

ORGANIZATIONAL AND ECONOMIC MECHANISM FOR ADAPTING A COMPANY'S MARKETING STRATEGY IN THE DIGITAL ENVIRONMENT

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Abstract. The article explores the theoretical and practical aspects of developing an organizational and economic mechanism for adapting a company's marketing strategy in the context of digital economic transformation. Emphasis is placed on the need for comprehensive transformation of marketing activities, covering both digital infrastructure (creation of a multilingual website, implementation of CRM, SEO, email marketing) and strategic presence in the international business environment (participation in B2B platforms, content strategies with an environmental focus, international communications). The feasibility of applying a systematic approach to managing marketing changes is substantiated through the implementation of five functional blocks: analytical, strategic, organizational, instrumental, and evaluation-corrective. It is determined that such a mechanism ensures flexibility, adaptability, and stability of the marketing strategy under conditions of external turbulence, wartime economy, limited resources, and intense competition. The practical significance of the findings lies in the ability to apply the proposed mechanism to improve the marketing strategies of enterprises seeking to internationalize, ensure sustainable development, and strengthen competitive positions in the digital economy.

Keywords: organizational and economic mechanism, adaptation, strategy, enterprise marketing strategy, human capital, competitiveness, digital environment.

Author contributions

The authors prepared the article independently. The author independently selected the literature, analyzed it and formulated conclusions

Disclosure statement

The authors do not have any competing financial, professional, or personal interests in relation to others.

INTRODUCTION

The rapid development of digital technologies is transforming traditional approaches to business and interaction with target audiences (Bosovska et al., 2022; Kniazieva et al., 2024). Digitalization affects all sectors of the economy, creating new challenges while also opening up broad opportunities for enhancing the competitiveness of enterprises (Kniazieva et al., 2024; Romanovska et al., 2024). In these conditions, a marketing strategy must be flexible and capable of promptly adapting to changes in digital communication channels, consumer behavior, technologies, and market dynamics (Krymska et al., 2023; Chukurna et al., 2024). However, many Ukrainian enterprises face difficulties in implementing effective marketing adaptation, which is primarily due to the lack of a clear organizational and economic mechanism capable of ensuring systematic and purposeful change management.

Therefore, the development and improvement of such a mechanism is an important scientific and practical task. The relevance of the study is driven by the need to develop a flexible, adaptive, and technology-oriented approach to managing a company's marketing strategy in the new conditions of the digital economy (Bosovska et al., 2022; Kniazieva et al., 2024). This will not only improve the effectiveness of marketing activities but also ensure sustainable business development in an unstable market environment (Romanovska, 2024).

This article aims at substantiating the organizational and economic mechanism for adapting a company's marketing strategy to the conditions of the digital environment, which will contribute to enhancing its effectiveness and flexibility amid digital transformation. In order to achieve the aforementioned aim, the authors have set out the following objectives:

To theoretically substantiate the essence and structure of the organizational and economic mechanism for adapting a company's marketing strategy to the conditions of the digital environment.

To develop a conceptual model of the mechanism that includes key functional blocks: analytical, strategic, organizational, instrumental, and evaluation-corrective.

To design an integration model for the interaction between digital marketing tools (CRM, SEO, email marketing, content focused on sustainable development) and the organizational management elements of the enterprise.

To justify the role of digital marketing transformation in enhancing the competitiveness of enterprises in international markets.

To improve scientific approaches to marketing monitoring in conditions of environmental instability (war, crisis, changes in demand) in order to increase the effectiveness of strategic decision-making.

LITERATURE REVIEW

The theoretical basis of the article consists of the works of domestic and foreign scholars who have focused their attention on studying various aspects of forming an organizational and economic mechanism for adapting a company's marketing strategy to the conditions of the digital environment. Analysis of existing scientific publications allows us to assert that researchers have examined certain topical issues of adapting a company's marketing strategy to changing external conditions and digital transformation, primarily related to the implementation of digital technologies, transformation of consumer behavior, development of digital marketing tools, as well as changes in organizational structures and management processes that ensure flexibility and competitiveness of enterprises in modern market conditions. The issue of adapting marketing strategies to the digital environment is actively explored by both Ukrainian and international scholars. In particular, the conceptual foundations of strategic marketing and the evolving approaches to value creation in the context of digitalization have been discussed in the works of P. Kotler (Kotler et al., 2002) and M. Porter (Porter, 2020).

