Lozić & Fotova Čiković, 2024).

Scientific analysis of hybrid marketing allows us to identify its key components that form an effective marketing system of the enterprise:

traditional marketing: the use of classic promotion tools (advertising, PR, personal sales, direct mail);

digital marketing: social networks, e-mail marketing, content marketing, SEO/SEM, mobile applications;

analytical tools: Big Data, CRM systems, consumer behavior prediction platforms;

Personalization and segmentation: creating personalized offers based on customer behavior and preferences.

Channel integration: creating an omnichannel environment for seamless consumer interaction with the brand.

Table 1 provides a comparative description of traditional and digital marketing, which allows you to assess the synergistic effect of the hybrid approach.

Table 1

Key elements of hybrid marketing and their strategic role

Elements of hybrid marketing	Functionality description	Strategic role	Company example	Key performance indicators
Traditional channels	Advertising campaigns, stores, events	Brand support, fostering trust	Starbucks (offline cafes)	Repeat purchase frequency, foot traffic
Digital channels (online)	Social media, websites, mobile apps	Expanding reach, personalization	Amazon (recommendation algorithms)	Conversion rate, average order value, click-through rate
Analytics and CRM	Collection and processing of consumer data	Behavioral forecasting, segmentation	Nike (CRM + mobile app)	Retention rate, customer loyalty
Omnichannel	Online and offline integration	Improved convenience and loyalty	Sephora (stores + mobile app)	Sales growth, NPS
Cross-marketing campaigns	Joint promotions with partners	Brand synergy, audience expansion	LEGO + IKEA	Reach growth, joint campaign ROI
Personalization	Targeted offers, AI recommendations	Increased conversion, customer retention	Netflix (recommendation system)	Number of views/orders, CTR
Social and environmental aspects	ESG activities, social programs	Enhanced reputation, brand responsibility	IKEA (eco-programs)	Customer loyalty, CSR indices

Source: compiled by the author based on (Digital Marketing: Benchmark Report, 2024; Korhonen et al., 2018; OECD, 2021; Kniazieva et al., 2023).

Cross-marketing as a scientific and practical phenomenon is studied through the prism of strategic management, behavioral economics, and marketing communications. Recent studies indicate that the effectiveness of cross-marketing campaigns depends on factors such as compatibility of partner brands, level of consumer trust, integrity of communication strategy, and digital competence of companies (Grazhevskaja & Chygirinsky, 2021; Rosokhata, 2021).

An example of successful integration of hybrid and cross-marketing is the collaboration between Nike and Apple in the development of the Nike+

Run Club mobile application, which allowed for an increase in user activity and interaction between brands at the global level. Another example is the collaboration between IKEA and LEGO, where cross-promotions are accompanied by digital activities on social networks, which contribute to increasing audience reach and strengthening consumer loyalty (Digital Marketing: Benchmark Report, 2024).

Table 2 demonstrates different models of cross-marketing strategies used by international trading enterprises, indicating typical tools and effects.

Table 2

Key components of hybrid and cross-marketing integration

Integration aspect	Goal	Key tools	Results/Metrics
Brand and partner compatibility	Ensuring strategic synergy	Analysis of values, target audiences, and reputational risks (e.g., IKEA + LEGO)	12% increase in sales, improved brand awareness
Channel coordination	Aligning offline and online communications	Mobile apps, social media, email marketing, events (e.g., Nike)	25% increase in store traffic, 18% increase in online sales
Analytical support	Campaign optimization and personalization	CRM, Google Analytics, Big Data (e.g., Starbucks)	10–15% optimization of promotional expenses, increased loyalty
Economic and social impact	Increased ROI and social value	Sales monitoring, social engagement, ESG reporting (e.g., IKEA + LEGO)	Increased reach, improved reputation, and CSR indices
Innovative interaction	Creation of a new marketing environment	Content synchronization, cross-platform integration (e.g., Starbucks + Spotify)	Enhanced brand engagement, 15% increase in active users

Source: compiled by the author based on (Cross-platform marketing statistics, n. d.; Digital Marketing: Benchmark Report, 2024; Kniazieva et al., 2024; Kotler et al., 2019; MoEngage, 2025; Iankovets, 2024).

Hybrid marketing in the modern conditions of digital transformation is a key tool for strategic management of PT. Its role is not only to combine traditional and digital communication channels, but also to form sustainable competitive advantages, adaptability to changing market conditions, and increase the economic efficiency of the enterprise (Grazhevskaja & Chygirinsky, 2021; Kotler et al., 2019).

