



# Marketing Technologies for the Development of Business Structures in the Context of Digital Transformation of the Ukrainian Economy

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## First Section

# Marketing technologies for the development of business structures in the context of digital transformation of the Ukrainian economy

**Abstract.** The article examines the essence of the digital transformation of the economy, summarizes scientific approaches to the interpretation of the definition of digital transformation, and explores the main prerequisites for organizing the transition to digital transformation of business structures. The author outlines the ways to increase the level of digitalization of business structures. The main stages of transformation of business structures in the context of digital transformation are identified. The priority instrument of digital transformation in the structure of marketing technologies for the development of business structures is allocated and characterized. Digital marketing is defined as a priority tool for digital transformation in the structure of marketing technologies for the development of business structures, which is able not only to collect accurate and objective information about the target audience but also to track the results of brand or product promotion. A comprehensive analysis of scientific developments and research of domestic and international scholars on the understanding of digital marketing by the scientific community as a communication tool; a type of marketing activity carried out through digital channels of product promotion, digital communication that takes place both online and offline, complex promotion that covers many channels, the use of all possible forms of digital brand promotion channels, the way to promote a business using digital technologies, an integrated approach to product promotion in the digital environment, brand promotion and customer acquisition using all possible digital channels. The study summarizes the effective and efficient digital marketing tools for the management system in increasing the competitiveness of business structures.

**Keywords:** digital transformation, marketing technologies, business structure, digital marketing.

Transformation processes in the global economic system are shaping new principles for the functioning of business structures, where innovation, creativity, speed of interaction with consumers, and transformation of operational processes are becoming competitive advantages. Digital transformation is becoming widespread in all spheres of life at the micro, meso, and macro levels, which necessitates its study and comprehensive analysis at the level of functional mechanisms, programs, and services that facilitate its implementation.

Ukraine's economy, like that of the entire global space, is on the verge of global change - the transformation and reformatting of the economic world order. One after another, countries around the world are announcing a course to build an economy in which knowledge and human capital are the main factors of development, to move to Industry 4.0.

Domestic business structures have enormous potential for digital transformation and are open to new things, searching for new methods and mechanisms of operation. Adapting to market challenges and building a competitive development strategy based on innovative tools is a priority for business structures in the context of the digital transformation of Ukraine's economy.

It is obvious that digital technologies make it possible to significantly increase the efficiency of solving various tasks of a business structure, and it is worth noting the relevance of marketing technologies. The development and improvement of digital marketing technologies and their implementation in the business structure strategy is a necessary prerequisite for their effective development.

An analytical review of the scientific literature suggests that the problem of introducing digital innovations into the activities of business structures is a modern and popular area of research. Aspects of the formation and development of digital transformation tools are highlighted in the works of such foreign researchers as W. Isaacson, B. Larralde, A. Toffler, H. Toffler, P. Hagen, A. Schwiendbacher, and T. Scholz. Domestic experts, in particular, Y. Bazhal, K. Kononova, and N. Kraus, also contributed to the substantiation of the conceptual apparatus of digital transformation. Evaluation of innovative business processes of business structures in the context of digital transformation of the economy is highlighted in the works of M. Voynarenko, Z. Varnalii, V. Hurochkin, O. Menchynska.

At the same time, despite global trends, in Ukraine, the principles of marketing technology development in the context of the digital transformation of the country's economy are an important area of research. The economic significance of marketing technologies in the context of the digital transformation of the economy is manifested primarily in the fact that they are a massive mechanism for the development of digital consumption, which, in turn, is critical for the transition to the digital economy, its full development, the economic progress and welfare development caused and supported by it in the current environment. In this regard, determining the conditions and factors for the development of marketing technologies in the activities of business structures in the context of the digital transformation of the country's economy is of particular importance.

Digital transformation is the transformation of a business by revising the business or digital strategy, models, operations, products, marketing approach, goals, etc. through the application of digital technologies [1]

The main prerequisites for organizing the transition to digital transformation of the economy in Ukraine are the following: development of physical infrastructure for Internet access; growth in the number of Internet users; development of e-commerce; development of the country's IT industry; and improvement of the national e-government system.

