

DIGITAL BUSINESS COMMUNICATIONS: STRATEGIC MARKETING OF MODERN ENTERPRISES

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Abstract

Within the article, main theoretical provisions of development of domestic marketing strategy in the context of introduction of business communication technologies are studied. The state of digital technologies use in activities of enterprises is considered and global endogenous factors of their spread are substantiated. Main trending technologies of marketing activities based on digitalization have been determined. Relevance of using the network structure of business communication management within digital technologies spread is substantiated. It is proposed to consider the marketing strategy as a complex system of elements that contributes to transformation of marketing activity into a new plane based on implementation of digital tools of communication interaction. Using the strategic map as a marketing tool is proposed, the result of which is obtaining analytical information on effectiveness of digital communications in terms of the main components of the enterprise's functioning.

Keywords: *digital communications, business, communication process, marketing, marketing activity, strategy, digitalization.*

JEL Codes: *D19, D23, E66.*

Introduction

Actual implementation of digital technologies in business of modern enterprises is connected with general trend of economic development based on digital transformations, which consequence is active use of network technologies in management, development of the Internet of Things, use of artificial intelligence and open data, and involvement of social networks. Technological development of production processes takes place simultaneously with continuous Internet communications between representatives of society and contractors to achieve goals of sustainable development. Digital communications are considered priority tools used in the context of strategic management of marketing activities, as they provide for

focusing on timely satisfaction of consumer needs. Accordingly, the concept of strategic marketing based on using digitalization tools involves adaptation of marketing policy to market needs, quick reaction to changes in the needs of consumers and business partners, which in the future allows obtaining more favorable positions on the market. As a result, a new model of enterprise functioning is being formed, which creates conditions for stable development and obtaining competitive advantages.

Literature review

The issue of development of management digitalization, introduction of digital communications into marketing activity is being studied by many domestic and foreign scientists.

A significant number of publications are devoted to modern issues of business development and its marketing activities as part of digitalization. Scientific papers (Fiona Febzi et al., 2024; Ma Xiuli et al., 2024) analyzed the role of digital marketing on successful business activities through social networks, proposed a new model of marketing strategy of e-commerce enterprises in the era of digital business transformations.

The authors (Enshassi Mohammed et al., 2024; Abramova A. et al., 2021; Marhasova V. et al., 2023) analyzed the potential of artificial intelligence in digital marketing for small and medium-sized enterprises, and also studied the ecosystem of VAT administration in e-commerce using the example of Eastern European countries. The purpose of research (4,13) is to conduct an empirical study of the strategy and effectiveness of digital marketing in small and medium-sized enterprises and to analyze regulatory policy in this area.

Articles (ShenWeinan, 2024; Popelo O. et al., 2022; Shaposhnykov et al., 2023, Kosach I. et al., 2022) are based on construction of digital transformation system of enterprise in the conditions of rapid development of digitalization and development of methodological approaches to the study of the role and level of innovative and digital development in Polish and Ukrainian regions. The main idea of articles (Konoplyannikova M. et al., 2024; Ivanova N., et al., 2022) is the analysis of modern trends in development of digital marketing and communication strategies of agri-food enterprises, and peculiarities of the marketing strategy formation for adapting small businesses to possible quarantine restrictions in trade entrepreneurship.

Scientific works (Ji Lin et al., 2024; Su Jingqin et al., 2023) reveal features of digital marketing on the way to the e-commerce development in the Internet economy and analyze how market pressure and organizational readiness contribute to development of digital marketing implementation strategies in small and medium-sized enterprises.

It is appropriate to pay attention to publications (Yang, M., Gabriellson P. et al., 2023), which analyzed the role of digital technologies in optimizing functioning of the marketing and logistics system of the enterprise

and investigated social ties of entrepreneurs and international digital business marketing in internationalization of small and medium-sized enterprises.

Summarizing scientific research directed to digitalization of business processes allows us to single out the following organizational areas involved in these implementations:

- external sphere (value of customer loyalty, existing customer experience);
- internal sphere (organizational structure of management, methods and tools for making management decisions);
- business structure in general as an independent subject of economic process (business functions and segments, strategic business areas).

However, strategic aspects of managing digitalization of marketing activities, in particular formation of interaction within the framework of digital communications, require additional research.