The adaptation of marketing strategies to the conditions of digital transformation is widely addressed in contemporary academic literature. The studies of T. Knyazeva (Kniazieva et al., 2024), M. Bosovska (Bosovska et al., 2022), V. Romanovska (Romanovska, 2024), A. Krymska (Krymska et al., 2023), as well as O. Chukurna (Chukurna et al., 2024), explore the directions of digital transformation in enterprise marketing activities, particularly emphasizing the need for strategic changes in the context of global digitalization of markets. The publications by L. Kvasova (Kvasova et al., 2023), M. Kovbatiuk (Kovbatiuk et al., 2022), O. Shumilo (Shumylo et al., 2022), I. Makovetska (Makovetska et al., 2023) and O. Bala (Bala et al., 2024) highlight the aspects of developing and implementing marketing strategies for enterprises operating in foreign markets, which is especially important in the context of adapting to the digital environment. Despite a significant number of studies, the issue of developing a comprehensive organizational and economic mechanism to ensure the effective adaptation of a company's marketing strategy to the conditions of digital transformation remains insufficiently explored. This highlights the need for further research in this area.

METHODOLOGY

The basis of this research was established using a combination of general scientific methods (analysis, synthesis, induction, deduction) and specialized economic methods (strategic analysis, systematization, modeling). These methods made it possible to comprehensively investigate the organizational and economic mechanism for adapting a company's marketing strategy to the conditions of the digital environment. The analysis and synthesis methods were used to identify current trends in the digital transformation of marketing activities, as well as to generalize the experience of Ukrainian and international companies in implementing digital tools (CRM, SEO, email marketing, multilingual websites) and entering international markets through B2B platforms. A systematic approach was adopted to develop a comprehensive organizational and economic mechanism, ensuring the integration of analytical, strategic, organizational, instrumental, and evaluative-corrective functional blocks. This approach allowed for the creation of a flexible and adaptive model capable of responding to rapid changes in the external environment, including military and economic crises.

Strategic analysis methods were applied to justify the need for digital transformation of marketing strategies and to assess the competitiveness of Ukrainian enterprises in the global digital market. Through these methods, the author determined priority areas for implementing digital tools and approaches that improve marketing efficiency and international competitiveness. Modeling was used to develop the conceptual structure of the organizational and economic mechanism, which visualizes the interaction of key components: digital infrastructure, human capital competencies, analytical tools, risk management, and communication strategies. In addition, inductive and deductive methods contributed to substantiating the influence of digital competence, flexibility of thinking, and innovative capacity of personnel as critical factors for successful implementation of new marketing tools and effective engagement with European audiences. A comprehensive review of scientific literature and best practices in digital marketing transformation allowed the author to identify gaps in existing approaches and propose a holistic mechanism for adapting marketing strategies in the digital economy. Sources for the study included scientific publications of Ukrainian and foreign scholars on strategic marketing and digital transformation, as well as data from international B2B platforms and reports on global marketing trends.

RESULTS AND DISCUSSION

I. Theoretical justification of the organizational and economic mechanism for adapting a company's marketing strategy to the digital environment

The organizational and economic mechanism for adapting a company's marketing strategy to the digital environment is a system of interrelated management decisions, tools, methods, and organizational measures aimed at ensuring a flexible and effective transformation of the company's marketing strategy in accordance with the conditions of the digital economy. It is based on the integration of digital technologies at all stages of strategic marketing management – from market and consumer behavior analysis to the formation, implementation, and adjustment of the marketing strategy (Bosovska et al., 2022; Kniazieva et al., 2024a; Kniazieva et al., 2024b). The structure of this mechanism is presented in Figure 1. The external digital environment (including changes in consumer behavior, technological developments, and online competition) creates the input conditions on which the functions of five main blocks are implemented: analytical, strategic, organizational, instrumental, and evaluative-corrective.

The functions of the mechanism include:

- ensuring the adaptability of the marketing strategy to digital changes;
- increasing the effectiveness of interactions with the target audience;
- optimizing marketing costs through digital channels;

- building a coherent brand in the online environment;
- enhancing the company's competitiveness (Kovbatiuk et al., 2022; Krymska et al., 2023; Romanovska, 2024; Shumylo et al., 2022).

