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## **THE ESSENCE AND THE MAIN FEATURES OF CRM BUSINESS STRATEGIES IN RETAIL**

Customer relationship management (CRM) is gradually gaining popularity in various business areas. Recently, global retailers hold the second position in the number of CRM-projects and systems. Despite the advantages of CRM, its application in Ukraine is not active. The insufficient level of CRM implementation is related to the economic environment in Ukraine on the one hand and to the low methodological quality of the CRM strategies on the other.

The purpose of the article is to study the essence and the main features of CRM business strategies (operational excellence and differentiation) in retail companies taking into account such criteria as strategic targets and strategic focus, sources of competitive advantage, organizational structure that supports the strategy, strategic tools and key indicators.

The paper describes the distinctive characteristics of CRM business strategies in retail taking

into account two types of competitive advantages: operational excellence and differentiation. The basic sources of CRM differentiation strategy are characterized, including the price, assortment, merchandising, store, staff, location, service, mass communication, omni-channel communication, lead generation and customer relationship. The comparative analysis of CRM business strategies is carried out using the following criteria: strategic targets and strategic focus, sources of competitive advantage, type of organizational structure that supports the strategy, main tools and key indicators of its implementation.

Key points in CRM business strategies offered by the author are open for now. Future research should focus on disclosing the essence of the key concepts included in terminological system of CRM business strategy, on creating particular tools for CRM business strategy implementation.