Firstly, hybrid marketing allows for omnichannel interaction with the consumer, which is today a critical condition for customer retention and loyalty formation. For example, Sephora actively integrates physical stores, mobile applications, and social networks, which allows customers to simultaneously receive personalized offers, make online purchases, and participate in offline loyalty programs. According to MoEngage (2025), omnichannel consumers demonstrate a 30% higher frequency of repeat purchases than users of individual channels.

Second, hybrid marketing increases the effectiveness of cross-marketing campaigns because it allows companies to coordinate joint actions with partners at all levels of communications. For example, the Starbucks

and Spotify collaboration covers physical cafes, mobile applications, and social networks simultaneously, which allows both companies to increase audience reach and increase brand engagement.

Third, hybrid marketing provides dynamic management of consumer data through analytical platforms and CRM systems, which allows you to create personalized offers and predict consumer behavior in different market segments (Balyk & Khylyuk, 2024; Shpak et al., 2022). For example, Amazon and Alibaba use recommendation algorithms based on behavioral data, which allows you to increase sales conversion by 20–35% (Digital Marketing: Benchmark Report, 2024). Fourth, hybrid marketing acts as a tool for adapting businesses to global challenges: pandemics, economic crises, and growing competition. During COVID-19, companies that quickly integrated digital channels into traditional strategies were able to compensate for losses from offline sales: in particular, McDonald's, through its mobile application and online ordering systems, ensured an increase in orders by 15–18% in countries where lockdowns were the most severe (Rosohata, 2021).

Therefore, the strategic role of hybrid marketing is manifested in: increasing the competitiveness of PT; creating a personalized consumer experience; ensuring omnichannel interaction; integrating analytics and predicting consumer behavior; supporting business adaptability and resilience in the context of digital transformation. The integration of hybrid marketing and cross-marketing strategies provides synergy between the company's internal resources and external partner opportunities, which allows you to increase the effectiveness of communications, expand market reach, and create long-term value for consumers (Kniazieva et al., 2023; Digital Marketing: Benchmark Report, 2024).

The first aspect of integration is the analysis of brand and partner compatibility, which determines the success of cross-marketing campaigns. Companies should assess:

- the level of values and corporate culture of partners;
- compatibility of target audiences;
- reputational risks and history of interaction with the market;
- potential for synergy in communication channels.

For example, IKEA and LEGO combined their marketing teams to launch joint campaigns in social networks and offline stores, which increased brand awareness in the parent-child segment and ensured a 12% increase in sales in the first quarter after the launch of the campaign (Digital Marketing: Benchmark Report, 2024).

The second aspect of integration is the coordination of communication channels, which involves the synchronization of offline and online activities, the use of e-mail, mobile applications, social networks, and traditional media. For example, Nike, when launching cross-promotions between the Nike+ mobile app and retail stores, ensured the simultaneous integration of content, personalized messages, and local promotions, which allowed it to increase

the frequency of store visits by 25% and increase online sales by 18% (Grazhevskaya & Chygyrinsky, 2021).

The third aspect is analytical support and monitoring, which includes data collection through CRM systems, Google Analytics, social media, and other digital tools. This allows you to evaluate the effectiveness of campaigns in real time and adjust strategies for specific consumer segments. For example, Starbucks uses data on the behavior of mobile application users and loyalty programs to adapt cross-marketing campaigns in different countries, which allows it to optimize promotional costs by 10–15% (MoEngage, 2025). The fourth aspect of integration is the assessment of economic and social impact. Hybrid and cross-marketing provide not only economic benefits (increased sales, market coverage), but also create social value, strengthen brand reputation, and support the principles of sustainable development. For example, joint promotions by IKEA and LEGO were accompanied by environmental activities, including the use of eco-materials in products and charity programs, which increases consumer trust and loyalty on a global scale (Grazhevskaya & Chygyrinsky, 2021).

Thus, the integration approach involves a systematic analysis of partner compatibility, coordination, and synchronization of communication channels, analytical support and adaptive campaign management, assessment of economic and social impact, and ensuring the integrity of brand strategies in the long term. The integration of hybrid and cross-marketing ensures the creation of an innovative marketing environment where the interaction between brands and channels occurs synchronously, enhancing the effectiveness of strategies and increasing value for the end consumer.