In today's environment, digital transformation in the activities of business structures should be viewed as a strategic guideline and the basis for a long-term mechanism for motivating all stakeholders. Digital transformation offers opportunities to achieve long-term results under the impact of rapid changes in the market environment in the functioning business structure. The principles of digital transformation in the activities of business structures involve the creation of institutional conditions and economic motivators for the transition to the active use of digital technologies, and the accumulation of sufficient organizational, economic, and intellectual resources for this purpose.

The main trends changing technological, innovative and economic development in the context of the 4th Industrial Revolution include the following:

- 1) digitalization - the development of digital technologies; unification of the real and virtual world;
- 2) the return of branches and companies (which were moved to other countries by technology leaders due to cheap labor force) back to developed countries as a result of the development and benefits of digitalization (significantly reduced labor costs, focus on new competencies);

- 3) the ability to create joint innovations (Klaus Schwab), new forms of production organization; new technologies change supply and demand, create new needs and opportunities [2].

According to domestic scholars, digital transformation is carried out in stages, taking into account the capabilities and market conditions in the activities of business structures, in particular:

- the first stage is characterized by investments in certain new digital tools, for example, the formation of a sales network through the booking interface system in the hotel industry;

- the second stage involves actualization of investments in digital projects, which will create the greatest value for the business structure, determine the expected effect of implementation, and assess the risks of changing the existing business strategy through the introduction of new digital technologies. The advantages for businesses at this stage are: more customers (75%). Digital transformation increases interest and improves customer experience, as through online channels and communication with customers, any business can learn not only what customers think and want, but also influence their decisions; increased customer satisfaction (63%), consumers are more likely to use technology not only for search and learning purposes, but also to compare products and services; increased lead generation (49%). When a business structure starts operating in the digital environment, it generates consumer interest in its products or services, which increases the number of people who want to learn about its activities; traffic growth (53%) - using digital channels in business, many new customers and consumers appear through them, looking for the necessary products and services on the Internet. Business structures form a balanced portfolio of digital projects for the short and long term perspective, build a system for monitoring and updating them;

- the third stage of digital transformation indicates the development of an effective digitalization strategy that allows to structure efforts and use its "anchor points". For example, Uber's first anchor points were the creation of a convenient on-demand app and the ability to pay for services with a bank card. As part of the second wave, a branded taxi service was launched, followed by UberX (a more affordable taxi), Uberpool ride-sharing service, and the OTTO project to develop pilotless cargo transportation. [3].

The digital transformation of society requires the development of a system of indicators that can provide an adequate reflection of the dynamic changes taking place in nature and society, the rapid development of new information technologies. To assess the state of readiness of a country for the transition to the information society, a large number of different indexes are currently used in the world, which allow to evaluate various areas that significantly affect the development and quality of its formation. Thus, one of the main such indicators is the integrated network readiness index. This indicator characterizes the level of development of information and communication technologies in the country. It was developed in 2001 and presented at the World Economic Forum. The index is used to build comparative rankings that reflect the level of development of the information society in different countries.

The Network Readiness Index measures the level of ICT development by 67 parameters, organized into three main groups. They are defined as follows:

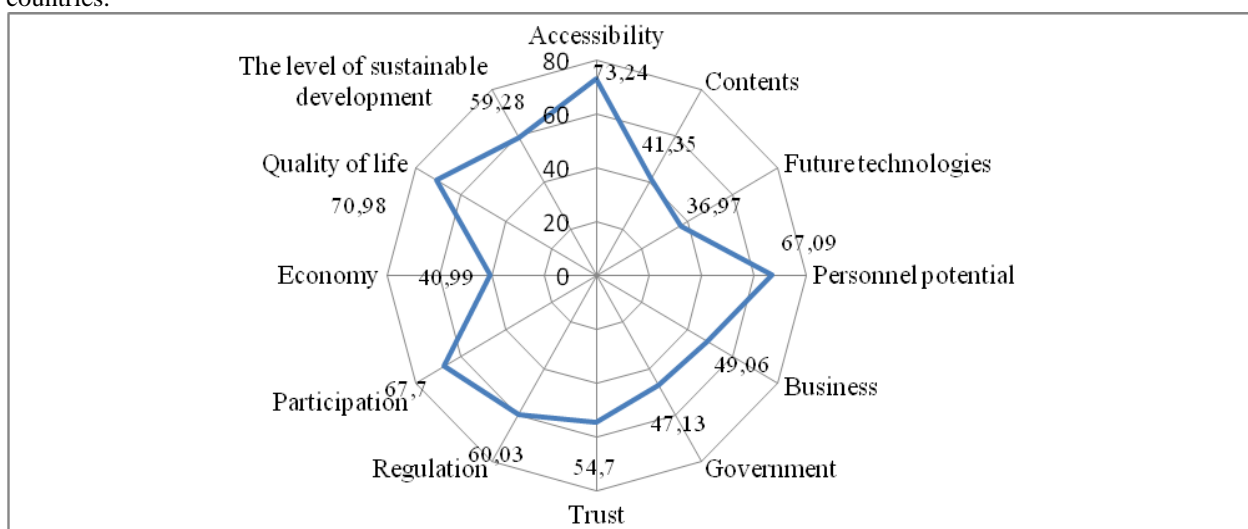
1. Availability of conditions for ICT development: the general state of the business and legislative environment in terms of ICT; healthy competition, innovation potential, necessary infrastructure, opportunities for financing new projects; regulatory aspects, etc.

2. Readiness of citizens, businesses, and government agencies to use ICTs: government position on the development of information technologies; government spending on the development of the sector; access to information technologies for business; Internet penetration and accessibility; cost of mobile communications, etc.

3. The level of ICT use in the public, commercial and government sectors: number of personal computers, Internet users, mobile subscribers; availability of existing Internet resources of government organizations; total production and consumption of information technologies in the country [4].

The index is calculated on the basis of statistical data from international organizations such as the United Nations, the International Telecommunication Union, the World Bank, and others, as well as the results of an annual comprehensive survey of executives opinions conducted by the World Economic Forum in cooperation with its own network of partner institutions (research and business organizations) in the countries surveyed. In the final report, the indicators are summarized into a single network readiness index.

An analysis of the individual sub-indexes of this index shows that one of the main problems for Ukraine is the underdevelopment of the legislative and juridical sphere in the use of ICT, as well as the weak impact of technology on business and social life (Fig. 1). In 2021, ICT in Ukraine was also poorly used by the government and business. At the same time, the accessibility and ability to use ICT, according to this study, brings Ukraine on par with developed countries.



**Fig.1.** Distribution of network readiness index components, Ukraine, 2021 [5]

These trends initiate global challenges and threats associated with them and force business structures to form an adapted development strategy with a focus on innovative tools.

The main areas for increasing the level of digitalization of business structures include the following:

The first area is to improve the quality of customer service (understanding the customer, using electronic gadgets and programs, and creating points of interaction with customers). This is achieved through various means, such as investing in collecting information about potential and existing customers, using digital communications to reach out to customers, and increasing working contacts with customers.

The second area is the transformation of operational processes, which helps to gain great benefits (digital automation, virtualization of the workspace and optimization of executive management). These processes help to reduce the product production life cycle (by 30% on average), remote work allows for the entire document flow to be entered electronically, and combine virtual tasks of employees into one collective task. Optimization of the management sphere allows managers to evaluate the work of employees in the most adequate way and implement new solutions everywhere.

The third area is the introduction of business models, which has the following manifestations: electronic (digital) business support allows the transfer of the main business functions into digital form. The formation of a new digital business allows expanding the organization's capabilities by creating, for example, an Internet portal that allows integration into the global space. Many global companies are creating an integrated global network through which they can make operational decisions for any geographic location of their organization.

Until recently, businesses have promoted their business using traditional marketing tools such as print media, TV and radio advertising, etc. However, with the shift in user focus toward digital content, new opportunities for business promotion have emerged.

Any marketer should be a digital marketer, because if a specialist does not have information on digital marketing and digital tools, he is not able to launch effective marketing projects. If earlier the use of traditional promotion tools was enough to attract customers, now it is not enough.

