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## Innovative marketing strategies for business development in the context of digitalisation

**Abstract.** The aim of this study was to identify the patterns in the formation and effectiveness of innovative marketing strategies in the digital environment, considering the specific features of the activities of small and medium-sized enterprises (SMEs). The methodological basis was a systems-comparative, content and structural-logical analysis, which made it possible to consider comprehensively the theoretical approaches, digital communication tools and practical examples of the application in national business practice. In the course of the study, the evolution of marketing strategies, trends in the use of customer relationship management systems, in particular HubSpot, Zoho and Bitrix24, was analysed, and the influence of the social networks Facebook, Instagram, TikTok, and LinkedIn on the formation of consumer loyalty was examined. Particular attention was paid to the analysis of the analytical platforms Meta Business Suite, Google Analytics and Hootsuite, which provide the measurement of the effectiveness of marketing campaigns. It was established that in the first half of 2025 about 72% of advertising expenditure fell on the platforms Facebook, Google and Instagram, while the volume of paid search reached UAH 11.36 billion and display advertising – UAH 8.5 billion. The results of the strategic analysis using the “strengths – weaknesses – opportunities – threats” model showed that the implementation of innovative marketing strategies ensured an increase in the effectiveness of communications and a reduction in promotion costs. The main weaknesses remained limited financial resources and a low level of digital skills among staff. Opportunities included the expansion of e-commerce and programmes to support digitalisation, while threats comprised cyber risks and intensifying online competition. Practical examples of the activities of Ukrainian companies Prom.ua, Beauty Service Ukraine, Ecosoft and Rozetka confirmed the effectiveness of targeted advertising and the introduction of innovative marketing approaches in increasing brand visibility and customer engagement. The practical significance of the study lies in the possibility of using its results by enterprise managers, marketers, digital communication consultants and analysts for the development of effective marketing strategies, increasing profitability, brand awareness and consumer engagement

**Keywords:** transformations; automation; e-commerce; personalisation; competitiveness; interaction

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## INTRODUCTION

The changes taking place in the global business environment under the influence of digital technologies are fundamentally transforming approaches to the interaction of companies with consumers and partners. The digital economy forms new conditions of competition in which traditional methods of promotion give way to flexible and technologically oriented tools. Enterprises are increasingly integrating automated management systems, Big Data, consumer behaviour analytics, social media and artificial intelligence tools to increase the accuracy of marketing decisions.

The field of marketing is undergoing rapid changes due to the impact of digital technologies, which leads to a decrease in the effectiveness of traditional promotion tools and requires the renewal of approaches to business management. In the work of T. Ustik & N. Kolodnenko (2025), the theoretical and methodological foundations of innovative strategies for the digitalisation of enterprises are analysed, the advantages of digital marketing compared with traditional marketing are determined, and methods for assessing the effectiveness of its tools are considered. The authors emphasised that small and medium-sized businesses face difficulties in the systematic use of digital technologies, which reduces the level of competitiveness and slows down management processes. In the process of transforming economic systems, enterprises encounter difficulties in the transition from traditional approaches to modern digital marketing tools. In the study by P.I. Korenyuk & M.V. Dmytrochenkov (2024), the essence of innovative approaches to the formation of marketing strategies in the digital environment based on the integration of big data, artificial intelligence, cloud technologies and blockchain is revealed. The authors underlined the importance of enterprises moving from traditional models to Internet marketing with an organic combination of online and offline tools in order to increase competitiveness and ensure sustainable development.

In the process of marketing development, enterprises face the need for a profound transformation of strategies under the influence of digital technologies and changing consumer expectations. In the work of N. Karpenko *et*

*al.* (2025), the conceptual foundations of innovative approaches to the formation of marketing strategies focused on the integration of digital tools, in particular big data analytics, automated Customer Relationship Management (CRM) systems, artificial intelligence and e-commerce platforms, are considered. The authors determined that business effectiveness largely depends on the ability of enterprises to combine technological solutions with creative communication strategies and the personalisation of the customer experience. Enterprises need to update the approaches to marketing management in connection with growing competition, rapid changes in consumer preferences and the development of the digital environment. In the work of O. Cherniavska & V. Kaznodii (2023), transformational changes in the functioning of marketing systems under the influence of digital technologies were examined. The authors stressed that the key challenge for enterprises was the need to adapt marketing strategies to the conditions of digitalisation, which included the automation of analytical processes, the use of online platforms and the personalisation of communications with consumers. The results of the study showed that digital tools significantly increased the effectiveness of promotion and interaction with target audiences while reducing expenditure on traditional advertising channels.

Enterprises face the need for the constant improvement of the approaches to product promotion in conditions of high competition and digital transformation. In the study of V. Dalik *et al.* (2023), the features of the formation of digital marketing strategies aimed at ensuring flexibility, adaptability and business innovativeness in the conditions of digitalisation are considered. The authors emphasised the importance of analytical tools for studying the competitive environment, the use of the latest technologies, artificial intelligence and process automation to increase the effectiveness of marketing activities. V. Holub (2024) carried out a theoretical analysis of the impact of digitalisation on the development of marketing strategies in entrepreneurial activity and determined the role of digital technologies in increasing the

efficiency of management processes and business competitiveness. The author underlined that digital marketing tools, in particular social networks, online shops, mobile applications and analytical platforms, create new opportunities for building customer-oriented business models and provide flexibility in responding to market changes.

Enterprises face the need to rethink the approaches to the development of marketing strategies due to the rapid development of digital technologies and increasing competition. In the study of T. Knyazeva & O. Kazanska (2022), the concepts of electronic marketing are systematised, the processes of its implementation are analysed and the conditions for effective functioning in the digital environment are determined. The authors emphasised that the success of marketing activities depends on the ability of the organisation to ensure the integration of Internet technologies, strategic planning and managerial flexibility. At the same time, Yu.I. Olyfirenko *et al.* (2024) noted that traditional approaches to marketing are gradually losing effectiveness due to the influence of digital technologies, in particular artificial intelligence, machine learning, virtual and augmented reality. The study systematised digital trends, including content marketing, Search Engine Optimisation (SEO), influencer marketing, personalisation, gamification, tokenisation, the metaverse, and emphasised the need for omnichannel interaction with clients.