The purpose of the article is to improve existing conceptual provisions of strategic management of the enterprise's marketing activities in development of digital technologies and to update the issue of introduction of digital technologies into management process.

Methodical approach

General scientific and applied aspects are chosen as theoretical and methodological basis of the research. In the article, the method of content analysis and generalization is used in the analysis of theoretical foundations of marketing strategy development of the company by introducing business communication technologies; statistical method, inductions and deductions – the state of using digital technologies in the activities of enterprises was analyzed and global endogenous factors of their spread were substantiated, main trending technologies of marketing activities based on digitalization were determined; the method of systematization and abstraction - relevant use of the network structure of business communication management within by spreading digital technologies has been proven; methods of analysis and synthesis – using the strategic map as a marketing tool is proposed, resulting in obtaining analytical information about effective

digital communications in terms of main components of the enterprise's functioning.

Results

Focusing management of the enterprise on using information systems and digital communication technologies in the conditions of intensive development of market relations is currently considered as one of the main elements of marketing activity, which affects the change of its structure and main approaches. Digitalization provides for using unique tools that differ from traditional approaches to the organization of marketing activities at the enterprise.

Implementation of digital technologies in the marketing activities of enterprises depends on the access of users to the Internet. Thus, as of the beginning of 2024, the total number of Internet users in the world amounted to 5.35 billion people or 66.2% of the population. Relevance of the trend of digital communications in marketing activity is also confirmed by the fact that consumers who followed brands on social networks in 2023 were 78% more likely to recommend them to others. Also, according to the conducted surveys, by the end of 2023, 90% of product consumers claimed that reviews on the Internet had a decisive

influence on the decision to purchase goods, which confirms urgent influence of the online reputation factor of the company.

Development of digital communications and their spread in marketing systems of enterprises depends on the following global endogenous factors:

- infrastructure development and available access to the Internet (developed countries with widespread high-speed Internet access have significant advantages in digitalization of marketing activities);

- digital literacy (regions with a higher level of digital literacy are characterized by a greater degree of diffusion of digital communications in enterprise management);

- open data policy in the country (administrative regulation of information exchange and data collection affects the type and volume of data exchanged by Internet users).

To expand the company's borders and increase competitiveness, the following Internet communication technologies are the most popular, which do not require significant investments, but contribute to the enterprise promotion on the Internet (Fig. 1)