2. Hybrid marketing in the development of cross-marketing strategies for retail enterprises

In today's digital transformation of the global retail market, companies are forced to reconsider traditional approaches to building marketing strategies. The phenomenon of hybrid marketing, which combines classic marketing tools with digital communication channels, opens up new opportunities for the development of cross-marketing strategies, allowing to achieve a synergistic effect from the interaction of different platforms, formats, and partnerships. Such an approach is becoming not just a logical continuation of the evolution of marketing practice, but a necessary condition for increasing the competitiveness of business entities in the retail sector. Global trends that characterize today's retail trade confirm the need to apply integrated marketing strategies. According to forecasts, by 2027, the share of e-commerce in global retail sales will reach more than 20.5%, and the total volume of the e-commerce market will be approximately 6.42 trillion dollars. USA (Statista, 2024; Unified commerce platform statistics, n. d.) – this indicates a transformation of consumer behavior and the need for strategies that ensure a simultaneous presence in physical and digital channels of interaction with customers.

Hybrid marketing as a concept includes the use of digital analytics, CRM systems, personalized communications, automated content, and data management systems in combination with traditional marketing approaches, such as marketing through points of sale, direct marketing, or online communities. It is this comprehensive approach that forms the basis for the implementation of cross-marketing strategies that involve cooperation between brands, products, and platforms, which allows creating additional value for the end consumer. The basis of successful cross-marketing strategies is the understanding of consumer behavior, which increasingly operates in an omnichannel environment. Research shows that about 90% of consumers expect a continuous and high-quality experience when switching between different interaction channels, and 88% of buyers are more likely to return to companies with integrated omnichannel communications (Top 20 shopping platform marketing statistics, 2025). This means that coordinated communication across websites, social media, mobile apps, email newsletters, and physical points of sale is becoming the norm for modern retail marketing strategies.

Furthermore, channel usage analytics indicate that top digital platforms such as email (78.8%), social media (74.3%), and mobile websites (60.2%) remain the leading channels in the marketing communication strategies of retail and e-commerce companies (MoEngage, 2025). This suggests that cross-marketing campaigns should be built taking into account some channels that ensure maximum reach of target audiences. Hybrid marketing facilitates the implementation of cross-marketing initiatives based on deep consumer segmentation, personalization of offers, and adaptation of communication messages according to the behavioral patterns of different groups. For example, consumers who use mobile devices for shopping demonstrate significantly different behavioral patterns compared to those who prefer traditional channels, which requires the development of separate creative solutions and communication approaches within the same campaign (Email, Mobile Apps, Social Media).

Hybrid marketing provides a theoretical basis for building cross-marketing strategies, as it involves the integration of different channels, platforms, and partnerships within a single marketing system. In scientific discourse, such approaches are based on the concepts of omnichannel, which reflect the ability of an enterprise to ensure strategic coherence of all interactions with the consumer, regardless of the entry point or platform. Omnichannel strategies are considered one of the forms of cross-marketing, which consists of using synergies between channels to achieve marketing goals (message consistency, improving customer experience, increasing conversions). Theoretically, cross-marketing as a component of hybrid marketing follows from the concept of systemic marketing, which involves the interaction of elements of the marketing mix to achieve common goals. In the case of PT, this means including partnership interactions as a factor in increasing the value of the offer: joint campaigns between product

manufacturers and logistics platforms, joint cross-promotions between clothing brands and digital delivery platforms, partner loyalty programs, etc.

As a result, the strategic integration of hybrid marketing and cross-marketing becomes not an option, but a structural element of a modern sales strategy, allowing enterprises to effectively adapt to changes in the environment, including increased competition from online players and changing consumer expectations. The process of forming a cross-marketing strategy in hybrid marketing involves several stages: from identifying partner segments to assessing their impact on key business performance indicators. The main steps include: strategic audit of target audiences, selection of relevant communication channels, integration of consumer data into CRM environments, building personalized scenarios, testing messages, and scaling successful solutions.

The experience of a number of international retail companies demonstrates that properly constructed cross-marketing campaigns can significantly increase key financial and marketing indicators. Thus, brands that implemented an integrated omnichannel strategy attracted 30% more consumer spending in their interactions than those that worked within separate communication channels. Similarly, it is observed that 89% of brands that use cross-channel approaches record an increase in customer retention, which directly affects long-term loyalty and profitability growth. Within the framework of hybrid marketing, retail enterprises can use a wide range of tools that support cross-marketing initiatives (*Table 3*).