Issues of the strategic integration of digital technologies and innovations into long-term models of marketing and business management remain insufficiently researched, in particular the quantitative assessment of the effectiveness of digital tools, the determination of the impact on the resilience and stability of enterprises, as well as the construction of a universal adaptive model of digital marketing that would take into account the level of digital maturity of companies, market specifics and socio-economic effects. The aim of this study was to establish the features of the development and effectiveness of innovative marketing strategies in the digital space, taking into account the specific features of the functioning of small and medium-sized enterprises (SMEs). To achieve this aim, the

following main tasks were set: to analyse scientific approaches to the formation of innovative marketing strategies in the context of the digital transformation of the economy; to assess the impact of digital technologies on the effectiveness of marketing processes and to determine directions for improving business development strategies under conditions of digitalisation.

## MATERIALS AND METHODS

The study had a theoretical character and covered the period from 2022 to the first half of 2025. In the course of the work, the systems-comparative method was applied to examine the evolution of the concept of marketing strategies in the context of digital transformation. The analysis focused on the study of the specifics of the marketing activities of small and medium-sized enterprises in the digital environment. This made it possible to form an understanding of the conditions under which SMEs build the own marketing strategies, using limited resources but a high level of flexibility. The next analytical direction was the study of the technological component of marketing activities. For this purpose, by means of comparative analysis, the CRM systems HubSpot CRM, Zoho CRM and Bitrix24 were examined, which made it possible to determine common principles for the automation of communications, processing of client data and personalisation of interaction. The application of this method ensured the identification of the key functions of CRM as tools for increasing the effectiveness of marketing processes. The method of theoretical generalisation made it possible to outline the role of marketing innovations as a means of increasing the flexibility of enterprises and as a basis for the formation of competitive advantages.

To study the impact of digital communication channels on product promotion, a structural-functional analysis was applied, which covered the leading social networks – Facebook, Instagram, and TikTok. The professional network LinkedIn was examined separately, and its results were compared with the data of the analytical report IT rating UA (2025) in order to assess the effectiveness of different platforms in the marketing activities of enterprises. To confirm the results, the case method was used,

on the basis of which examples of the activities of the Ukrainian company Prom.ua were considered, using the source D. Stadzhi (2020). The case of the Indonesian enterprise Pemppek Sulthan and Pindang Agan Palembang, described in the study by C.M. Wulandari *et al.* (2025), was analysed separately. This example was used to compare the results of international experience in the use of social media, which made it possible to assess the impact of TikTok and Instagram on increasing brand awareness, audience reach and the dynamics of subscriber growth in the small-business segment. The case of the company Beauty Service Ukraine was also considered, which made it possible to analyse practical approaches to targeted advertising. Additionally, content analysis was applied to the analytical platforms Meta Business Suite, Google Analytics and Hootsuite to study the system of indicators for assessing marketing effectiveness. The case of the company Apricotton, which used the Hootsuite tool to increase awareness and the number of views, was also considered (Hootsuite, n.d.). The market dynamics of digital advertising for 2022 – the first half of 2025 were determined by analysing statistical data presented in the report by S. Stark (2025) in order to identify trends in changes in the structure of advertising expenditure, investment levels and the directions of digital-sector development in the context of the formation of innovative marketing strategies.

To study the features of the implementation of innovative marketing strategies, SWOT analysis was used. This method made it possible to systematise the strengths, weaknesses, opportunities, and risks of using digital tools in the activities of SMEs. To confirm the results of theoretical generalisation, the case method was applied, whereby examples of the practical use of innovative marketing solutions at the enterprise Ecosoft were examined, reflecting the particularities of the application of digital strategies in the field of e-commerce and the impact on the effectiveness of marketing processes. The use of this method made it possible to establish the correspondence between theoretical approaches and real business processes, and to outline the conditions under which innovative strategies demonstrate the highest effectiveness.

## RESULTS

### **Principles for the formation of innovative marketing strategies in the conditions of the digital economy**

The evolution of the concept of marketing strategies in the context of digital transformation reflects profound changes in the ways enterprises interact with consumers, in the structure of market communications and in approaches to forming competitive advantages. Traditional marketing models based on the four classic components – product, price, place, and promotion (the 4P model – Product, Price, Place, Promotion) – have gradually lost the effectiveness in the new conditions of the global digital economy. Data, technologies and real-time communications are becoming the main resources for business development. Digitalisation has created a new type of environment in which information, the speed of its processing and the personalisation of interaction with the consumer determine the level of success of the enterprise. The first stages of the transformation of marketing strategies are associated with the emergence of e-commerce, when the Internet became a tool for promotion and sales. This enabled enterprises to go beyond local markets and expand the client base without significant financial expenditure. Later, with the development of search engines and social networks, new channels of interaction appeared, providing two-way communication between the brand and the consumer. Thus, the strategic role of marketing shifted from one-way informing to the formation of communities around the brand, involving clients in content creation and developing loyalty (Diadyk *et al.*, 2024).

Digital analytics is gradually becoming a key element of marketing strategy, as it provides a deep understanding of consumer behaviour, the effectiveness of advertising campaigns and the results of business decisions. Companies actively use Big Data to track consumer behaviour, analyse demand trends and forecast changes in the market. This makes it possible to form more accurate audience segments and develop personalised offers. Classical marketing campaigns are being replaced by dynamic strategies built on the principles of adaptability, rapid testing of hypotheses and automated management

of interaction with the client. Such approaches reduce uncertainty and allow enterprises to make decisions based on real data rather than intuition or the experience of previous years (Islam, 2024).