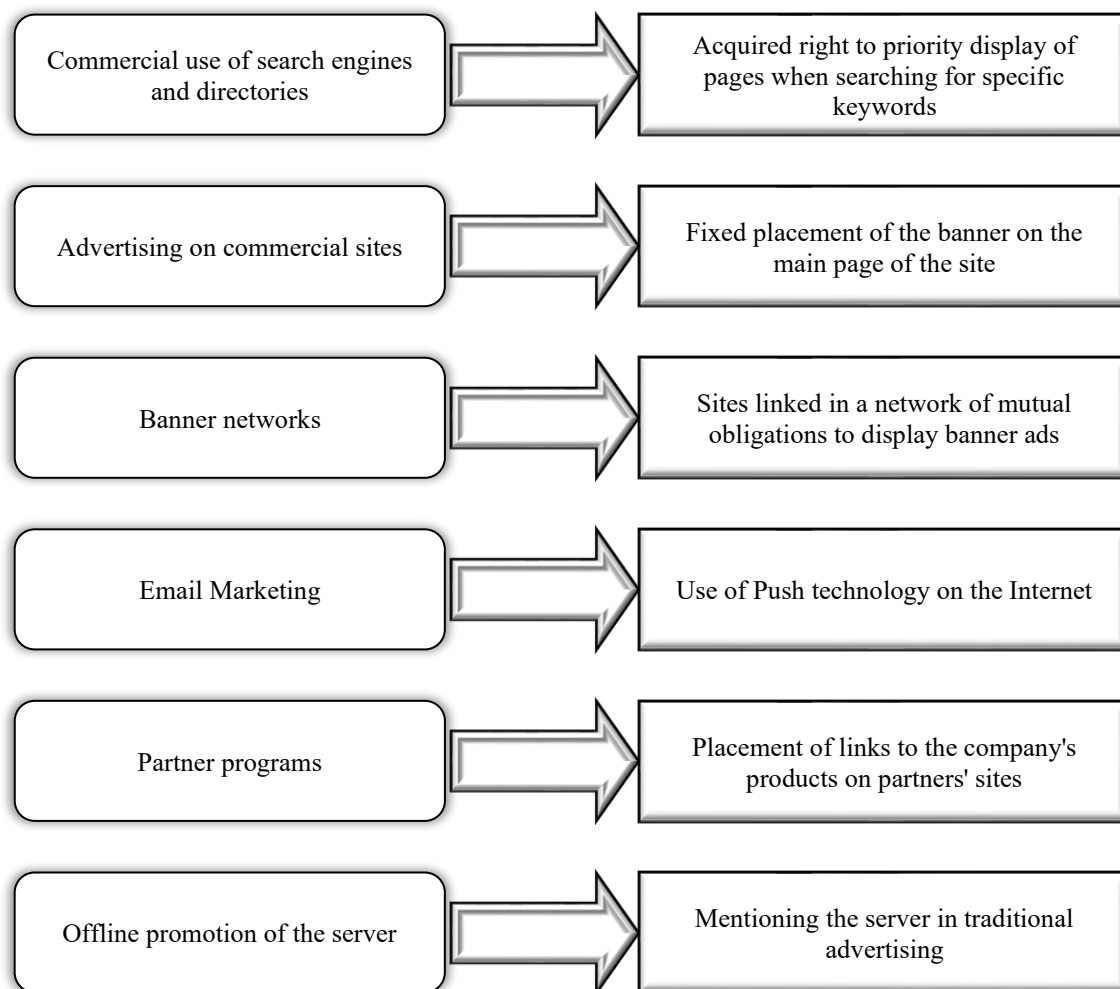


Figure 1. Priority technologies of marketing promotion of the enterprise in the business communications system

**Source: systematized by the authors.*

Currently, the following digital trends in the marketing activities of enterprises are distinguished:

- active use of digital data as factors of the company's sustainable competitive position;
- spreading the use of digital communication ecosystems;
- implementation of artificial intelligence technologies in sales and advertising processes;
- creation of digital business platforms.

Indicators of formation of the client base of economic entities in Ukraine within the framework of digital marketing functioning will be studied. (Table 1).

Table 1 demonstrates ambiguous trends in formation of the foundations of digital marketing in the studied period. In particular, the number of Internet users before the beginning of Russia's

military invasion of Ukraine only grew, in 2022 the analyzed indicator experienced the lowest value for the years 2020-2023. However, already in 2023, it resumed its growth. The number of Internet buyers was also affected by the effects of economic fluctuations due to already known challenges. Penetration rates are showing positive dynamics - despite everything, in 2023 its value was 79.2% against 67.6% in 2020. In general, we'd like to note efficient formation of conditions for digital market formation in Ukraine, despite challenges and economic and political disparities. The statement and arguments of the growth of Internet trade indicators in Ukraine during the studied period are confirmed: from 3.75 billion euros in 2020 to 4.67 billion euros in the reported period (or by 124.5%).

Table 1. Analysis of indicators dynamics of the customers' base formation within digital marketing

Indicator	2020	2021	2022	2023	Deviation (+,-) 2023/2020	Deviation (%) 2023/2020
Number of Internet users, million	29.47	31.10	28.57	29.64	0.17	100.6
Number of Internet buyers, million	12.0	11.0	8.5	9.8	-2.2	81.7
Number of social networks users , million	25.70	28.00	26.70	24.30	-1.4	94.6
Internet penetration , %	67.6	71.8	79.2	79.2	11.6	117.2
Volume of retail trade, billion euros	41.96	41.58	45.18	46.64	4.68	111.2
Online sales, billion euros	3.75	3.72	4.89	4.67	0.92	124.5

*Source: State Statistics Service of Ukraine.

The main focus of digital marketing in 2021-2023 was aimed at the following industries (Fig. 2).