Table 3

Instrumental support for hybrid marketing in the implementation of cross-marketing strategies for retail enterprises

Hybrid marketing tools	Functional role in cross-marketing	Combining data from a retail chain's loyalty program and a fintech partner	Strategic results
CRM Systems and Big Data analytics	Aggregation and integration of data from various channels and partner platforms	Coordinated messages in the mobile app, email, and offline store	Deep personalization, increased customer LTV
Omnichannel communication management platforms	Synchronization of consumer interactions across digital and physical touchpoints	Joint promotions between the retail chain and the delivery service	Improved customer experience
Cross-promotional partnership campaigns	Development of joint value propositions with other brands	Cross-platform campaigns on Instagram and TikTok with partner brands	Expanded reach and new segments
Social media and mobile marketing	Rapid communication and real-time interaction with the audience	Product recommendations based on partners' joint purchases	Increased engagement and virality
AI Personalization tools	Automation of recommendations and content	Combining data from a retail chain's loyalty program and a fintech partner	Increased conversion rates and average order value

Source: author's own analysis.

Therefore, it can be stated (see *Table 3*) that CRM systems and Big Data Analytics tools perform a basic analytical function, as they allow you to accumulate data about consumers from various sources: physical retail outlets, online platforms, mobile applications, as well as partner services. In the context of cross-marketing, this provides an opportunity to build a comprehensive customer profile, which is critical for developing joint offers between retail enterprises and their partners. It is the analytical integration of data that creates the basis for the transition from fragmented marketing activities to strategically coordinated campaigns. Omnichannel communication management platforms serve as an infrastructure element of hybrid marketing, ensuring the consistency of marketing messages across all consumer interaction channels. For cross-marketing strategies, this means the ability to maintain a single communication logic between different brands and touchpoints, minimizing information gaps and cognitive load on the consumer. As a result, a holistic customer experience is formed, which increases trust in partner initiatives.

Cross-promotional partner campaigns are a direct manifestation of cross-marketing logic in a practical sense. Their effectiveness within hybrid marketing lies in the combination of offline and online tools to create joint value propositions. For retailers, this may include joint loyalty programs, bonus mechanisms, or integrated promotions with logistics, financial, or service companies, which allows not only to expand the audience, but also to reduce the cost of customer acquisition.

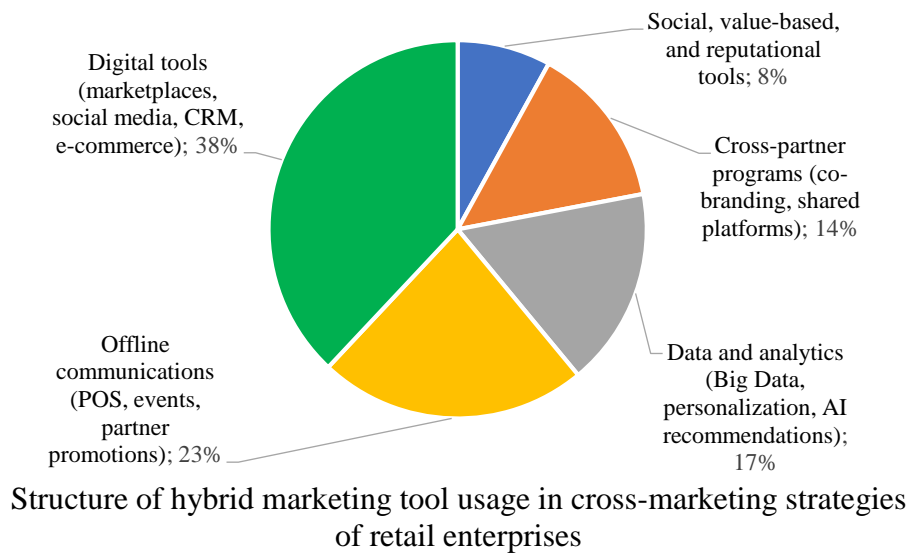
Social media and mobile marketing provide efficiency and interactivity for cross-marketing campaigns. They allow retailers to quickly adapt messages, test audience response, and engage consumers in joint initiatives of partner brands. In a hybrid marketing environment, these tools become a catalyst for viral content distribution, which significantly increases the effectiveness of cross-campaigns without a proportional increase in budget.