Particular importance in the transformation of strategies is attached to the development of artificial intelligence and machine learning technologies. These technologies make it possible to forecast purchasing behaviour, optimise advertising budgets, determine effective communication channels and create content that meets the expectations of a specific consumer. For example, the integration of recommendation algorithms into CRM systems provides enterprises with the opportunity to personalise interaction with clients in real time (Nwabeke & Abdul-Azeez, 2024). Marketing strategies are increasingly integrated with the concept of sustainable development, where digitalisation is used not only as an instrument of profitability but also as a means of forming long-term values. Companies focus on transparency, ethics, social responsibility and consumer trust, which requires new formats of communication and control over reputation in the digital space. This approach contributes to the formation of brands that do not merely sell products, but create socially significant value, which is an important component of innovative business development strategies. The marketing activity of SMEs in the digital environment acquires particular significance, since it is digitalisation that has opened up new opportunities for this sector to enter the market, form competitive advantages and increase the effectiveness of communication with consumers. For SMEs, marketing in the digital economy has ceased to be only a tool of promotion – it has been transformed into a strategic mechanism for managing enterprise development, which ensures flexibility, adaptability and interactive interaction with clients. The main difference between the marketing activities of SMEs and large corporations lies in limited resources but, at the same time, in greater speed of decision-making, creativity, and the ability to respond quickly to changes in consumer demand (Newase & Sangan, 2025).

The digital environment has provided SMEs with access to tools that previously required

significant investment, in particular analytical systems, CRM platforms, social networks and e-commerce services. Thanks to this, SMEs can organise marketing processes effectively even with a limited budget. The use of social media such as Facebook, Instagram, and TikTok makes it possible to create personalised communication channels with consumers and increase audience engagement. In addition, the use of LinkedIn helps form the professional image of the brand and expand partnership contacts in the business environment. For small companies, social networks have become not only an advertising but also an analytical tool that makes it possible to study consumer behaviour, test new products and assess the effectiveness of marketing decisions in real time (Sharabati *et al.*, 2024). Small businesses in Indonesia – producers of local dishes Pempek Sulthan and Pindang Agan Palembang – effectively used Instagram and TikTok to promote the brand and attract clients. According to the results of the analysis, TikTok generates on average 833 views per day and 86% new subscribers, while Instagram – 499 views per day and 53% new subscribers. Although the level of user engagement remained below 1%, Instagram exceeded TikTok in terms of likes, comments and views, which indicates higher quality interaction with the content. This example shows that even small enterprises, using different social platforms for personalised communication, can significantly increase brand awareness, expand the client base and strengthen audience loyalty (Wulandari *et al.*, 2025).

An important element of digital marketing for SMEs is the implementation of CRM systems, which help structure data about clients, automate communication processes and build long-term relationships with consumers. CRM is a customer relationship management system that allows enterprises to store contacts, record the history of interactions, forecast sales and improve the quality of service. For SMEs, the use of such platforms is not just a technological update, but a key condition for increasing the effectiveness of marketing activities and forming a personalised approach to each client. One of the most convenient for SMEs is HubSpot CRM, which combines ease of use with powerful functionality. It provides centralised storage

of contacts and makes it possible to track client activity on social networks, in email and on the company's website. HubSpot also supports the automation of marketing campaigns, which helps small companies save resources while increasing sales performance. Its free basic version makes the platform attractive for businesses with a limited budget.

Another popular solution among SMEs is Zoho CRM, which is characterised by flexible settings and a modular structure. It makes it possible to manage sales processes, communication with clients and analysis of results within a single system. Enterprises can connect only those tools the enterprises need – from email marketing automation to integration with financial or analytical modules. Zoho CRM also supports multichannel interaction, which allows effective combination of online communications, telephony, and work with chats. Among the solutions actively used by Ukrainian companies, Bitrix24 should be highlighted. It combines a CRM, task management system, corporate portal and tools for internal communications, which makes it a comprehensive business management instrument. Bitrix24 allows the creation of sales funnels, the automation of client request processing and the control of the effectiveness of marketing campaigns in real time. Thanks to wide integration possibilities, the platform supports remote work of teams, which is relevant for small businesses.

Digital platforms also contribute to increasing the transparency of business processes and forming reputational capital through review systems, ratings, and recommendations. For SMEs, this is a chance to increase consumer trust even in the absence of a substantial branding budget. At the same time, the integration of payment systems, automation of orders and the use of artificial intelligence technologies to forecast demand improve the efficiency of operational activities. Despite wide opportunities, digitalisation also creates certain risks for SMEs. The main challenges remain cyber-security, lack of qualified personnel, limited experience in the use of complex digital tools and dependence on the algorithms of large platforms. There is also a need for a strategic approach to digital marketing: small enterprises often use tools fragmentarily, without an integrated strategy, which reduces the effectiveness of digital initiatives. However, with proper staff training, the involvement of external consultants and the implementation of basic principles of digital security, these risks can be significantly reduced (Startseva *et al.*, 2021). In the conditions of the digital economy, marketing innovations have become not only an instrument for attracting consumers, but also a key factor in the strategic development of the enterprise. For a better understanding of the significance, the main types of innovations in marketing, the characteristics, and the impact on business management have been systematised (Table 1).

**Table 1.** Types of marketing innovations and the strategic significance for enterprise management

Type of innovation	Essence and examples	Strategic significance for enterprise management
Technological innovations	Use of digital technologies – Big Data, artificial intelligence, CRM systems, automation of marketing campaigns, e-commerce platforms	Ensure management decision-making based on data, improve demand forecasting, personalise offers and increase the efficiency of business processes
Organisational innovations	Formation of cross-functional marketing teams, digitalisation of internal processes, integration of marketing, analytics and information technology departments	Increase the speed of response to changes, improve coordination of actions, promote adaptability and strategic consistency of management decisions
Communication innovations	Use of social media, influencer marketing, personalised advertising, interactive content, Augmented Reality/Virtual Reality technologies	Promote the formation of an emotional connection with consumers, increase customer loyalty, strengthen the brand and expand market presence
Conceptual innovations	Reorientation from sales to creating value for the client; formation of a customer-oriented and socially responsible marketing strategy	Strengthen the enterprise's competitiveness in the long term, form reputational capital and ensure sustainable business development

**Source:** compiled by the author on the basis of A.B. Vărzaru & C.G. Bocean (2025), S. Deep & P. Zanke (2025)

From Table 1, it can be seen that innovations in marketing are not limited to technological solutions – these innovations encompass organisational changes, new communication approaches and the transformation of managerial thinking. The implementation of innovative tools allows enterprises not only to meet customer needs more effectively, but also to form a new strategic management paradigm based on flexibility, an analytical approach and orientation towards long-term value. Thus, innovations in marketing act as a powerful strategic resource of the enterprise, ensuring its resilience, adaptability, and ability to outpace competitors in the dynamic digital environment.