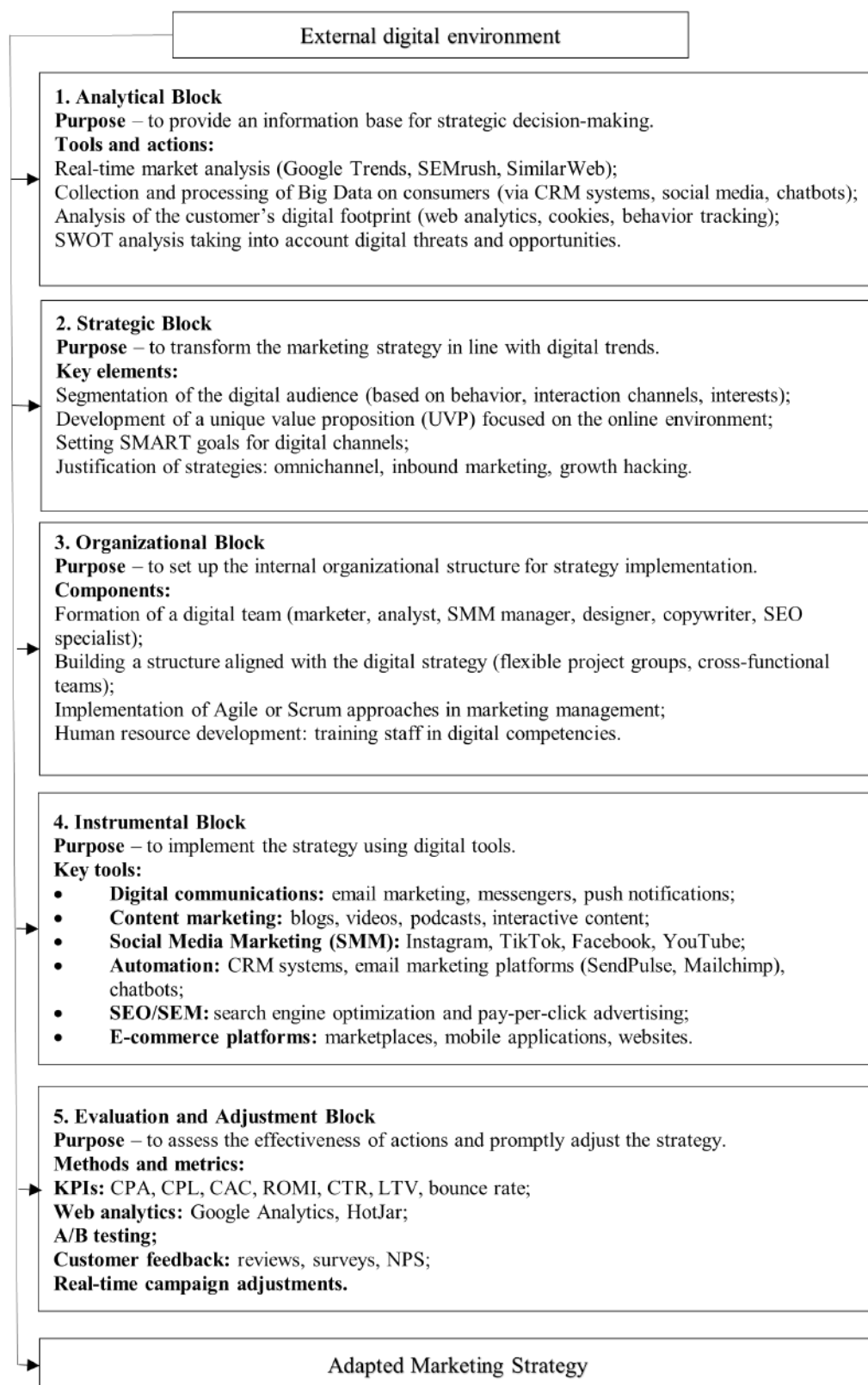


Fig. 1. Scheme of the organizational and economic mechanism for adapting the marketing strategy

As a result of implementing the mechanism, an adapted marketing strategy is formed that considers digital challenges, enhances communication effectiveness with the target audience, increases marketing flexibility, reduces marketing costs, and ensures the enterprise's profitability growth through the expansion of online sales and outreach.