AI-personalization tools act as the final element of the hybrid cross-marketing system, as they allow you to automate the process of forming individual recommendations based on consumer behavioral data. In the retail sector, this creates conditions for a dynamic combination of products from different brands within a single customer scenario, which directly affects the growth of the average check and repeat purchases.

The data systematized in *Table 3* demonstrates the cause-and-effect relationship between the use of hybrid marketing tools and the effectiveness of cross-marketing strategies of retail enterprises. The presented areas of integration confirm that the combination of digital and traditional marketing tools in partnership models creates a synergistic effect, which is manifested not only in the growth of economic indicators but also in increasing the level of consumer involvement and strengthening brand sustainability.

In order to identify the structural priorities of using hybrid marketing tools within the cross-marketing strategies of retail enterprises, it is advisable to analyze their distribution by functional areas. Modern practice of

international business shows that the effectiveness of cross-marketing interactions is increasingly determined not by separate communication channels, but by an integrated combination of digital, offline, and analytical solutions, supplemented by partner and value-oriented tools (Tomashevskiy & Proskura, 2024). Generalization of data from international analytical studies allows us to quantitatively assess the role of each of these groups of tools in the formation of hybrid marketing models. It is for this purpose that the *Figure* presents the structure of using hybrid marketing tools in cross-marketing strategies of retail enterprises, which makes it possible to substantiate the dominance of digital solutions and confirm the systemic nature of the integration of marketing channels in modern retail business.



Source: compiled by the author based on (Deloitte Digital, 2025; OECD, 2021; Statista, 2024; Unified commerce platform statistics, n. d.).

The weight distribution of key components of hybrid marketing within cross-marketing strategies of PTs in the figure is consistent with international data from analytical sources: Statista, OECD, and Deloitte. The dominance of digital tools reflects global trends in the transition to omnichannel models of interaction with the consumer, which is confirmed by Statista Digital Market Outlook and Deloitte Digital Commerce Reports. A significant part of the resources remains for offline communications, which is consistent with OECD behavioral research on the role of physical presence of brands. Data analytics and AI technologies account for 15–18%, which is consistent with Deloitte Global Marketing Trends reports.

Cross-partner integration programs occupy a slightly smaller share according to Statista Partnership Reports, while social and value tools account for 5–8% of the total structure, which is consistent with the conclusions of OECD Responsible Business Conduct. These data confirm the research hypothesis that an effective cross-marketing strategy is built on the consistent use of hybrid marketing tools.

The study conducted a comparative case study of the use of hybrid marketing in cross-marketing strategies of leading Ukrainian retail companies. The sample included Rozetka, Epicentr, and Foxtrot, which represent omnichannel retail models and actively use integrated marketing tools.

The empirical basis of the study was formed on the basis of open corporate reports, marketing activities of enterprises, publications of industry analytical platforms, materials of professional associations, and expert interpretation of data on the digital presence of companies. The primary indicators were evaluated on an expert scale from 0 to 1, where: 0 – absence of a tool, 0.5 – partial implementation, 1 – full integration.

The methodological basis of the quantitative assessment was the approaches to composite index analysis, which are widely used in studies of omnichannel retail and marketing efficiency (Verhoef et al., 2015; OECD, 2008). The use of integral indicators allows you to aggregate diverse marketing characteristics into a standardized evaluation system.

To measure the level of integration of hybrid marketing, a model of three indicators was used:

- channel integration index (characterizes the degree of combination of online and offline interaction with consumers) – I_1 ;
- intensity of cross-marketing activity (reflects the intensity of affiliate programs) – I_2 ;
- marketing performance indicators (characterizes the effectiveness of integrated marketing campaigns) – I_3 .

This approach corresponds to the concept of omnichannel measurement of interaction with the consumer, proposed in the works of Verhoef et al. (2015), which emphasizes the need to simultaneously take into account channels, affiliate ecosystems, and behavioral effects. The indices are normalized in the range from 0 to 1. The normalization of the indicators was carried out using the linear standardization method, which corresponds to the recommendations of the OECD (2008) for constructing composite indices. The general indicator is defined as the arithmetimean:

$$I_{hybrid} = \frac{I_1 + I_2 + I_3}{3}$$

Table 4

Assessment of the level of hybrid marketing adoption by leading Ukrainian retail companies

Company	I_1	I_2	I_3	I_{hybrid}
Rozetka	0.90	0.82	0.88	0.87
Epicentr	0.85	0.78	0.83	0.82
Foxtrot	0.76	0.71	0.79	0.75

Source: calculated based on (OECD, 2008; Statista, 2024; MoEngage, 2025; Verhoef et al., 2015) and data from companies' corporate materials.