### **Tools of innovative marketing:**

#### **Social networks, CRM systems and e-commerce**

Social networks have become an integral component of the digital transformation of business, opening up new opportunities for SMEs in terms of development, promotion, and building relationships with clients. These networks allow companies with limited resources to compete effectively with large brands, increasing recognition and creating stable links with consumers. The most effective platforms for promoting SMEs in the digital environment in 2025 remain Facebook, Instagram and TikTok, each of which has its strengths depending on the type of business and audience. Facebook is universal and suitable for a wide range of businesses, especially those willing to invest in targeted advertising. The platform supports various content formats – from posts to videos and communities – which contributes to forming trust in the brand and building loyalty (Nagorny, 2024). Instagram remains the main platform for visually oriented content, popular among users under 34 years of age, and makes it possible to retain audience attention through Stories, Reels and interactive formats. TikTok is oriented towards short creative videos that quickly engage young users, and is therefore effective for brands with a visual or entertainment product. LinkedIn, in turn, performs a strategic function in B2B communications, allowing SMEs to build partnerships, enhance the professional image and attract clients with high purchasing power (IT rating UA, 2025).

The effectiveness of marketing in social networks is based on the integration of several tools. The most common among Ukrainian SMEs are targeted advertising, storytelling, influencer marketing, content marketing and video content. Targeted advertising makes it possible to reach the target audience according to sociodemographic and behavioural criteria, optimising the budget and reducing customer acquisition costs. Storytelling forms an emotional connection with the consumer through authentic narratives about the brand or product, which increases trust and recognition. Influencer marketing expands reach through cooperation with opinion leaders who share the company's values. Content marketing builds the brand's expertise by creating useful posts and advice, while video content – reels, live streams or short videos on TikTok – holds attention and stimulates interaction (AG.Marketing, 2025).

Successful examples of Ukrainian enterprises demonstrate the practical value of these tools. Prom.ua implemented a large-scale advertising campaign in 2020 that combined television content, social media and bloggers, achieving coverage of 80% of TV viewers and attracting more than 73% of the audience to the website. Within the digital campaign, coverage amounted to about 16.1 million users, which is approximately 56% of the entire Internet audience of Ukraine. After interacting with the advertising content, 73.4% of the covered users went to the Prom.ua platform, which indicates a high effectiveness of communication. In addition, eight bloggers on Instagram and YouTube were involved in the project, providing more than 6 million contacts with the target audience in social networks (Stadzhi, 2020). Beauty Service Ukraine, thanks to targeted advertising on Facebook and Instagram, increased the number of applications 3.5 times within three months while reducing the cost per lead by more than half. The producer of natural products Bionerica, using Facebook advertising, attracted 134 wholesale clients, spending about USD 1.35 per client (Wezom, 2022). Such cases confirm that the strategic integration of social networks into the SME business model can have a direct economic effect, especially under conditions of proper segmentation and personalisation of content.

Social networks play a decisive role in forming the brand, trust, and consumer loyalty. These networks make it possible to increase brand visibility, create a unique image of the company through personalised messages and reduce the information distance between business and clients. Active interaction with the audience through comments, responses to questions and the demonstration of the internal life of the company strengthens brand authenticity. Customer reviews, stories of successful product use and cooperation with micro-influencers form a reputation for reliability. Loyalty is maintained through regular value-based content, promotions, special offers and the creation of communities around the brand, which contributes to repeat purchases (Akanji, 2025).

Analytical tools, in particular Meta Business Suite, Google Analytics and Hootsuite, play a key role in the collection, systematisation and interpretation of marketing data in enterprises. Meta Business Suite provides integrated management of Facebook and Instagram pages, allowing the tracking of publication effectiveness, analysis of user interactions, click-through rate and conversions, and the formation of reports on the results of advertising campaigns in real time. Google Analytics focuses on in-depth analysis of web traffic, user behaviour and conversion paths, making it possible to assess the effectiveness of different promotion channels and make data-driven decisions. Hootsuite functions as a centralised platform for monitoring social networks, allowing the planning of posts, measurement of audience engagement, tracking of brand mentions and analysis of the dynamics of the content strategy. The combination of these tools provides a comprehensive approach to managing digital communications, contributing to more accurate

targeting, more efficient use of advertising budgets and increased overall effectiveness of marketing activities. These tools make it possible to track audience behaviour, determine the most effective types of content and optimal publication times, as well as identify trends. Automated reporting and visualisation of results through interactive dashboards simplify decision-making. In addition, cross-platform integration makes it possible to combine data from multiple channels, creating a holistic picture of marketing activities. This helps small businesses distribute budgets more effectively, increase the accuracy of forecasts and ensure stable growth. For example, the Canadian brand Apricotton, using the Hootsuite platform for social media analytics, managed to increase impressions to 66,000 in just two weeks, saving about 8 hours per week on content management and increasing sales by 108%. This approach demonstrates how the integration of analytical tools into marketing activities allows small enterprises to increase the effectiveness of digital communications without a substantial increase in expenditure (Hootsuite, n.d.).

For effective management of activity in social networks, SMEs use a system of key performance indicators that reflect both marketing and business results. The main ones include: number of followers, reach, engagement, number of website visits, conversions, customer acquisition cost, return on marketing investment, click-through rate and number of leads (Outsourcing Team, 2024). The choice of specific key performance indicators depends on the goals of the campaign – increasing awareness, attracting new clients or increasing sales. These indicators are basic benchmarks for assessing the effectiveness of enterprise activities in social media, as shown in Table 2.