In today's environment, the priority tool for digital transformation in the structure of marketing technologies for the development of business structures is Digital Marketing, which is able not only to collect accurate and objective information about the target audience, but also to track the results of brand or product promotion. An integrated approach allows you to use the most effective promotion channels.

The digital marketing industry is constantly evolving, but the last couple of years have brought about truly dramatic changes that have affected the relationship between companies and customers. Against the backdrop of COVID-

19, the advertising budget of a business structure fell to its lowest recorded level: from 11% of company revenues in 2020 to 6.4% in 2021.

The leaders in reducing marketing costs in the structure of the country's national economy are business structures in the tourism industry (5.4%), technological products (5%), and manufacturing (5.8%) [6]. The principles of globalization have allowed the use of online communications, so the cost of digital channels amounted to 72.2% of the total marketing budget. However, even in the unstable conditions of the pandemic, digital advertising and marketing professionals have been able to prove that they are able to adapt. Therefore, in order not to disappear from the market and outperform competitors, you need to be able to quickly adapt to the audience and follow current digital marketing trends.

The definition of "digital marketing" is the subject of study by many scholars and others. However, the absence of a unified approach to understanding this concept necessitates an analysis of views on the essence of digital marketing and its management tools for improving the competitiveness of business structures. Table 1 shows some approaches of experts to the interpretation of this concept.

**Table 1.** Approaches to interpreting the concept of the definition of "digital marketing" [7,8,9,10,11,12,13]

Author, source	Interpretation
Ye. I. Venher	Digital marketing is a set of digital technologies used to promote a company and attract consumers.
O.V. Humenna	Digital marketing is a modern tool for promoting a product, trademark or brand through all digital channels (television, Internet, radio, mobile phones, etc.)
O. Karpishchenko, Yu. Lohinova	Digital marketing is the use of all possible forms of digital channels to popularize an institution and its products and services
M.A. Oklander, O.O. Romanenko	Digital marketing is a type of marketing activity that uses digital channels and digital methods to interact with target market segments in a targeted manner in the virtual and real environment. Digital marketing is the whole range of marketing activities in the modern world. That is, it is modern marketing, which is characterized by dualism through its hybrid nature: some functions are performed online, and part of it is performed offline
S. S. Polyakh	Digital marketing is a business philosophy, strategy and tactics based on a complex system of organizing the creation and sale of goods and services, focused on meeting the needs of specific consumers and generating profit through the use of all possible forms of digital channels, communication networks, including GSM, GPS, GPRS, Bluetooth, Wi-Fi and Internet
V. V. Ruban	Digital marketing is a means of communication between an enterprise and the market through digital promotion channels to effectively interact with potential or actual consumers in the virtual and real world.
A.V. Sokhetska	Digital marketing is one of the components of modern marketing, which involves the use of the entire range of existing digital technologies to promote goods and services in the market in order to achieve business goals (satisfying consumer needs, increasing competitiveness, obtaining higher financial results, forming the basis for future financial growth, etc.)

A comprehensive analysis of scientific developments and research by domestic and international authors allowed us to distinguish the understanding of digital marketing by the scientific community as:

- a communication tool;
- a type of marketing activity carried out through digital channels of product promotion;
- digital communication that takes place both online and offline;
- integrated promotion, which includes many channels;
- use of all possible forms of digital channels for brand promotion;
- a way to promote business with the help of digital technologies;
- an integrated approach to promoting products in the digital environment;
- brand promotion and customer engagement using all possible digital channels (social networks, the Internet, e-mail newsletters, contextual advertising, content marketing);
- integrated promotion of products or services using various types of marketing.

A multidirectional analysis of the digital marketing principles used by business structures in their activities allows identifying digital marketing tools. The study identifies the most effective and efficient digital marketing tools for the management system in increasing the competitiveness of business structures:

1. SMM - social media marketing. SMM ranks first among other digital marketing tools [14]. It is very easy to find people in social networks depending on their interests, hobbies, age, create a community, and inform visitors about various new products. Advertisements posted on these resources are usually unobtrusive and aimed at the target audience,

selected according to many parameters. Social networks are adapted for mobile phones, so it is easy to collect traffic from them.