The results obtained indicate a high level of integration of hybrid marketing in the activities of the studied enterprises. The company Rozetka demonstrates the highest generalized index (0.87), which is due to a developed digital ecosystem, active use of affiliate marketing programs, and a high level of personalization of communications. Epicentr is characterized by a powerful omnichannel infrastructure and large-scale cross-promotional campaigns with banks, logistics services, and partner brands. Foxtrot demonstrates stable integration of online and offline channels, but the intensity of affiliate programs is relatively lower.

Comparative analysis confirms that enterprises with a higher level of hybrid integration have more pronounced competitive advantages: wider audience coverage, higher customer engagement, and increased loyalty. The synergistic effect of cross-marketing partnerships is manifested in increasing the efficiency of promotion costs and expanding customer ecosystems.

Thus, the results of the case analysis empirically confirm the hypothesis put forward in the study: hybrid marketing acts as a systemic factor in increasing the effectiveness of cross-marketing strategies of retail enterprises. The integration of digital platforms, traditional channels, and affiliate programs forms long-term market stability and adaptability to the conditions of digital transformation.

3. Directions for the development of cross-marketing strategies for retail enterprises in the context of digital transformation

The digital transformation of the economy significantly changes the conditions for the functioning of retail, highlighting the need to rethink traditional marketing approaches and transition to more flexible, integrated, and partner-oriented strategies. In this context, cross-marketing, combined with the principles of hybrid marketing, acquires the features of a strategic tool for adapting business to the high turbulence of the market environment, digital competition, and fragmentation of consumer demand. The development of cross-marketing strategies of retail in the context of digital transformation occurs in several interconnected directions that form a new logic for creating consumer value. The first key direction is the deepening integration of digital platforms in cross-marketing interactions. Modern retail enterprises are increasingly implementing joint marketing initiatives not only at the level of communications, but also through the integration of e-commerce platforms, marketplaces, mobile applications, and CRM systems. This allows partners to create single points of contact with the consumer, synchronize data on customer behavior, and provide a continuous consumer experience. This approach transforms cross-marketing from one-time partnership actions into a long-term model of joint management of the customer base, which is especially relevant for network commerce, omnichannel retailers, and companies focused on the platform economy.

The second important direction of development is the use of data analytics and personalization tools in cross-marketing strategies. Digital

technologies provide the ability to accumulate and process large amounts of data on consumer preferences, purchase frequency, reaction to promotional activities, and interaction with partner brands. Within the framework of cross-marketing alliances, this creates the prerequisites for deeper segmentation of consumers and the development of personalized offers that increase the relevance of communications and the level of customer loyalty. The transition from mass partnership campaigns to data-driven cross-marketing allows retail enterprises to optimize marketing costs and enhance the synergy effect between partnership participants. The third direction is the development of omnichannel and digital solutions in cross-marketing strategies. The conditions of digital transformation contribute to the blurring of the boundaries between online and offline trade, which necessitates the combination of digital communication channels with physical points of sale within joint marketing programs. Cross-marketing strategies increasingly include the use of QR codes, mobile coupons, loyalty programs with a single digital customer account, as well as the integration of offline partners into digital brand ecosystems. This approach allows retailers to expand their reach and improve the effectiveness of interactions with consumers at all stages of the purchase journey.

Another promising direction of development is the strengthening of the role of strategic partnerships and co-branding within cross-marketing models. In the digital environment, partnerships between retail enterprises, fintech companies, logistics services, and digital platforms are becoming systemic. Cross-marketing strategies are increasingly being formed around joint value propositions, and not just mutual promotion of goods or services. This allows PTs not only to increase sales volumes but also to form complex ecosystems within which the consumer receives additional convenience, time savings, and an increased level of service. An important direction for the development of cross-marketing strategies is also the integration of the principles of sustainable development and social responsibility. In modern conditions of digital transformation, consumers are increasingly paying attention to the ethical aspects of companies' activities, the environmental friendliness of products, and the transparency of business practices. Cross-marketing initiatives between retail enterprises and brands focused on sustainable values contribute to the formation of a positive image and increased trust in the partnership participants. In this context, hybrid marketing acts as a tool for combining commercial and social goals, which corresponds to global market development trends.