**Table 2.** Key indicators for assessing the effectiveness of SMEs' marketing activities in social networks

Indicator	Essence	Value for business
Reach	Number of unique users who saw the content	Determines the scale of campaign coverage
Engagement rate	Percentage of interactions with content (likes, comments, reposts)	Reflects the level of audience interest
Conversions	Number of users who performed the target action	Measures the real effectiveness of the campaign
Customer acquisition cost	Cost of acquiring one customer	Makes it possible to assess the efficiency of expenditure

Table 2, Continued

Indicator	Essence	Value for business
Return on marketing investment	Ratio of profit to marketing expenditure	Determines the profitability of investment
Click-through rate	Share of users who clicked on a link or advert	Shows the quality and relevance of the content
Leads	Number of potential clients who left the contact details	Reflects the campaign's ability to generate interest

**Source:** compiled by the author on the basis of Outsourcing Team (2024)

The main difficulties for Ukrainian SMEs lie in the absence of clearly defined objectives, the complexity of tracking multichannel conversions, limited budgets and frequent changes in social media algorithms. Added to this is the difficulty of quantifying “soft” metrics – such as trust, recognition or emotional attachment. That is why enterprises are increasingly integrating social networks with CRM systems and e-commerce platforms in order to obtain a holistic analytical picture and link marketing actions to financial results. Thus, the combination of social media, CRM systems and e-commerce forms a new paradigm of innovative marketing. It is based on analytics, automation and personalisation, which enables SMEs to increase competitiveness, expand markets and ensure sustainable development in the digital economy.

Current market dynamics indicate that the digital segment is a key factor in the growth of communication activity and sales volumes in the SME sector. According to the results of the first half of 2025, the volume of paid search in Ukraine amounted to UAH 11.36 billion (approximately UAH 11.4 billion), with a forecast growth of 40% by the end of the year, which may exceed UAH 28.4 billion. Display advertising indicators for January-June 2025 reached UAH 8.5 billion, and the forecast increase by the end of the year is 20% (more than UAH 21.7 billion). These trends reflect the priority of channels with a high level of measurability of effectiveness and the gradual recovery of brand investment.

The structure of advertising budgets is dominated by global digital ecosystems, in particular Facebook, Google and Instagram, which account for about 72% of total expenditure. In the video advertising segment the share reaches 78%, while in display advertising format it is approximately two thirds. For SMEs, such a

market structure makes it advisable to use an omnichannel approach to promotion, with an emphasis on leading platforms and clearly defined performance indicators. Significant structural shifts are observed in advertising formats: after fluctuations between video and display advertising in previous years, in the first half of 2025 an advantage of video content has been recorded, whose share is 52% compared with 48% for display. At the same time, the importance of the Connected TV segment is growing; it combines television coverage with digital measurability, gradually increasing its share in total video budgets. Mobile devices remain the main channel for consuming advertising, accounting for about 75% of all digital expenditure (for Facebook, this figure reaches approximately 90%). Large screens continue to play a leading role for the YouTube platform, which determines the need to orient video strategies towards a mobile-first format, taking into account the integration of multi-platform screens. Among additional channels, search engine optimisation and social media marketing show the most dynamic growth. After a reduction in investment in social media advertising in 2022, caused by military actions and economic instability, the market began to recover – total business expenditure on SMM advertising reached UAH 824 million in 2024 and is forecast at UAH 1.236 billion by the end of 2025, exceeding pre-war figures. Influencer marketing also maintains positive dynamics, with a forecast of UAH 856 million in 2025. The highest growth rates are demonstrated by search engine optimisation: from UAH 1.876 billion in 2024 to an expected UAH 2.251 billion in 2025, which underlines its strategic importance for the long-term organic growth of brand visibility. Thus, for SMEs it is advisable

to combine performance-oriented channels (search, retargeting) with systematic investment in search engine optimisation and video marketing in social media (Stark, 2025).

Consequently, social networks have become a central element of innovative marketing for SMEs, combining opportunities for promotion, analytics, and the building of long-term relationships with clients. These networks provide access to a wide audience at minimal cost and make it possible to form consumer trust and loyalty through personalised communication. Practical cases of Ukrainian SMEs demonstrate that targeted advertising, video content and storytelling can directly influence the growth of sales and brand recognition. The use of key performance indicators and analytical platforms helps increase the effectiveness of marketing strategies. Overall, social media are forming a new ecosystem for the development of SMEs, ensuring the resilience and competitiveness in the digital economy.

**Risks and prospects of implementing innovative marketing strategies in the activities of SMEs**

Innovative marketing strategies are becoming an integral factor in the development of SMEs in the digital economy. These strategies enable businesses to interact effectively with clients, expand sales markets, increase competitiveness and ensure stable growth even with limited resources. At the same time, the implementation of such strategies is accompanied by a number of challenges that encompass financial, organisational, technological and human-resource risks. SMEs in Ukraine, which are increasingly introducing digital marketing tools – social media, CRM systems, e-commerce, analytical platforms – face problems of insufficient staff qualifications, the complexity of assessing campaign effectiveness and the instability of the market environment. Table 3 reflects the results of the SWOT analysis of the implementation of innovative marketing strategies in the activities of SMEs.

**Table 3.** SWOT analysis of the implementation of innovative marketing strategies in the activities of SMEs

Strengths	Weaknesses
Flexibility in decision-making and rapid adaptation to digital trends. High level of customer orientation. Possibility of rapidly testing new formats (SMM, SEO, CRM). Personalisation of communications and closeness to the consumer.	Limited budgets for marketing and technologies. Insufficient staff qualifications in the field of digital marketing. Absence of clear key performance indicators and a systematic analytical approach. Dependence on the algorithms of global platforms (Meta, Google, TikTok).
Opportunities	Threats
Development of the digital market in Ukraine and growth of the online audience. Attraction of foreign investment into the digital sector. Integration of CRM and artificial intelligence (AI) for automation of analytics. Participation in digital transformation programmes and grant projects.	Changes in social platform algorithms and rising advertising costs. Cyber risks, data leaks and confidentiality issues. Inflationary pressure and instability of purchasing power. Competition with large corporations that have large-scale budgets.