In the context of war, economic instability, and digital transformation, Ukrainian enterprises face a number of barriers that complicate the adaptation of their marketing strategies. These include infrastructure destruction, logistics disruptions, changes in consumer behavior, limited budgets, personnel shortages, intensified competition from international players, and declining trust in brands from a country at war (Kuzminchuk et al., 2020; Kovbatiuk et al., 2022; Makovetska et al., 2023). These factors determine the need for a systematic approach to marketing strategy adaptation through the implementation of an organizational and economic mechanism, which includes:

Analytical block – diagnosis of digital maturity, customer behavior analysis, market segmentation (Bosovska et al., 2022; Krymska et al., 2023);

Strategic block – defining positioning and unique value proposition in a digital environment (Kniazieva et al., 2024);

Organizational block – formation of a digital marketing team, redistribution of responsibilities, development of digital competencies (Chukurna et al., 2024; Romanovska, 2024);

Instrumental block – implementation of CRM, SEO, email marketing, participation in B2B platforms, and environmental content strategies (Kniazieva et al., 2024; Kotler & Gertner, 2002);

Evaluation and correction block – regular performance monitoring using digital KPIs, customer feedback, and marketing strategy optimization (Bala & Ivatsyk, 2024; Kvasova et al., 2023).

This mechanism ensures flexibility, adaptability, and sustainability of the enterprise's marketing strategy under conditions of a turbulent external environment, wartime economy, limited resources, and high competition (Porter, 2020; Shumylo et al., 2022). Marketing monitoring enables the identification of changes in the external environment, prompt response, cost optimization, risk management, and the implementation of innovations (Bosovska et al., 2022; Kniazieva et al., 2024a; Kniazieva et al., 2024b) (Table 1).

Table 1. The Importance of Marketing Monitoring for Business Adaptation in Conditions of Instability

Area of Influence	Essence	Expected Results	Practical Significance for Ukrainian Enterprises
Market dynamism and unpredictability	Rapid detection of changes in the external environment (prices, competition, political risks)	Prompt response, loss minimization, leveraging new opportunities	Timely adaptation to currency fluctuations, logistical restrictions, new trade regulations
Business flexibility and resilience	Ongoing analysis enables adaptation to new conditions	Increased competitiveness, reduced losses	Maintaining market positions under war economy conditions and demand fluctuations
Resource and cost optimization	Resource reallocation, offer adaptation	Reduced excess costs, improved profitability	Reorientation of logistics, supply chains, and marketing towards efficient channels
Risk management	Early threat identification	Reduced impact of crises	Action scenario planning for supply disruptions or regulatory changes
Innovation and digitalization	Use of digital tools for analytics, sales, and communications	Development of new directions, efficiency during crises	Implementation of CRM, online platforms, adaptation to European ESG standards
Improved communication and decision-making	Evaluation of communication effectiveness, real-time campaign adjustments	Accurate decisions, increased customer and partner trust	Adaptation of content, PR strategies, and collaboration with European partners

Source: compiled by the author

A proactive approach, which includes risk forecasting, flexible planning, ensuring business process continuity, and increasing trust among partners and clients, is essential (Bosovska et al., 2022; Kniazieva et al., 2024; Romanovska, 2024). Digital transformation of marketing activities involves website modernization, CRM integration, SEO, email marketing, analytics, and content development with an ecological focus (Kniazieva et al., 2024; Romanovska, 2024; Krymska et al., 2023). Internationalization and B2B communication require active presence in global online directories, participation in international exhibitions, and engagement with professional platforms and media (Bala & Ivatsyk, 2024; Kovbatiuk et al., 2022; Makovetska et al., 2023).