Social media marketing is one of the most popular digital marketing tools. It helps companies create, manage, and measure their digital presence on popular social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and YouTube. Social media marketing allows businesses to build relationships with consumers and reach a wider audience.

Strategies used in social media include creating content that resonates with your target audience, engaging followers through comments and likes, etc.

Social media marketing tools:

1) Hootsuite is a platform that allows users to manage all their accounts in one place. It has powerful analytical capabilities and automated workflow options that help marketers track the success of their business structures;

2) Sprout Social - provides users with access to advanced analytics, scheduling features, and customer support solutions. The platform also provides "smart inbox" notifications so you know immediately when something needs your attention;

3) Internet advertising is an invaluable marketing tool if your business wants to expand its reach. You can run ads on various platforms on the Internet, including search engines (Google Ads), social networks (Facebook Ads), and more. With this tactic, you can target audiences based on their interests, demographics, behaviors, and more, ensuring that your message reaches the right people at the right time.

Internet advertising tools used by business structures to manage their competitiveness are:

- Google ads - allows you to create targeted ads based on keywords and specific topics related to your industry. You can also use it to target people who have visited your website in the past and retarget them with customized ads. With this tool, you can track performance metrics such as clicks, conversions, and impressions to assess the success of your business structure;

- Display ads are graphical ads that appear on websites, usually on the right or top of the page. They are great for grabbing the attention of potential customers and directing them to a website or product page;

2. SEO optimization. This is a communication tool that helps to increase sales, recognize the business structure and increase revenue. SEO marketing is a fairly new trend in business promotion, although SEO and marketing have been known separately for a long time. It is at their intersection that digital marketing appeared, where all Google's requirements are taken into account, and therefore reaching the top of search results for commercial queries becomes much easier.

The first component of SEO optimization stands for search engine optimization. It makes it possible to "promote" or "untwist" a website. SEO tools include technical optimization of the site for the requirements of search engines, elimination of internal errors, removal of duplicate pages, search engine results audit and compilation of Title and Description meta-data, writing keyword texts, buying links, and much more. All these actions help to attract the target audience. However, SEO and advertising should not be equated, because the task of SEO is only to direct users to the site, not direct advertising.

The second component is marketing. This is a set of different ways to promote a product on the market. This includes work to improve website usability, analysis of the target audience, development of a commercial offer that takes into account all the characteristics of buyers (gender, age, social status, income), product positioning, and search for ways to sell it.

The effectiveness of SEO marketing is primarily determined by the combination of two areas: a wide range of tools and the breadth of their audience coverage. SEO marketing tools are:

1) competitor analysis is a basic task that any project faces. To gain an advantage over your competitors, you need to study them, identify their strengths and weaknesses, and understand what methods they use;

2) internal website optimization - fixing errors in the code and implementing all Google requirements allows the site to become more attractive to users, and the ranking by search queries improves significantly;

3) copywriting is an integral part of website development. High-quality content - useful and interesting - allows you to provide users with all the information they need to make a decision, improve the brand image and motivate them to buy;

4) external website promotion is an equally important SEO marketing tool. Most often, it involves buying links on trusted resources, registering a website in thematic catalogs, and contextual advertising. The number of pages, levels of nesting, website design, even the colors and shape of buttons, style and length of texts - all this is determined by the Internet marketer. If everything is well thought out and follows a common idea and goals, an online resource becomes popular and generates income for its owner.

3. The official website of a business structure is highly valued by search engines, and after its optimization and promotion, it will benefit the e-commerce resource for a long time. The audience will begin to trust the resource that appears on the first pages of search results. The number of consumers will increase, and with the right content, the business structure will always be in the first place in the search results.

Website - a set of web pages available on the global network that are united both in terms of content and navigation. An Internet node, a computer with a unique IP address, and generally any object on the Internet with an address that identifies it in the network (FTP site, WWW site, etc.) is also called a website.

Different websites may have a different structure - the number of web pages and their types, internal thematic organization, and a set of internal links.

What all websites have in common is the presence of the main page in their structure, which is connected to all thematic sections of the site.

Sections can have their own home pages that are linked to the main page and information pages.

The number of web pages and their types are determined by the volume and nature of the site's content.