**Source:** compiled by the author on the basis of Y.K. Dwivedi *et al.* (2021), T. Chebakova (2025)

On the basis of the SWOT analysis carried out, several groups of risks characteristic of the implementation of innovative marketing strategies in SMEs can be identified (Table 3). Financial risks consist in the high cost of technological solutions, dependence on paid services (CRM, targeted advertising, analytical tools), as well as the instability of exchange rates, which affects the price of imported IT solutions. Organisational risks include

the absence of systematic planning, clear key performance indicators and the difficulty of measuring results in the case of multichannel campaigns. Technological risks are associated with the high dynamics of changes in social platform algorithms, which can sharply reduce audience reach even with high-quality content. Human-resource risks lie in the shortage of specialists capable of combining analytical and creative skills,

as well as in the outflow of talent to large international companies.

Information security risk also remains a significant challenge for SMEs. The use of e-commerce, CRM and analytical platforms involves processing large volumes of personal data, so failure to comply with cyber-security standards or violation of confidentiality rules may lead to loss of reputation and financial losses. Small enterprises are particularly vulnerable, as these enterprises do not have sufficient resources to develop systems of internal control of data security. In addition, dependence on global technology giants (Meta, Google, TikTok) creates strategic vulnerability – changes in policies or restrictions on access to services can significantly affect marketing results. Despite these threats, the development potential of innovative marketing for SMEs is extremely significant. One of the key prospects is the expansion of sales markets through e-commerce. Online trade enables enterprises to go beyond local consumers, integrate into global supply chains and interact with clients in real time. The use of Big Data tools and analytics helps to forecast consumer behaviour, optimise the offer and personalise marketing campaigns. For example, analytics of social networks and CRM platforms makes it possible to segment the audience accurately, determine the optimal moment for purchase and increase the conversion rate (Chebakova, 2025).

The growing role of social media opens up new directions for the integration of innovative strategies. For SMEs this is an opportunity to implement SMM with lower costs but higher effectiveness thanks to personalised messages, storytelling, and cooperation with micro-influencers. Many Ukrainian companies already demonstrate that even a limited budget can provide significant results if the strategy is based on value-driven communication and systematic analytics. A revealing example is the case of the company Ecosoft, which, with the help of a PPC strategy and adapted communication, successfully entered the markets of the United Kingdom and the EU. The company did not increase its advertising budget; instead, it optimised advertising settings, audience segmentation and campaign analytics, which made it possible to achieve business objectives at the initial

stage – increasing brand awareness and attracting new B2B partners (Inweb, 2025). Thanks to comprehensive optimisation of advertising campaigns and the introduction of innovative approaches, Ecosoft demonstrated a significant improvement in key performance indicators in the period August-December 2024 compared with the same period in 2023. In particular, the number of purchases increased by 30.6%, revenues grew by 43.8%, while the advertising budget increased by only 2.5%, which indicates effective allocation of expenditure. At the same time, a 28.7% reduction in the share of advertising expenditure, a 10% increase in the average ticket and a 40.2% increase in advertising profitability were recorded. The results obtained confirm that competent optimisation of PPC campaigns without a substantial increase in budget can ensure sustainable brand development in international markets and significantly increase the economic return on marketing investment (Trofimchuk, 2025).

Another promising area is the implementation of CRM systems, which provide the integration of marketing, analytical and financial data in a single environment. This allows small businesses to manage customer relationships effectively, forecast sales, increase the level of customer retention and automate repeated communications. Integration of CRM with social media makes it possible to synchronise data on user behaviour, assess emotional response and respond more quickly to changes in demand. In addition, e-commerce is becoming not only a sales channel but also a platform for testing innovative solutions. Ukrainian SMEs are actively integrating platforms such as Shopify, Prom.ua, Rozetka and Etsy, which makes it possible to reduce expenditure on physical infrastructure and at the same time expand the geography of clients. The use of AI algorithms for personalised recommendations, chatbots for customer service and analytical dashboards for demand forecasting makes this area strategic in the context of increasing competitive pressure. Rozetka has introduced personalisation algorithms that analyse user behaviour from the first clicks on the site. This enables the dynamic adaptation of product blocks, the selection of personalised promotions and recommendations taking into

account the region, search history, type of device and other parameters, as the system selects more relevant offers for each user. In addition, Rozetka actively uses chatbots to automate customer service, which significantly reduces response time and improves the quality of support while simultaneously reducing the workload on operators, since chatbots can automatically process up to 40% of standard requests and store the full history of dialogues in the Business Advisory Services CRM system (Klyuyev, 2025).

Among promising trends, it is also worth noting the development of omnichannel strategies that combine social media, CRM and e-commerce into a single digital ecosystem. This makes it possible to increase the consistency of communications, avoid duplication of efforts and form a more holistic user experience. For Ukrainian enterprises, such an approach is particularly relevant, as it allows more effective operation in a saturated market where consumers expect personalised service and rapid responses to requests. Another important prospect is state and international support for the digital transformation of SMEs. The programmes of the United States Agency for International Development (USAID) and EU4Business, as well as the national initiatives Diia.Business and Diia.Digital, create a comprehensive environment for the development of innovative entrepreneurship. The USAID programme is aimed at the digital transformation of Ukraine's economy through increasing digital literacy, developing electronic services and supporting technological startups. Thanks to this, enterprises gain access to online business tools, mentoring programmes, consultations on digital marketing and opportunities for financing the development of innovative products. The EU4Business initiative is implemented by the EU jointly with the European Bank for Reconstruction and Development and Deutsche Gesellschaft für Internationale Zusammenarbeit and provides grants, loans, and training programmes for Ukrainian SMEs, in particular in the areas of digitalisation, automation, and implementation of CRM systems. It stimulates business innovation by providing access to financial resources for the modernisation of production and marketing infrastructure. The national platforms Diia.Business and Diia.Digital

serve as an ecosystem for supporting entrepreneurship – these platforms provide free online courses, consultations on digital management, tools for starting a business, as well as information on grant programmes and state services in digital format. Taken together, these initiatives encourage the introduction of innovation in business through three key mechanisms: simplifying access to technologies, increasing entrepreneurs' competences and reducing financial risks during digital modernisation.