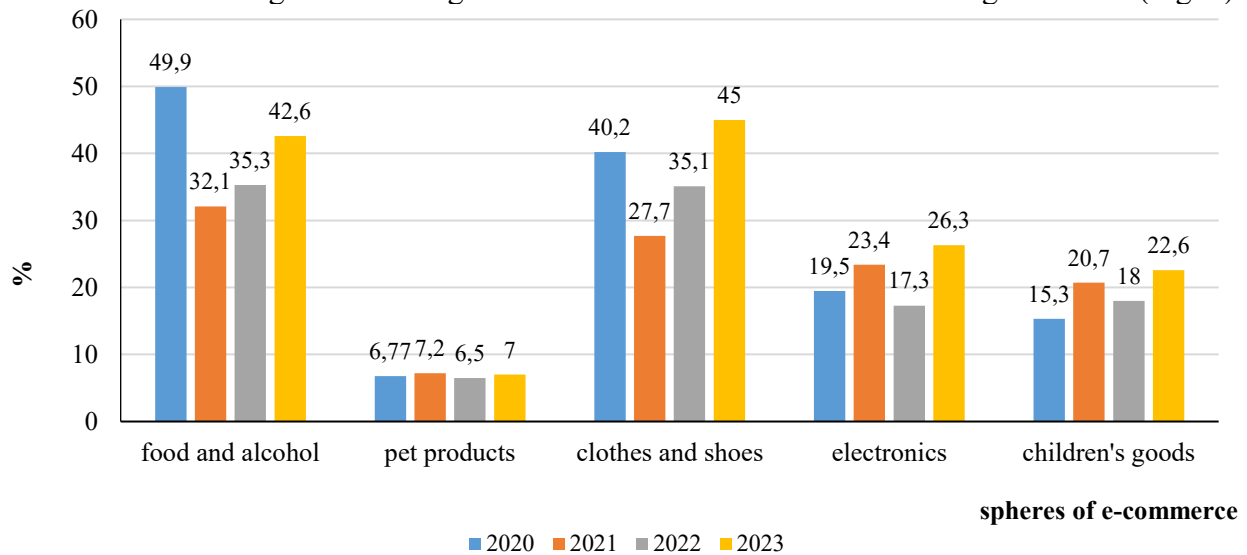


Figure 2. Dynamics of indicators of e-commerce volumes in Ukraine, %

*Source: according to the digital marketing agency "Promodo". <https://www.promodo.ua/yak-ukrayinskiy-ecommerce-pereziv-2023#obsyag-ukrayinskogo-rinku-2023>.

Geopolitical instability, economic fluctuations and disparities, decrease in purchasing power, demand, population migration and a number of other factors only reduced the growth rate of e-commerce results in Ukraine. E-trade in food products, alcohol, and clothing and footwear were identified as priority areas in the researched period. E-commerce of children's goods (reduction in the number of newborns, external migration) was recognized as the most pessimistic field.

The top 5 leaders of the Ukrainian e-commerce market as of the beginning of 2024 are as follows: Olx.ua (14.92%), Prom (9.42%), Rozetka.com.ua (7.75%), Ria.com (5.52%) and Epicentrk.ua (4.07%) (e-Commerce Consult, 2024).

Updated digital technologies in marketing activities is also confirmed by the growth of digital advertising costs (Fig. 3)

