

JEL Classification:
L86

UDC 330.341

DOI: 10.30857/
2415-3206.
2023.2.5

THE CONCEPTUAL BASIS FOR THE FORMATION AND IMPLEMENTATION OF THE MARKETING STRATEGY FOR THE INNOVATIVE DEVELOPMENT OF ENTERPRISES IN DIGITALIZATION CONDITIONS

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THE PURPOSE OF THE ARTICLE is to determine the theoretical and methodological essence of the conceptual foundations of building and implementing a marketing strategy in the conditions of innovative development for enterprises through digitalization factors.

RESEARCH METHODS. The article used general scientific and general economic methods: analysis and synthesis, grouping and classification, tabular, graphic methods, method of structural and logical analysis, etc.

PRESENTING MAIN MATERIAL. Modern marketing plays a key role in the innovation process, especially in the context of the interaction of the main economic categories. It was established that the importance of marketing in the innovative development of the enterprise is determined by: market orientation; market research; product positioning; interaction with consumers; creating demand; product life cycle management; competitiveness. It was determined that the marketing strategy is an action plan aimed at achieving the marketing goals of the enterprise, where its main essence is how to effectively bring a product or service to the market, attract the target audience and ensure the competitiveness of the enterprise. Digitalization has proven to open up endless opportunities for marketing, but it also poses challenges related to changes in consumer behavior and the competitive environment, where the main rule is to remain able to adapt and improve the marketing strategy on the way to its digital

success. The main principles and tasks of marketing strategy in the conditions of digitalization are defined. The process of implementing the marketing strategy is proposed, which consists of the following successive iterations: analysis of the digital environment; implementation of digital technologies; personalized marketing strategies; creation of a digital brand; participation in digital platforms; cooperation and partnership; monitoring and analysis of results.

CONCLUSIONS. Because of the research, we established that the conceptual basis for implementation of the marketing strategy is a complex dynamic process that includes a theoretical and methodological basis based on a synergistic combination of the interaction of the main economic categories. We determined that the conceptual basis includes the marketing strategy itself, its main elements, the key steps in the formation of the marketing strategy, the main principles of the formation of the marketing strategy, the basic tools and tasks of the formation of the marketing strategy, as well as the process of implementing a marketing strategy in the conditions of digitalization.

KEYWORDS: conceptual basis; formation and implementation of marketing strategy; innovative development of enterprises; digitalization; personalization; digital brand; agile (iterative) approach; digital technologies; branding; innovative opportunities; competitiveness.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
27	2	2

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L86

УДК 330.341

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2415-3206.
2023.2.5

КОНЦЕПТУАЛЬНИЙ БАЗИС ФОРМУВАННЯ ТА РЕАЛІЗАЦІЇ МАРКЕТИНГОВОЇ СТРАТЕГІЇ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ В УМОВАХ ЦИФРОВІЗАЦІЇ

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МЕТОЮ СТАТТІ є дослідження теоретико-методичних основ та концептуального базису формування та реалізації маркетингової стратегії інноваційного розвитку підприємств в умовах цифровізації.

МЕТОДИ ДОСЛІДЖЕННЯ. В статті було використано загальнонаукові та загально-економічні методи: аналізу та синтезу, групування й класифікації, табличний, графічний методи, метод структурного та логічного аналізу та ін.

ВИКЛАД ОСНОВНОГО МАТЕРІАЛУ.

Сучасний маркетинг відіграє ключову роль в інноваційному процесі, особливо в контексті взаємодії основних економічних категорій. Встановлено, що важливість маркетингу в інноваційному розвитку підприємства визначає: ринкова орієнтація; дослідження ринку; позиціонування продукту; взаємодія зі споживачами; створення попиту; керування життєвим циклом продукту; конкурентоспроможність. Визначено, що маркетингова стратегія – це план дій, спрямований на досягнення маркетингових цілей підприємства, де основна її сутність полягає в тому, як ефективно вивести продукт чи послугу на ринок, залучити цільову аудиторію та забезпечити конкурентоспроможність підприємства. Доведено, що цифровізація відкриває безмежні можливості для маркетингу, проте вона також ставить виклики, пов'язані із змінами у споживчій поведінці та конкурентному середовищі, де головне правило – залишатися спроможним до адаптації та вдосконалення маркетингової стратегії на шляху до її цифрового успіху. Визначено основні принципи та завдання формування маркетингової стратегії інноваційного розвитку підприємств

в умовах цифровізації. Запропоновано процес реалізації маркетингової стратегії інноваційного розвитку підприємств у умовах цифровізації, що складається з таких послідовних ітерацій: аналіз цифрового середовища; впровадження цифрових технологій; персоналізовані маркетингові стратегії; створення цифрового бренду; участь у цифрових платформах; співпраця та партнерство; моніторинг та аналіз результатів.