In conclusion, it can be stated that the effective implementation of innovative marketing strategies in the activities of SMEs in Ukraine is a strategic priority for increasing the competitiveness. Despite existing risks, innovative tools – social media, CRM, e-commerce, analytics – are forming a new business paradigm based on data, automation and flexible management. Future success will depend on the ability of enterprises to combine creativity and technological capability, invest in the digital competences of staff and ensure data security. As a result, innovative marketing can become not only an instrument of adaptation to the digital economy but also a key factor in the long-term resilience and economic growth of SMEs.

## DISCUSSION

Marketing is undergoing a profound transformation under the influence of digitalisation, which encompasses all aspects of interaction between business and the consumer. The integration of Big Data technologies, artificial intelligence, CRM systems, blockchain, as well as virtual and augmented reality tools has created the conditions for a shift from traditional models to customer-oriented and analytically driven strategies. This process has been accompanied by the growing role of social media, personalisation and sustainable marketing, which is gradually turning marketing activity into a systemic tool of strategic enterprise development. The present study developed a general concept shared with the work of S. Zhang (2025) – the idea that the digital economy has become the driving force behind the evolution of marketing. Both approaches recognised that traditional management models had lost the effectiveness due to the spread of Big Data, artificial

intelligence and social media. At the centre of both works was the pursuit of personalisation and the building of analytically driven relationships with the consumer. At the same time, S. Zhang focused on the impact of China's state digital policy and the formation of macroeconomic conditions, whereas the present study examined the practical mechanisms of digitalisation of small business – the use of CRM systems, key performance indicators and analytical platforms to strengthen the resilience of enterprises. In addition, sustainable marketing in S. Zhang is interpreted as a tool of global corporate responsibility, while in the present study it is seen as a means of increasing brand trust in the digital environment. The ideas expressed in the work of S. Mirdasse (2024) organically continued this vision, emphasising the role of technologies as the basis for the formation of a new model of marketing activity. Both studies focused on the importance of Big Data, artificial intelligence, CRM systems and social networks in building customer-oriented strategies. However, whereas S. Mirdasse viewed the digital economy as a global system of market and process integration, the present study detailed the practical aspects – how SMEs adapt these technologies to the own resource capacities, ensuring resilience and consumer loyalty.

A similar approach was taken in the study by M. Sohaib *et al.* (2022), which also emphasised the leading role of digitalisation in marketing management. In both cases, the discussion concerned the use of Big Data, AI and automated systems for more accurate decision-making and personalisation of communications. However, M. Sohaib *et al.* considered digital marketing in a global corporate dimension, whereas the present study focused on the effectiveness of implementing digital tools by Ukrainian SMEs, demonstrating specific results such as increased return on investment through CRM and SMM campaigns. The views of S. Gao (2025) also resonated with the conclusions of the present study: both confirmed that digital tools are a key factor in improving the effectiveness of strategies. However, S. Gao analysed these processes at the level of corporate ecosystems and interactions between digital platforms, whereas the present study revealed the practical side – how

SMEs used these tools to strengthen competitiveness and customer loyalty.

The study by E. Boom-Cárcomo *et al.* (2024) had a similar focus, but it broadened the context of digitalisation to the social dimension, considering innovation as a factor of sustainable development and corporate responsibility. In contrast, the present study concentrated on the economic effect of implementing digital tools by small enterprises, demonstrating the potential to enhance managerial efficiency and enable rapid adaptation to market changes. In the study by T. Nadeak *et al.* (2024), digitalisation was viewed as a factor in the global transformation of marketing, combining interactive communication, personalisation and analytical support. Both approaches recognised the key role of Big Data and social media in creating new formats of interaction; however, while T. Nadeak *et al.* systematised global trends, the present study revealed specific examples of the implementation of these tools by Ukrainian enterprises, demonstrating the applied significance.

Comparison with the work of Z. Pu (2022) showed a common understanding of digitalisation as the driving force behind marketing strategies, but the difference lay in scale. Z. Pu analysed the Chinese market in the context of the “Internet+” policy and the development of 5G, VR and AR technologies, whereas the present study focused on the adaptation of similar technologies to the realities of SMEs. Both approaches recognised that analytics and personalisation had become the basic principles of marketing activity. The study by M.T. Khanom (2023) summarised the strategic principles of digital business transformation on a global scale, defining it as the driving force of innovative development. In this context, it logically echoed the present study, which examined the practical implementation of these principles in the activities of SMEs. While M.T. Khanom analysed digital transformation as a strategic process, the present study demonstrated its operational application – through CRM, Big Data and innovative models of customer orientation.

The relationship between innovation, competitive strategy and business performance was a central theme both in the present study and in the work of M. Rubio-Andrés *et al.* (2024). Both

approaches proceeded from the understanding that in the era of the digital economy, it is precisely innovativeness that determines the ability of enterprises to remain competitive. In M. Rubio-Andrés *et al.*, this proposition was empirically confirmed through a quantitative analysis of the interdependence between strategic orientations, the level of innovation and market outcomes of SMEs. In the present study, the issue was revealed in practical terms: digital tools such as Big Data, CRM systems and artificial intelligence were considered not only as technological resources but also as the foundation for building adaptive marketing models that ensure rapid responses to market changes. Thus, both approaches combined strategic vision with pragmatic mechanisms for implementing innovation, although these approaches differed in the level of generalisation – from the statistically confirmed relationship in M. Rubio-Andrés *et al.* to the practical case analysis in the present work.

The issue of strategic renewal of marketing through digital technologies was also the focus of C. Albrecht (2024). Similar to the conclusions of the present study, the author emphasised that digital transformation had not only changed communication tools but had also shaped a new logic of strategic thinking. In C. Albrecht's work this phenomenon was analysed using the example of German companies, where digitalisation was combined with a high level of automation, strict ethical standards and corporate responsibility. The present study approached the problem from another angle – it demonstrated how SMEs adapt global trends to the own scale, using digital tools to optimise processes, personalise the customer experience and form flexible marketing strategies. Such a contrast between the macro-level of the European model and the practical reality of SMEs highlighted the universality of the impact of digital transformation regardless of context.