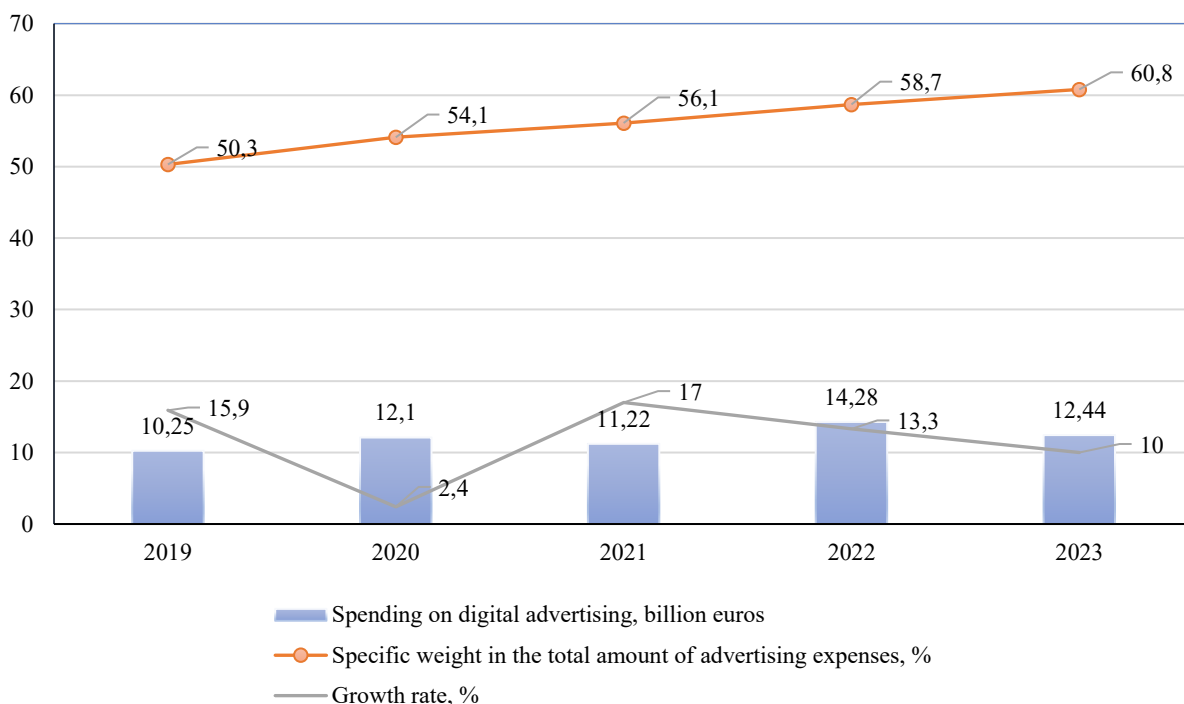


Figure 3. Global dynamics of spending on the digital advertising use

*Source: State Statistics Service of Ukraine.

According to the given data, there is a rapid spread of the digital advertising use in marketing activities of the leading companies. According to experts' forecasts, in 2024 global spending on digital advertising will grow by 8.4% and exceed 526 billion euros.

Among advertising channels for attracting traffic, as well as the most used in 2023 across all niches: Google became the most popular Ads and Others (in particular, referral traffic, traffic from

social networks, etc.). The third most effective channel is organic search. The fourth step is occupied by Direct (Fig. 4).

Thus, in coming years, business entities cannot ignore paid promotion in Google, as well as investment in SEO and branding. Neglecting one of the channels will result in the loss of the client base, and struggle with competitors will only intensify.

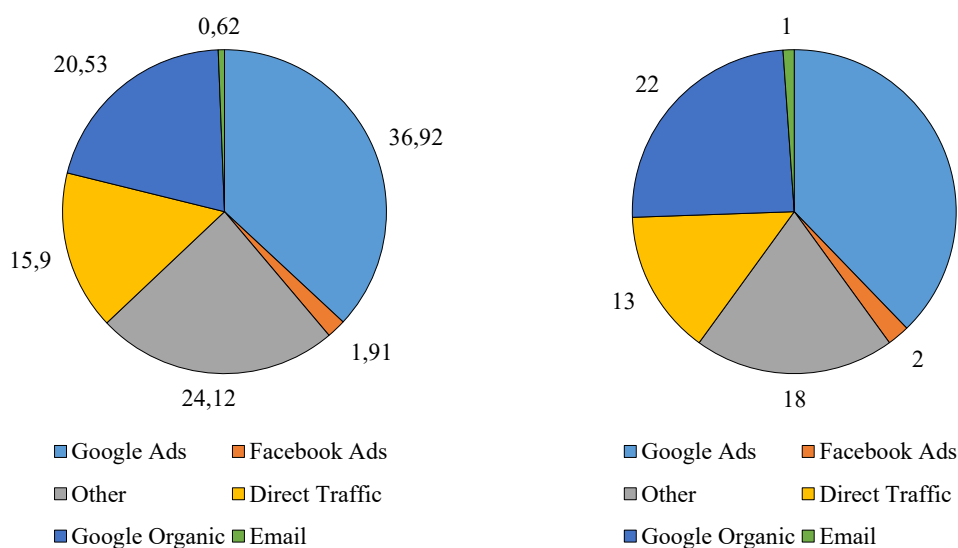


Figure 4. Channels that brought the most traffic and income in 2023, %

*Source: State Statistics Service of Ukraine.