ВИСНОВКИ. В результаті дослідження нами було встановлено, що концептуальний базис формування та реалізації маркетингової стратегії інноваційного розвитку підприємств в умовах цифровізації – це складний динамічний процес, який включає теоретико-методологічну основу, засновану на синергічному поєднанні взаємодії основних економічних категорій. Нами було визначено, що концептуальний базис формування та реалізації маркетингової стратегії інноваційного розвитку підприємств в умовах цифровізації включає саму маркетингову стратегію, основні її елементи, ключові кроки щодо формування маркетингової стратегії, основні принципи формування маркетингової стратегії, базові інструменти та завдання формування маркетингової стратегії, а також процес реалізації маркетингової стратегії інноваційного розвитку підприємств у умовах цифровізації.

КЛЮЧОВІ СЛОВА: концептуальний базис; формування та реалізації маркетингової стратегії; інноваційний розвиток підприємств; цифровізація; персоналізація; цифровий бренд; агільний (ітераційний) підхід; цифрові технології; брендування; інноваційні можливості; конкурентоспроможність.

Statement of the problem. In modern conditions, the concept of marketing is difficult to overestimate, since marketing has always played an important role in the innovation process, promoting interaction between various economic entities. With the help of marketing, there is an assessment of consumer needs, the creation of a sales strategy of innovative ideas on the market. Without an effective marketing system at the enterprise, any innovative development will not be able to reach its full potential (Bilovodska and Shebeda, 2021).

Digitization also makes adjustments in all areas of business. Changes in the way we interact with customers, collect and analyze data create new opportunities, but also require new approaches. One of the benefits of digitalization is the ability to precisely target marketing efforts through personalization, where data analysis can help understand needs and anticipate market trends. In addition, it is important to create innovative products and services that meet the demands of the digital market (Bychkova and Puzyrova, 2022; Krasovska, 2021).

Therefore, the formation of a marketing strategy should include an effective online presence, the use of social networks, and the possibility of interactive communication with customers.

Analysis of publications on the problem. The relevance of the researched topic is undeniable, since many scientists have devoted attention to the study of issues related to the marketing strategy of enterprises in the conditions of digitalization: O.A. Bilovodska, K.V. Shebeda, V.H. Hnoievyi, O.M. Koren, D.V. Doroshkevych, O.S. Yevseitseva, D.V. Zavadaska, A.V. Zerkal, V.V. Holomb, L.S. Ihnatovych, M.M. Ivanov, S.M. Illiashenko, Yu.S. Shypulina, I.S. Lytvynenko, N.S. Illiashenko, S.V. Kovalchuk, P.V. Puzyrova, O.Yu. Krasovska, V.O. Morokhova, O.V. Boiko, A.O. Lapan, I.F. Lorvi, M.S. Mudra, Ts. Tszin, N.V. Proskurnina, I.L. Reshetnikova, L.V. Romanova and others. However, the part of the issue that is dedicated to the formation and implementation of a marketing strategy remains quite unresolved.

Statement of the main results. Modern marketing plays a key role in the innovation process, especially in the context of the interaction of the main economic categories. Let's understand the importance of marketing in the innovative development of the enterprise (Doroshkevych, 2022; Hnoievyi and Koren, 2021):

The 1st focus is market orientation. Marketing promotes market orientation, where the enterprise studies the needs and wishes of customers, which allows enterprises to create innovations that meet the real requirements of consumers.

The 2nd focus is market research. Marketing research helps gather data about the market, competitors, and consumer trends. These data are an important element when making decisions about the direction of the innovation process.

The 3rd focus is product positioning. Marketing helps determine how to introduce a new product to the market, which involves developing and shaping brand and communications strategies that give the product a competitive advantage.

The 4th focus is interaction with consumers. Marketing allows businesses to interact with consumers to get feedback on innovations. This, in turn, helps in improving products and adapting them to changing market needs.