Websites can be classified according to the values of various properties.

1. Depending on who owns the site, websites are divided into:

- personal sites;

- websites of commercial business structures: business card websites; promotional websites; e-commerce websites; websites of non-profit organizations;

2. The following types of websites are distinguished by their purpose:

- sites that provide information materials: information and thematic sites; news sites; electronic libraries; encyclopedias, dictionaries, catalogs; file storage of various kinds, media libraries.

- Sites for online contacts and communication;

- websites for commercial transactions;

- websites of online services: provision of hosting; online offices; automated website development service.

3. According to the content of the sites are divided into:

- small websites

- themed sites;

- multifunctional websites, portals [15].

4. The database of actual consumers is an effective resource of the marketing communications strategy of a business structure, since with its help business entities have power, namely information on tastes, preferences, marital status, age, gender of regular and potential consumers of goods and services of business structures;

5. Social tabs. This digital marketing resource offers consumers of goods and services of business structures the opportunity to memorize the addresses of interested sites, notify friends about them and access them at any access point.

6. Social news. Social news sites collect links to events in various areas of the business structure's market environment, articles, images published in the global network about the quality, benefits and structure of the business structure's product strategy. All news are evaluated by their users and the most popular ones are displayed on the main page of the information resource.

7. Web forums. One of the oldest digital marketing tools, where consumers of goods and services discuss topical issues, for example, regarding the types of goods and services, their price and usefulness, as well as quality, duration and availability;

8. Contextual advertising. This type of online promotion is based on the fact that the user is shown ad units whose content is directly related to the content of the site or its page. This method is used by search engines to place ads on their results pages. This is done by matching the keywords in the search query with the content of the ad. It should be emphasized that the algorithms are customized primarily in accordance with the textual content posted on the page and the interests (requests) of the user. This makes online advertising significantly different from other types of advertising, such as behavioral targeting, which is based on the use of cookies and other techniques;

9. Content - marketing - promotion with the help of various types of content allows you to inform potential customers about the brand and offer of business structures, emphasize their advantages, increase brand awareness and relevance of business structures [16].

The main content marketing tools include the following:

- blog posts - informative, promotional articles that simultaneously increase the credibility of business structures, provide useful knowledge and promote organic promotion on the global network;

- e-books, manuals, checklists, etc. - useful content designed to teach users something new, convey useful information, share cases of product use, etc;

- infographics - capacious and informative content that can be used to convey certain information to the user in the most concise and visual way;

- training videos, podcasts, etc. - various audiovisual content formats that are more visual and easy to understand.

10. E-mail marketing is a resource of the social media mix, as it allows to maintain constant feedback with buyers of goods and services of business structures. A business structure, as a service provider, can inform its customers via SMS about various discounts on prices for such services, promotions, new types of goods and services, congratulate consumers on holidays, birthdays, thus maintaining their loyalty to its brand [14].

Speaking about the advantages of digital marketing compared to traditional methods of promotion, we would like to name the following

- global reach. Website promotion will allow you to find new markets and conduct trade policy in the international market without making large investments;

- low cost. Digital marketing with a well-planned, focused campaign can attract the right customers at a lower cost than traditional marketing methods;

- trackable, measurable results. Monitoring the implementation of the Internet marketing strategy with the help of web analytics and other tools makes it easier to determine the effectiveness of the business structure. The management of