Due to digital transformation, the company receives continuous improvement of communication component of activities with a significant number of stakeholders (contractors, suppliers, consumers, investors) and development of business ecosystems. Their characteristic is platform formation to implement relationship of both a market nature “goods - money – goods” and a non-market nature (mutual exchange of information, knowledge, use of connections, competences, reputation and other non-monetary values), which contributes to the network formation of values within the entire ecosystem.

Implementation of digital transformation concerns not only the researched company, but also the entire ecosystem, focusing on the interaction transformation with the main partners of the company: suppliers, consumers, other

counterparties. However, drawing conclusions about the results of digital transformation of business processes is expedient only under conditions of detailed study of strategic prospects development of the appropriate strategy. Further effectiveness of digital transformation is analyzed based on strategic analysis to identify opportunities and prospects for achieving development goals based on using a set of structural tools, namely the analysis of types of activities of the main and supporting nature in relation to the value creation chain.

In the context of business digitalization of the enterprise, marketing strategy is considered as a complex system of elements that contribute to transformation of marketing activity into a new plane based on implementation of digital tools of communication interaction (Fig. 5).

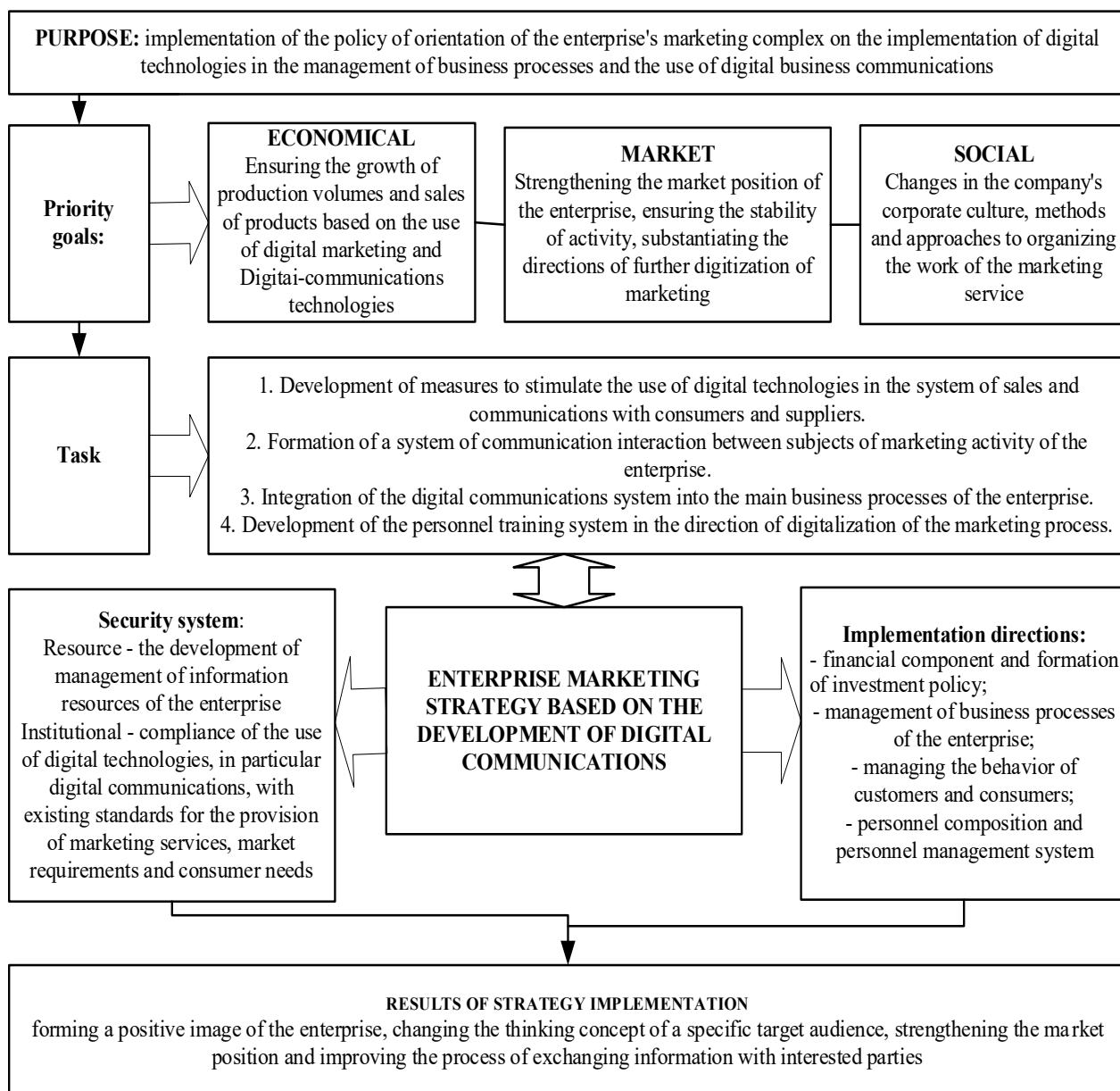


Figure 5. Marketing strategy of the enterprise based on development of digital communications in the context of systemic approach

**Source: developed by the authors.*

Systematic approach to measures formation for implementation of the marketing strategy involves compliance with correlation principle, that is, coordination with strategic directions and program measures on transformation of the enterprise's business processes directed to implementation of digital technologies. Ensuring consistency will provide an opportunity for effective management of resources and improvement of the communication system to satisfy stakeholders' interests and forming new market requests.

Within the framework of this study, it is proposed using a tool as a strategic map, which

result is obtaining analytical information about efficient digital communications in terms of the main components of the enterprise's functioning, namely:

- financial component and formation of investment policy;
- management of business processes of the enterprise;
- managing behavior of customers and consumers;
- personnel component and personnel management system.

Digital communications in business is related to transformation of approaches to the

management of business structures based on digital technologies and involves their detailed analysis. Thus, the financial component is a valuable reflection of digital communications, within which digitalization is considered as a long-term capital investment and requires additional justification of economic feasibility and rationality of investment based on the study of the influence of exo- and endofactors. Successful introduction of digital communication technologies into the value chain will have a positive effect on optimization of the company's financial resources and potential costs, and will contribute to identification of potential sources of income growth.