The 5th focus is the creation of demand. Marketing strategies help create demand for new products by implementing effective marketing campaigns, which is extremely important for successful innovation in the market.

The 6th focus is product life cycle management. Marketing helps manufacturers manage the product life cycle by defining the stages from initial launch to withdrawal from the market.

The 7th focus is competitiveness. Ensuring competitiveness is a key task of marketing in the innovation process. Effective marketing strategies allow companies to take a strong position in the market.

Thus, all these foci prove that marketing is an important factor of the innovation process, ensuring adaptation to market conditions and responding to consumer needs.

However, marketing itself at the enterprise is not enough for its successful innovative development, it is necessary to develop, form and constantly improve a marketing strategy that will help quickly and effectively lead the enterprise to a new innovative path of development using available digital tools (Holovachov, 2023; Ihnatovych and Ivanov, 2021).

Therefore, a marketing strategy is an action plan aimed at achieving the company's marketing goals. Its main essence is how to effectively bring a product or service to the market, attract the target audience and ensure competitiveness. The main elements of the marketing strategy are defined as (Illiashenko, 2022; Kovalchuk, 2021; Puzyrova, 2020):

goals – clearly defined goals that marketing activity should achieve. It can be an increase in sales, an increase in brand recognition, an expansion of the audience, etc.;

target audience – understanding and determining who the product or service is intended for, where audience targeting allows you to effectively direct marketing efforts;

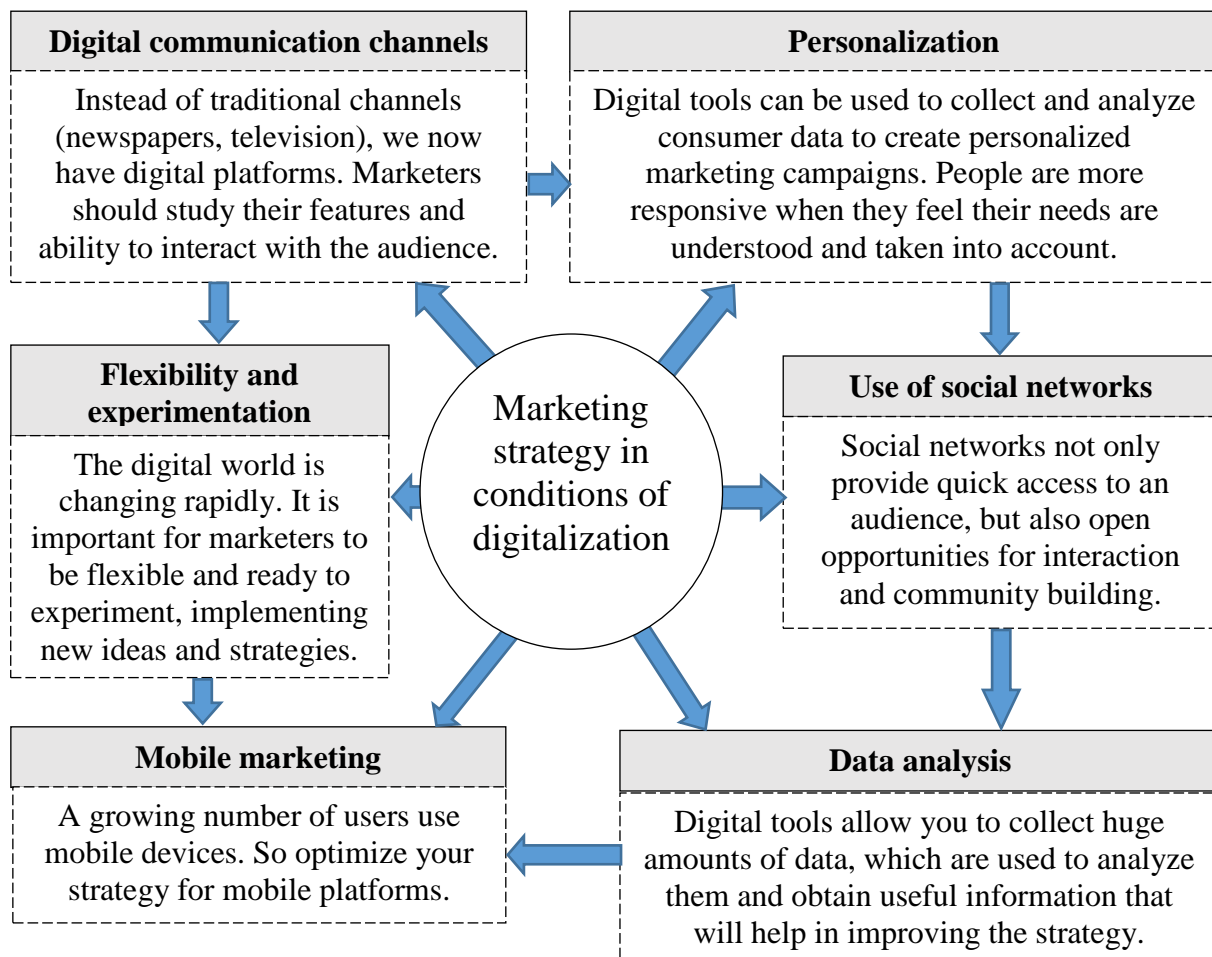
positioning – defining the unique characteristics of a product or brand that make it different from competitors and attractive to consumers;