Monitoring enables timely detection of changes in both internal and external environments, while rapid response allows for strategic adjustments, minimizing losses and leveraging new opportunities. Continuous analysis of factors ensures enterprise flexibility, adaptability to changes, risk reduction, and the preservation of competitiveness in times of crisis (Bosovska et al., 2022; Kniazieva et al., 2024). Quick reaction contributes to effective resource reallocation, logistics optimization, and product and service adaptation to market needs. The use of digital technologies in monitoring and management processes enables innovation implementation, transition to new business models (including online sales), and enhanced marketing communication efficiency (Kniazieva et al., 2024; Romanovska, 2024). Ultimately, systematic monitoring and prompt response serve as the foundation for adaptability, stability, and sustainable development of enterprises in conditions of uncertainty (Bosovska et al., 2022; Kniazieva et al., 2024).

In today's crisis conditions, a proactive approach is a key factor in ensuring the long-term resilience of businesses, particularly for Ukrainian enterprises operating in a wartime economy, under global instability, and along the path of European integration (Table 2). This approach involves identifying potential threats before they emerge and developing preventive measures, which enables the minimization of crisis impacts and enhances business stability. Proactive companies develop flexible strategies adapted to changes in the external environment, plan anti-crisis actions in advance, optimize resource allocation, and ensure the continuity of business processes. The implementation of a proactive risk management system increases stakeholder trust, strengthens competitive advantages, and promotes sustainable development (Bala, 2024; Krymska, 2023). Essential components of this approach include timely communication, coordination of actions, and the cultivation of a change-ready culture.

Table 2. Key Aspects of the Proactive Approach to Risk Management in Modern Business Operations

Direction	Essence	Expected Results and Advantages
Risk anticipation and prevention	Identification of potential threats before they occur, development of preventive measures	Reduced likelihood of crisis situations, asset protection, stabilization of operations, cost savings on crisis response
Increasing flexibility and adaptability	Development of strategies that can be quickly revised according to changes in the external environment	Rapid response to new market challenges, preservation of competitive advantages, resilience during turbulent periods
Resource optimization and planning	Ensuring early scenario planning and resource allocation for potential crises	Rational use of resources, cost reduction, continuity of business processes even under shortages or force majeure
Enhancing trust and reputation	Transparent management, public accountability, and readiness for change	Strengthening the image of a responsible business, increased loyalty from partners, customers, and investors; easier access to financing
Ensuring communication and coordination	Establishment of an effective system of internal and external communication under stress conditions	Avoidance of misinformation, maintenance of effective interaction between departments, partner organizations, and customers

Direction	Essence	Expected Results and Advantages
Fostering a culture of sustainable development	Integration of risk management into all levels of management and operations	Formation of a “prevention over reaction” mindset, increased institutional readiness for future changes and challenges

Source: compiled by the author

In the context of geopolitical instability, currency risks, logistical difficulties, and demand fluctuations, businesses are compelled to shift from reactive to proactive management. Within the framework of digital transformation and globalization, proactivity is also reflected in the implementation of digital technologies into marketing strategies, the development of sales channels, and the orientation toward international markets—particularly for B2B companies aiming to integrate into the European economic space.

In the context of constantly evolving standards, increasing environmental requirements, and changing consumer expectations, the digitalization of marketing activities gains strategic significance. It enables prompt, targeted, and personalized communication with external audiences, especially in international markets. Modern digital tools—such as SEO, content marketing, CRM systems, email automation, social media (particularly LinkedIn for B2B), participation in international online catalogs, and professional platforms—contribute to greater brand awareness, the creation of a positive image, and increased sales (Bosovska et al., 2022; Kniazieva et al., 2024; Chukurna et al., 2024; Kotler & Gertner, 2002).

Improving product promotion channels and implementing innovative digital solutions serve as a response to modern market challenges and represent a key element in achieving strategic objectives in the areas of internationalization, greening, and enhancing enterprise competitiveness. The primary goal of this process is to develop an effective communication system oriented toward the European market, which involves building trust among partners and consumers through transparency, accessibility, and the relevance of product information.

An audit of the current promotion channels used by domestic enterprises has revealed their limited effectiveness, necessitating modernization. The main tasks in this direction include:

1. Identification of priority digital tools and platforms for B2B communication, taking into account the specifics of the European market;
2. Development of English-language web resources with modern UX/UI design, SEO optimization, and CRM integration;
3. Creation of content strategies for international PR and digital campaigns;
4. Ensuring company presence on professional online platforms, industry catalogs, and exhibitions;
5. Implementation of analytics and marketing performance monitoring systems (such as Google Analytics, HubSpot, Zoho CRM).