Special attention is required to develop the adaptability and flexibility of cross-marketing strategies in the context of an unstable external environment. Digital transformation is accompanied by increased risks associated with cybersecurity, regulatory changes, and geopolitical tensions. In such conditions, retail enterprises are forced to develop cross-marketing models that can quickly transform in accordance with changes in market conditions. The use of digital monitoring tools, scenario planning, and

modeling of marketing solutions allows for minimizing the negative consequences of crisis phenomena and ensuring the sustainability of partnership strategies. Thus, the development of cross-marketing strategies of retail enterprises in the context of digital transformation is characterized by the transition from fragmented partnership actions to systemic, data-oriented, and value-integrated models of cooperation. The combination of hybrid marketing with cross-marketing approaches creates the prerequisites for increasing the competitiveness of retail enterprises, strengthening their market positions, and forming long-term relationships with consumers in the digital environment.

Conclusions

The conducted research allowed to comprehensively reveal of the role of hybrid marketing in the formation and development of cross-marketing strategies of retail in the conditions of digital transformation. Within the framework of theoretical and methodological analysis, it was established that hybrid marketing should be considered as an evolutionary stage in the development of marketing concepts, which involves a combination of digital and traditional tools, data analytics, personalization, and value-oriented communications. Unlike classical models, hybrid marketing forms a multidimensional system of interaction with the consumer and creates a methodological basis for the implementation of cross-marketing strategies in the retail business. This allowed us to clarify the essence of cross-marketing as a strategic tool not only for mutual promotion of brands, but also for joint management of consumer experience in the digital environment.

The results of the analysis of modern practices of retail enterprises confirmed the hypothesis that the use of hybrid marketing increases the effectiveness of cross-marketing strategies by integrating digital channels, offline communications, analytical tools, and partner programs. In particular, it was found that the dominance of digital tools in the structure of hybrid marketing is combined with the active use of offline elements and cross-partner initiatives, which provides a synergistic effect and increases the effectiveness of marketing solutions of retail enterprises.

The study proved that digital transformation significantly expands the possibilities of cross-marketing interaction, facilitating the transition from one-time partner campaigns to long-term strategic alliances. The use of CRM systems, marketplaces, loyalty programs, and personalization tools allows retail enterprises to form joint value propositions and increase the level of consumer engagement. The results obtained confirm that hybrid marketing acts as a catalyst for the transformation of cross-marketing in the digital economy.

An important conclusion is the establishment of the growing role of data-driven solutions in shaping cross-marketing strategies. Big data analytics and the use of artificial intelligence tools provide the opportunity for deeper market segmentation, increased targeting accuracy, and optimization of marketing costs. This allows PAs to achieve a higher level of

effectiveness of partner strategies and reduce the risks associated with the instability of the market environment.

The study also showed that the development of cross-marketing strategies within hybrid marketing is impossible without taking into account social, ethical, and reputational factors. The integration of the principles of sustainable development, business transparency, and social responsibility into partner marketing initiatives contributes to strengthening consumer trust and forming long-term competitive advantages of PT. In this context, cross-marketing is increasingly acting not only as an economic, but also a socially oriented tool for brand interaction.

The practical significance of the results obtained lies in the possibility of using the proposed approaches to the formation of cross-marketing strategies in the activities of retail enterprises of various formats. The proposed directions for the development of cross-marketing can be used in the development of marketing strategies, loyalty programs, partner projects, and digital ecosystems aimed at increasing business sustainability in the context of digital transformation.

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Conflict of interest. The author certifies that she doesn't have financial or non-financial interest in the subject matter or materials discussed in this manuscript; the authors have no association with state bodies, any organizations, or commercial entities having a financial interest in or financial conflict with the subject matter or research presented in the manuscript. Given that the author is affiliated with the institution that publishes this journal, which may cause potential conflict or suspicion of bias, and therefore the final decision to publish this article (including the reviewers and editors) is made by the members of the Editorial Board who are not the employees of this institution.

The author received no direct funding for this research.

Kniazieva, T. (2026). Hybrid cross-marketing strategies in retail. *Scientia fructuosa*, 3(167), 189–207. [http://doi.org/10.31617/1.2026\(167\)11](http://doi.org/10.31617/1.2026(167)11)

Received by the editorial office 18.01.2026.

Sent for revision 20.02.2026.

Accepted for printing 23.03.2026.

Published online 19.06.2026.