marketing strategies – the choice of methods and tools that will be used to achieve the set goals, which may include advertising, promotions, content marketing, Internet marketing, etc.;

monitoring and analysis – constant monitoring of the results of marketing activities, as well as analysis of changes in the market and among competitors.

All these components are combined into a single strategic plan that helps the enterprise to successfully interact with the market and achieve its business goals. In the conditions of digitalization, the marketing strategy acquires a lot of importance.

Digitalization opens up endless opportunities for marketing, but it also poses challenges related to changes in consumer behavior and the competitive environment. The rule of thumb is to stay ready to adapt and improve your strategy on your way to digital success. The main are shown in fig. 1.



Source: built by the authors on the basis of (Kramar and Puzyrova, 2019; Yevseitseva, 2016; Zerkal and Holomb, 2021).

Fig. 1. Basic aspects of marketing strategy in the conditions of digitalization

The formation of a marketing strategy is a key task for ensuring the competitiveness and sustainability of business (Morokhova, Boiko and Lorvi, 2021; Yevseitseva, 2017). Let's consider several key steps that should be taken into account when forming such a strategy:

Step 1. Analysis of the digital environment (assessment of the current state of the digital market and technological trends; study of consumer behavior in the digital environment and their expectations).

Step 2. Determination of innovative opportunities (identification of opportunities to use the latest technologies to improve production, marketing and customer service; the possibility of introducing artificial intelligence, the Internet of Things, blockchain and other innovative solutions).

Step 3: Target audience and personalization (using data to understand needs and previous interactions with customers; developing personalized marketing and service strategies).

Step 4. Development of a digital brand (determining how the company will be presented in the digital space; developing a strategy for using social networks, the website and other channels to support the brand).

Step 5. Competitor analysis (observation of competitors' activities in the digital environment; study of their digital marketing strategies and innovations).

Step 6. Agile (iterative) approach and experiments (using agile methodologies to quickly adapt to changes; conducting experiments to determine the effectiveness of various digital strategies).

Step 7. Education and engagement of staff (providing staff with the necessary skills to work with digital technologies; stimulating a culture of innovation and openness to innovative ideas).

Step 8. Monitoring and analysis of results (establishing metrics to measure the success of the digital strategy; regular analysis of data and introduction of adjustments to the strategy according to the results).

Thus, it can be concluded that the formation of an effective marketing strategy in the conditions of digitalization requires a combination of theoretical and methodological background, a deep understanding of digitalization technologies, innovative development of entrepreneurial activity, analytics and flexibility in adapting to changes in the marketing environment (Puzyrova, Khmelevskiy and Mammadova, 2022; Mudra and Tszin, 2023; Yevseitseva and Olshanska, 2023).

Among the main principles the following can be singled out (Table 1).