In summary, it is advisable to provide a more detailed description of the key areas for implementing the proposed measures aimed at enhancing product promotion channels and integrating digital technologies and innovations into the marketing strategy of modern enterprises (Table 3).

II. Integration of Digital Marketing Tools into Enterprise Management Systems to Enhance International Competitiveness

In the context of enhancing international activities, a crucial stage is the digital transformation of the company’s web resources. A modern corporate website serves not only an informational but also a communicative, reputational, and sales function. Creating a multilingual website (in Ukrainian, English, and German) will facilitate content adaptation to the linguistic and cultural characteristics of target markets, simplify interaction with partners from EU countries, and help build the image of a reliable, transparent, and customer-oriented supplier. Key functional elements include responsive

design, SEO optimization, integration with analytical services (Google Analytics, Hotjar), and CRM systems for handling inquiries and requests. Regular updates of technical product information (including alternative energy sources such as LPG, LNG, biofuels), certification data (REACH, ISO 14001), logistics capabilities, and cooperation terms (including EXW/DDP models) are essential for maintaining the trust of business partners.

Table 3. Key areas for improving promotion channels and implementing digital technologies in the marketing strategy of enterprises

Area of Implementation	Specific Measures
Digital Transformation of Web Presence	– Creation of a multilingual corporate website (Ukrainian, English, German)
	– Regular updates of product information, certifications, logistics, and terms of cooperation
Integration of Digital Marketing Tools	– Use of email campaigns, SEO, contextual advertising, retargeting
	– Implementation of CRM systems for customer data collection and sales automation
Presence in the International Professional Environment	– Company registration in global B2B directories (Europages, Kompass, B2B Hub)
	– Activity on LinkedIn, participation in relevant forums, online exhibitions, and conferences
Content Marketing with a Focus on Sustainability	– Development of materials (articles, videos, infographics) about environmental and technical benefits of products
	– Publications in industry media, creation of cooperation case studies with international partners

Source: compiled by the author

Additional value is created by a news section or blog featuring publications about successful cases of international cooperation, participation in industry exhibitions, market reviews, and current trends. Considering current B2B marketing trends and the requirements of international partners, the digital transformation of the communication strategy is a key factor in improving promotion efficiency, lead generation, customer contact management, and sales support. Integration of email marketing, SEO, contextual advertising, and retargeting ensures continuous communication with the target audience. Specifically, regular newsletters with product information, personalized offers, and automated email sequences (welcome, reminders, upselling) are implemented. SEO increases visibility in search engines, while contextual advertising and retargeting attract targeted users and stimulate repeated interactions.

The implementation of CRM systems enables centralized collection of customer data and automation of request, invoice, and contract processing, which enhances the productivity of the sales department. To expand international presence, particularly in the EU market, it is advisable to list the company in professional B2B directories. Creating a complete profile with relevant information (product descriptions, certificates, cooperation terms, news, price lists) and activating premium features helps build brand recognition, attract 10–15 relevant leads per month, and improve the company’s ranking among suppliers.

Activity on LinkedIn, participation in industry forums and exhibitions enhance the brand’s expert reputation in the international environment. In the context of the transition to a “green economy,” it is crucial not only to implement environmental practices but also to communicate their value through high-quality content (articles, infographics, videos). Such content demonstrates compliance with European standards (EU Green Deal, REACH, ISO 14001), product advantages (e.g., LPG, biodiesel, LNG), emissions reduction, energy efficiency, and circularity. The target audience includes eco-oriented distributors, logistics providers, traders, analysts, journalists, and environmental policy experts.

Publications in specialized media and the development of successful cooperation case studies provide additional tools for increasing trust and the company's competitiveness in the international market.

As a result of the digital transformation of the company's marketing activities, a number of strategically important effects are expected to be achieved. In particular, the digital transformation of web presence includes the creation of a multilingual website and regular content updates, which will contribute to building brand trust, improving international perception, and increasing conversion rates. The integration of digital marketing tools such as email campaigns, SEO, retargeting, and CRM systems ensures the automation of customer interactions, personalization of communications, and increased sales efficiency (Kniazieva et al., 2024; Kovbatiuk et al., 2022). An active presence of the enterprise in the international professional environment through registration in global B2B catalogs, participation in exhibitions, and the use of LinkedIn promotes market expansion, attracts new partners, and enhances the company's recognition among B2B segment representatives (Kvasova et al., 2023; Kovbatiuk et al., 2022; Makovetska et al., 2023; Shumylo et al., 2022).