A specific continuation of this discussion was offered by O. Urefe *et al.* (2024), who examined how innovative marketing strategies help small businesses overcome digitalisation barriers in developing countries. The conclusions resonated with the results of the present study, since in both cases, digital technologies were viewed as a catalyst for entrepreneurship

and competitive resilience. O. Urefe *et al.* emphasised that the integration of Big Data, CRM and AI contributes to building consumer trust and loyalty even in environments with limited technological infrastructure. At the same time, the authors described in detail the barriers – a shortage of specialists, cyber risks, low digital readiness of companies – that hinder the effective implementation of innovations. The present study continued this line, but focused on Ukrainian realities, showing how digital solutions can serve not only as a communication tool but also as a strategic mechanism for enhancing resilience and forming a customer-oriented culture.

Summarising the results of the comparison, it can be noted that digital transformation has become not just a technological trend but a profound factor in the evolution of marketing management. All the approaches considered demonstrated a gradual shift from intuitive and traditional marketing to systemic, analytically grounded management based on data, automation, and customer orientation. Digital tools – from CRM and Big Data to social media, AI, VR and AR – have shaped a new logic of interaction between business and the consumer, where flexibility and personalisation determine the success of market strategies.

## CONCLUSIONS

The study conducted has proved that innovative marketing strategies are a key factor in improving business performance in the digital economy. The application ensures the integration of technological, organisational and communication solutions aimed at strengthening the competitive position of enterprises. The analysis showed that marketing has lost the boundaries between the online and offline space, turning into a flexible system that combines Big Data, CRM systems, analytical platforms, social networks and e-commerce. Such a combination creates a new management logic, where the speed of information processing, customer behaviour analytics and personalisation become decisive for achieving business objectives. Statistical indicators have confirmed that digital communications remain the main driver of growth for Ukrainian business. In the first half of 2025, the volume of paid search amounted

to UAH 11.36 billion, and display advertising to UAH 8.5 billion, which demonstrates a significant recovery of the market after previous crisis periods. About 72% of advertising expenditure falls on the global platforms Facebook, Google and Instagram, which necessitates the strategic use in communication campaigns. At the same time, video formats are gradually dominating over banners, mobile devices account for more than 75% of digital expenditure, and the growing role of SEO and SMM indicates a reorientation of business towards long-term, analytically measurable tools.

Practical cases have confirmed that the effectiveness of marketing is determined not by the size of the budget but by the quality of the strategy. The company Prom.ua achieved a reach of 80% of TV viewers and 73% of the internet audience, while Beauty Service Ukraine increased the number of enquiries by 3.5 times while reducing the cost per lead by more than half. The SWOT analysis showed that flexibility, customer orientation and rapid adaptation are the strengths of SMEs, whereas the main risks are associated with financial constraints, staff shortages and dependence on the algorithms of global platforms. In summary, it can be stated that innovative marketing strategies provide

Ukrainian enterprises with the opportunity not only to survive but also to develop in a dynamic digital environment. The implementation forms a new management paradigm based on data, automation, flexibility, and consumer trust. In the context of global competition, this is the basis for strengthening financial stability, increasing the effectiveness of communications and creating sustainable business growth. A limitation of the present study is that it was based mainly on secondary sources and did not include a quantitative assessment of the effectiveness of implemented digital strategies in the real business sector. Prospects for further research lie in conducting an empirical analysis of the performance of innovative marketing tools in various sectors of the economy and in developing models for the adaptation for small and medium-sized enterprises.

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## **Інноваційні маркетингові стратегії розвитку бізнесу в умовах цифровізації**

**Анотація.** Метою даного дослідження було визначити закономірності формування та ефективності інноваційних маркетингових стратегій у цифровому середовищі з урахуванням особливостей діяльності малих і середніх підприємств (МСП). Методологічною основою став системно-порівняльний, контент- та структурно-логічний аналіз, що дозволив комплексно розглянути теоретичні підходи, інструменти цифрової комунікації та практичні приклади їх застосування у національній бізнес-практиці. У ході дослідження було проаналізовано еволюцію маркетингових стратегій, тенденції використання систем управління взаємовідносинами з клієнтами, зокрема HubSpot, Zoho та Bitrix24, а також вивчено вплив соціальних мереж Facebook, Instagram, TikTok і LinkedIn на формування споживчої лояльності. Окрему увагу приділено аналізу аналітичних платформ Meta Business Suite, Google Analytics і Hootsuite, які забезпечують вимірювання результативності маркетингових кампаній. Встановлено, що у першому півріччі 2025 року близько 72 % рекламних витрат припадало на платформи Facebook, Google та Instagram, тоді як обсяг платного пошуку сягнув 11,36 мільярда гривень, а медійної реклами – 8,5 мільярда гривень. Результати стратегічного аналізу за моделлю «сильні сторони – слабкі сторони – можливості – загрози» показали, що впровадження інноваційних маркетингових стратегій забезпечувало підвищення ефективності комунікацій і зниження витрат на просування. Основними слабкими сторонами залишалися обмежені фінансові ресурси та низький рівень цифрових навичок персоналу. До можливостей віднесено розширення e-commerce і програм підтримки цифровізації, а до загроз – кіберризиків та посилення онлайн-конкуренції. Практичні приклади діяльності українських компаній Prom.ua, Beauty Service Ukraine, Ecosoft і Rozetka підтвердили результативність таргетованої реклами та впровадження інноваційних маркетингових підходів у підвищенні видимості бренду й залученості клієнтів. Практичне значення дослідження полягає у можливості використання його результатів керівниками підприємств, маркетологами, консультантами з цифрових комунікацій та аналітиками для розроблення ефективних маркетингових стратегій, підвищення рентабельності, впізнаваності бренду та залученості споживачів

**Ключові слова:** трансформації; автоматизація; електронна комерція; персоналізація; конкурентоспроможність; взаємодія