Marketing strategy in the conditions of digitalization requires creative and modern approaches, among which the key tools occupy an important place (Proskurnina, 2020; Puzyrova, 2011; Romanova, 2021):

1. Digital marketing: social networks, content marketing, advertising on the Internet; using analytics to collect data and determine the effectiveness of campaigns.
2. Electronic commerce: development of online trade and convenient electronic payment systems; building effective websites and mobile applications.
3. Innovative technologies: implementation of artificial intelligence, machine learning and other advanced technologies for data analysis and personalization.
4. CRM systems: use of customer relationship management systems to ensure effective interaction with customers and sales management.
5. Internet of Things (IoT): Adoption of IoT to collect production data, customer service and improve manufacturing processes.
6. Partnerships and collaborations: Collaborate with other innovative businesses and startups to share ideas and resources.
7. Education and involvement of personnel: training personnel in modern technologies and creating an innovative corporate culture.

Table 1

The main principles of marketing strategy in the digitalization sphere

Principle	The importance of principle
Analysis of the digital environment	Understanding and appreciating current technologies, trends and opportunities offered by the digital era allows businesses to adapt their strategies to rapid changes.
Focus on innovation	Development and implementation of innovative technologies in products and production processes, which will allow enterprises to remain competitive in conditions of rapid changes in the market.
Personalization of marketing	Using data and analytics to create personalized marketing strategies in a digital consumer environment.
Agile approach	Use of agile project management and product development methodology to quickly respond to changes in the environment and customer requirements.
Creating an ecosystem	Focusing on the enterprise as part of the ecosystem, which will help to collaborate with other companies and startups for joint development and innovation.
Digital marketing	Using online channels to advertise and sell products, interact with customers through social networks and other digital platforms.
Training and development of personnel	Providing training and professional development of personnel in the field of digital technologies for effective implementation of innovations.

Source: built by the authors on the basis of (Tkachenko et al., 2019; Yevseitseva and Subot, 2023; Reshetnikova, 2021).

These tools will help create an effective marketing strategy, ensuring competitiveness and successful of digitalization. The main tasks facing the marketing strategy are listed in the table 2.

Table 2

The main tasks of the marketing strategy in digitalization

Task	Objective
Analysis of the market and technological trends	Study of market trends and consumer needs in the context of the digital economy. Analysis of technological innovations and their impact on a specific industry.
Segmentation and selection of the target audience	Identification of key market segments and their needs. Defining the target audience for new innovative products or services.
Definition of the competitive environment	Analysis of competitors and their strategies in the conditions of digital competition. Identification of advantages and disadvantages of competitors.
Creating value for customers	Development, ensuring the uniqueness and value of the offer.
Use of digital marketing channels	Developing effective internet marketing strategies and using social media to promote products. Using analytics to measure campaign performance.
Branding and positioning	Development of a brand strategy that reflects the innovative nature of the enterprise. Determination of unique positioning in the market.
Creating partnerships and ecosystems	Interaction with other companies, creation of partnerships and ecosystems for joint implementation of innovative projects. Using synergies with partners to develop new products and services. Identification of potential risks associated with innovative projects and digitalization.
Risk management and security	Identification of potential risks associated with innovative projects and digitalization. Implementation of effective security and data protection measures.
Constant monitoring and adaptation	Implementation of a system for monitoring the results of marketing campaigns and consumer reactions. Flexible strategy adaptation based on changes in the environment and customer behavior.
Evaluation of efficiency	Determination of key performance indicators (KPI) to evaluate the results of the marketing strategy. Regular assessment of the compliance of the strategy with the company's goals and adjustment of the necessary aspects.