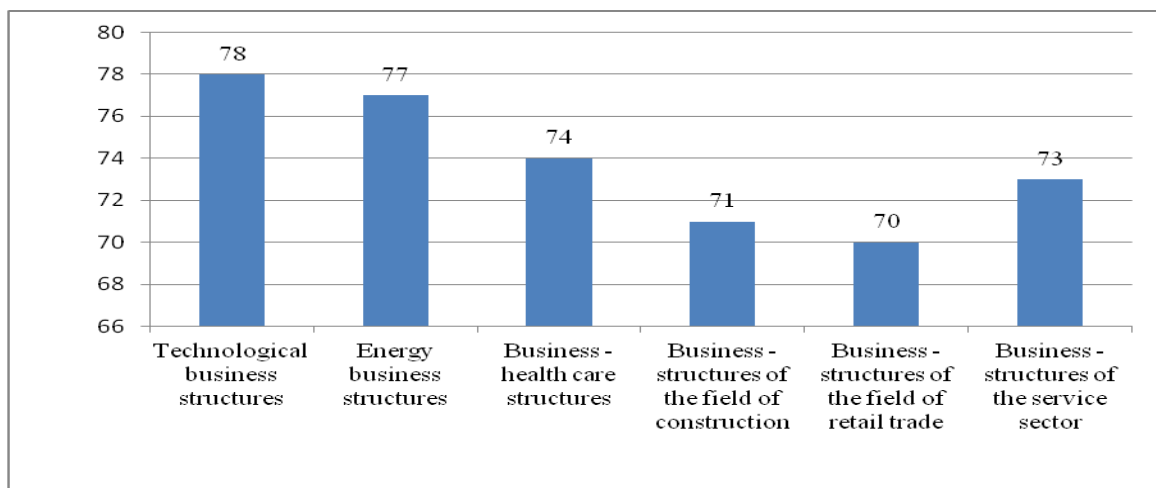
a business structure quickly and easily receives detailed information about how consumers use the website or respond to advertising;

- personalization. If the consumer database is linked to a web resource, then each time you set up contextual advertising, you can use the available information and make your appeal to the user more individualized;
- openness. By communicating with potential consumers on social media and carefully managing other channels, you will increase user loyalty and improve the reputation of your business structure;
- long-term impact. Digital marketing allows you to create attractive campaigns using content marketing tactics. Content (images, videos, articles) can acquire social value - it can be passed from user to user and go viral;
- improved conversion rates. When a visitor is on a website, he is just one click away from making a purchase. Unlike other channels, digital marketing can be as effective as possible [17].

The COVID-19 pandemic, which spread across all sectors of the economy in 2020-2022 and had a significant impact on the strategic communications of business structures, has posed a challenge in finding ways to attract customers. This issue was the subject of a study by Twilio, a leading customer engagement platform. The study conducted by the above-mentioned platform surveyed 2,569 respondents from the United States, the United Kingdom, Germany, Australia, France, Spain, Italy, Japan, and Singapore, which allowed to assess their views on digital communication.

According to a study by Twilio, a customer engagement platform, almost all global companies (95%) are looking for new ways to engage customers through the use of digital marketing tools. Among those surveyed, 92% say that digital communications transformation is extremely or very important to solving current business problems.

The majority (92%) emphasize that their business structure is likely to expand digital communication channels. Among the surveyed businesses, technology companies have accelerated digital transformation the most (78%), followed by energy companies (77%), healthcare (74%), construction (71%), and retail (70%) (Fig. 2).



**Fig.2.** Sectoral structure of business structures that have accelerated digital transformation in the international market [18]

Interestingly, construction companies (8.1 years) and energy companies (7.2 years) have seen the greatest acceleration in digital communications, while retail and e-commerce companies report an average acceleration of 6.1 years. Almost four out of five (77%) respondents say that COVID-19 has increased their digital communications budget, with 36% saying it has increased "a lot."

Global companies report easing barriers, such as: lack of a clear strategy (37%), getting management approval (35%), reluctance to replace outdated software (35%), and lack of time (33%). According to the study, COVID-19 has accelerated the process of implementing companies' digital communications strategies by an average of 6 years worldwide, and only 6% of respondents have not felt the impact of the pandemic. In addition, the surveyed executives (91%) recognize the importance of digital communications for consumers.

A critical reflection on the use of digital activities in marketing by business structures has made it possible to state that their use is insufficient and requires more activity.

Firstly, the above digital marketing tools are typical for mature and large companies that have the financial capacity for large-scale digital transformation and operate in developed markets.

Secondly, the use of digital marketing activities by business structures is in the process of formation, adapting to the conditions of the market environment and market conditions.

Thirdly, taking into account the results of the systematization and analysis of empirical data on the digitalization of marketing activities of business structures, according to their size, three groups of problems are identified: insufficient development of digital infrastructure; lack of qualified personnel in the field of information and communication technologies; insufficient development of competencies and knowledge on the use of digital assets by business structures.

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