A separate role is played by content marketing with a sustainable focus, which includes the creation of informational materials (articles, videos, case studies) and their placement in specialized mass media. This allows forming the image of an environmentally responsible brand, increasing traffic to the company's digital platforms, and strengthening the loyalty of the target audience (Kovbatiuk et al., 2022; Makovetska et al., 2023).

III. Improving Approaches to Marketing Monitoring in an Unstable Environment to Increase the Effectiveness of Strategic Management

In the current context of digital transformation of markets and marketing approaches, human capital acquires strategic importance as a key element of the organizational and economic mechanism for adapting the enterprise's marketing strategy. It is precisely the competencies, flexibility, capacity for innovation, and digital literacy of employees that determine the effectiveness of implementing changes in marketing activities (Bosovska et al., 2022; Kniazieva et al., 2024a; Kniazieva et al., 2024b; Krymska et al., 2023; Chukurna et al., 2024).

Human capital acts not only as a carrier of knowledge and skills but also as an active participant in processes of digital planning, implementation of technological solutions (CRM, analytical systems, marketing automation platforms), creation of relevant content, management of online communications, and the digital reputation of the brand. The role of marketing specialists, analysts, IT professionals, and content managers becomes critically important for achieving strategy adaptability in a changing digital environment.

Within the organizational and economic mechanism, human capital performs the function of an integration resource that connects business goals with digital marketing tools. Investments in personnel development—training in digital tools, development of analytical thinking, and cross-functional interaction—are necessary conditions to ensure flexibility, innovativeness, and competitiveness of the enterprise in the digital economy (Bosovska et al., 2022; Chukurna et al., 2024). Thus, a high level of human capital ensures not only the effective implementation of digital marketing strategies but also forms the foundation for the sustainable development of the enterprise amid continuous technological changes and the globalization of the business environment. Accordingly, the comprehensive integration of digital tools into the marketing strategy aims not only at increasing the efficiency of product promotion but also at strengthening the enterprise's international positions in the context of intensified competition and the transition to sustainable development principles. The proposed measures encompass all key elements of digital interaction – from technical infrastructure (website creation, CRM system implementation) to content and communication components (environmentally oriented content, presence on international B2B platforms). These initiatives will contribute to the growth of export sales and the number of inquiries from abroad, enhance the reputational capital of companies, attract investors and partners focused on sustainable development principles, as well as improve the internal efficiency of marketing and sales processes.

CONCLUSIONS

The article substantiates the necessity of forming an organizational and economic mechanism for adapting an enterprise's marketing strategy to the conditions of the digital environment as a key requirement for enhancing its competitiveness, flexibility, and capacity for sustainable development amid digital transformation and global instability.

The proposed organizational and economic mechanism includes five interrelated functional blocks: analytical, strategic, organizational, instrumental, and evaluation-corrective, which together ensure systematic management of digital changes in the enterprise's marketing strategy.

Improving the enterprise's marketing strategy involves a comprehensive set of measures: creating a multilingual web resource, implementing digital tools (CRM, SEO, email marketing, sustainability-focused content), maintaining an active presence on international B2B platforms, and developing the enterprise's digital reputation.

A proactive approach to risk management and marketing monitoring enables Ukrainian enterprises not only to respond to challenges but also to anticipate changes, optimize costs, adapt marketing activities to the conditions of the wartime economy, and integrate into the European business space.

Particular attention is paid to human capital as a strategic element in implementing the digital transformation of marketing. Competent, digitally literate, and flexible employees ensure the introduction of innovations, management of digital tools, and adaptation to environmental changes.

The practical implementation of the developed mechanism will contribute to increasing the effectiveness of product promotion, attracting new partners, expanding export opportunities, enhancing the enterprise's reputational capital, and ensuring its sustainable functioning in the digital economy.

Thus, the research results have both theoretical and practical significance and can be used to improve strategic marketing management of enterprises during the period of digital transformation and integration into the EU market.

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