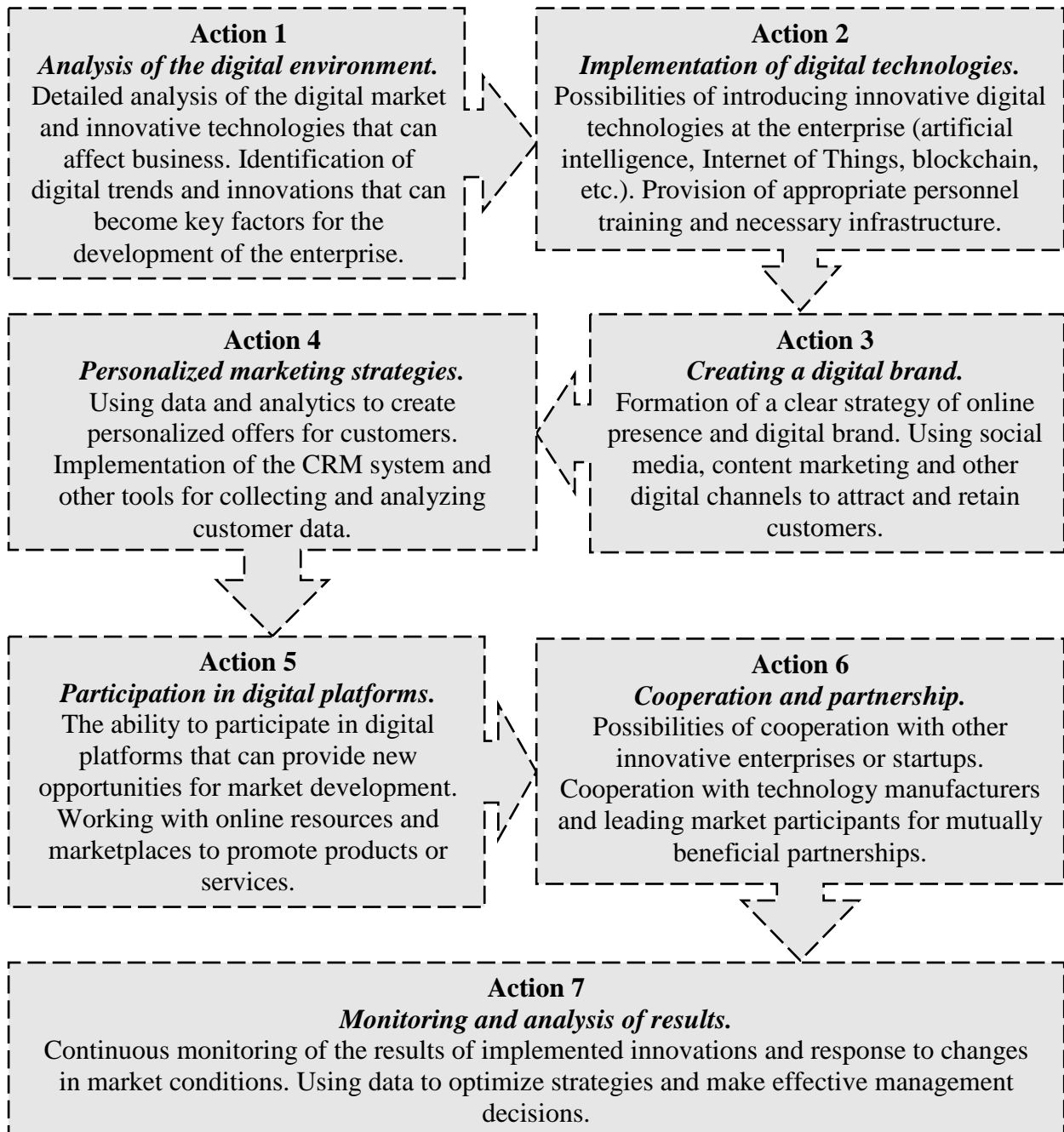
Source: supplemented by the authors on the basis of (Haponenko, 2022).

The final stage is to ensure its implementation. The process of implementing a marketing strategy consists of the following successive iterations (Fig. 2).

Therefore, these basic steps will help create an effective marketing strategy in digitalization.

Conclusions. Because of the research, we established that the conceptual basis is a complex dynamic process that includes a theoretical and methodological basis based on a synergistic combination of the interaction of the main economic categories. We determined that a marketing strategy is a

specific plan of action aimed at achieving the marketing goals of the enterprise above all the complexities of doing business.



Source: built by the authors on the basis of (Yankovets, 2022; Yevseitseva et al., 2022; Zavadska, 2023).

Fig. 2. The process of implementing the marketing strategy in digitalization

The conceptual basis of the innovative development of enterprises in the conditions of digitalization includes the marketing strategy itself, its main elements, key steps in the formation of the marketing strategy, the main

principles of the formation of the marketing strategy, basic tools and tasks of the formation of the marketing strategy.

Therefore, the conceptual basis is critically important for ensuring the competitiveness and sustainability of business. At the same time, it is established that digital technologies are rapidly transforming the business environment, and enterprises must adapt to these changes by using innovations in their marketing strategies.

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HOW TO CITE THIS ARTICLE

Cherniavska, O., Holovachov, I. (2023). The conceptual basis for the formation and implementation of the marketing strategy for the innovative development of enterprises in digitalization conditions. *Management*, 2(38): 61–73. <https://doi.org/10.30857/2415-3206.2023.2.5>.