Next component of the marketing strategy is aimed at improving relations with consumers and interaction in the markets of sales of finished products. It is advisable to single out application of Big technologies as the main directions Data, modern communication technologies, as well as obtaining the ability to forecast consumer demand with subsequent adjustments to the developed strategy. The differentiated approach to existing customers and potential market segments provides for formation of the effective system of digital business communications, anticipate their requests and requirements, and interact effectively based on individual approach. Introduction of the digital communications system makes it possible to process large amounts of information about customers, which has a positive effect on the individualized approach to development of the company's marketing mix. Thus, digitalization acts as the leading tool to form relationships with consumers.

The personnel policy of the enterprise, namely personnel training, formation of new professional qualities and competencies, is an important object of strategic marketing management by considering digital communications. Digital maturity of the company and its ability to effectively implement digital transformations directly depends on available trained personnel, motivation of personnel, and maturity of corporate culture and receptivity of the company's human potential to changes. On the other hand, personnel as personification of

intellectual capital is important for the value chain. Training and professional development of personnel are important for the use of technological innovations, including digital ones.

Strategic marketing decisions regarding the use of digital communication technologies should be made based on the technology compliance with the company's overall goals and market requirements. For this, such requirements as commercial maturity of the company, development of production and business infrastructure, and available well-established interaction with stakeholders are put forward. Thus, to introduce digital communication technologies, appropriate basic conditions must be formed, taking into account possible risks and threats.

Conclusions

Spread of digital communications in the management system of marketing activities of enterprises is a promising direction to improve both the sales and supply policy and all main business processes, however, modern market situation, characterized by high activity of informatization of the company's activities, leads to aggravation of competition, transparency of interaction relations between market subjects and transparency for analysis of marketing processes. This actualizes the issue of cyber protection of companies' activities, investments directed to spread of digital technologies. In addition, using information in marketing management requires costs for its adaptation, data verification for reliability and representativeness. Organizing the work of marketing departments taking into account the business communication system leads to the need to rebuild the company's document flow system, but this, in turn, requires a lot of time. These aspects should be taken into account when developing the marketing strategy and require timely monitoring.

Prospects for further research lie in the analysis of modern digital marketing tools and the features of their use as a factor in increasing the competitiveness of enterprises.

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