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МАРКЕТИНГОВА АНАЛІТИКА ЯК ІНСТРУМЕНТ СТРАТЕГІЧНОЇ АДАПТАЦІЇ ПІДПРИЄМСТВА MARKETING ANALYTICS AS A TOOL OF STRATEGIC ADAPTATION OF THE ENTERPRISE

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Маркетингова аналітика як інструмент стратегічної адаптації підприємства. *Український журнал прикладної економіки та техніки*. 2026. Том 11. № 2. С. 83 – 86.

Seleznova H., Shakhova S., Melnichenko O. I. Marketing analytics as a tool of strategic adaptation of the enterprise. *Ukrainian Journal of Applied Economics and Technology*. 2026. Volume 11. № 2, pp. 83 – 86.

Статтю присвячено дослідженню маркетингової аналітики, її сутності, сучасних інструментів і практичного значення в процесі стратегічного розвитку підприємств, а також їх пристосування до складних умов господарювання. Встановлено, що маркетингова аналітика є важливим інструментом підвищення ефективності діяльності підприємства, оскільки дозволяє систематизувати та аналізувати значні обсяги ринкових даних, виявляти закономірності у поведінці споживачів та оцінювати результативність маркетингових заходів. Використання сучасних аналітичних інструментів і цифрових технологій сприяє ухваленню більш обґрунтованих рішень, оптимізації маркетингових витрат і формуванню конкурентних переваг. Аргументовано, що особливої актуальності маркетингова аналітика набуває в умовах невизначеності українського ринку, де спостерігаються швидкі зміни попиту, трансформація споживчих уподобань і вплив кризових факторів. Узагальнено теоретичні підходи до трактування маркетингової аналітики та обґрунтовано її значення як інструменту ухвалення управлінських рішень. Визначено основні завдання маркетингової аналітики, зокрема збір, обробку та аналіз даних, виявлення закономірностей, прогнозування ринкових тенденцій і поведінки споживачів. Окрему увагу приділено характеристиці сучасних інструментів маркетингової аналітики, зокрема цифрових технологій, Big Data, штучного інтелекту та прогнозної аналітики; визначено їхні переваги для підвищення ефективності маркетингової діяльності підприємств, а також певні обмеження їхнього використання. Обґрунтовано, що в умовах невизначеності українського ринку, нестабільності попиту та змін споживчої поведінки маркетингова аналітика виступає ключовим інструментом стратегічної адаптації підприємств до зовнішніх викликів, забезпечуючи більш обґрунтоване планування, оптимізацію ресурсів та формування конкурентних переваг. Результати дослідження можуть бути використані менеджментом для вибору інструментів маркетингової аналітики з метою посилення конкурентних позицій підприємства у стратегічній перспективі.

Ключові слова: маркетингова аналітика, стратегічна адаптація, цифрові технології, Big Data, штучний інтелект, прогнозна аналітика.

The article is devoted to the study of marketing analytics, its essence, modern tools, and practical significance in the process of strategic development of enterprises, as well as their adaptation to complex business conditions. It is established that marketing analytics is an important tool for improving enterprise performance, as it enables the systematization and analysis of large volumes of market data, identification of patterns in consumer behavior, and evaluation of the effectiveness of marketing activities. The use of modern analytical tools and digital technologies contributes to more informed decision-making, optimization of marketing costs, and the formation of competitive advantages. It is argued that marketing analytics becomes especially relevant under conditions of uncertainty in the Ukrainian market, characterized by rapid changes in demand, transformation of consumer preferences, and the influence of crisis factors. Theoretical approaches to the interpretation of marketing analytics are generalized, and their importance as a tool for managerial decision-making is substantiated. The main tasks of marketing analytics are data collection, processing, and analysis; pattern identification; and forecasting market trends and consumer behavior. Attention is paid to the characteristics of modern marketing analytics tools, such as digital technologies, Big Data, artificial intelligence, and predictive analytics. Their advantages in improving marketing performance, as well as certain limitations in their application, are determined. It is evident that in periods of market instability and shifts in consumer behavior, marketing analytics serves as a key tool for enterprises' strategic adaptation to external challenges, enabling more effective planning, resource optimization, and strengthening competitive positions. The results of the study can be used by management to select appropriate marketing analytics tools in order to enhance enterprise competitiveness in the long term.

Keywords: marketing analytics, strategic adaptation, digital technologies, Big Data, artificial intelligence, predictive analytics.

Statement of the problem

The growth in information volume, the digitalization of business processes, and the intensification of market competition necessitate the use of modern analytical tools to collect, process, and interpret marketing data. The Ukrainian market is undergoing significant transformations, as evidenced by changes in demand structure, consumer behavior, and the business environment. Under such conditions, enterprises require an in-depth analysis of market information to respond to changes in a timely manner and adapt marketing strategies. Insufficient use of modern tools of marketing analytics may lead to the adoption of ineffective managerial decisions, irrational use of resources, and a decrease in the competitiveness of enterprises, which determines the necessity of further research into the essence of marketing analytics, its tools, and role in increasing the efficiency of marketing activity of enterprises. The problems of marketing analytics and their role in managerial decision-making are actively studied both by foreign and domestic scientists. Theoretical and practical aspects of applying marketing analytics are considered in the works of foreign scientists such as Iacobucci D., Petrescu M., Krishen A., and Bendixen M., who study the use of analytical methods in marketing research and their influence on the development of effective marketing strategies. Among domestic scientists, issues of the development of marketing analytics and the use of modern analytical tools are highlighted in the works of T. M. Borysova, O. M. Budnik, Ye. Venger, Ye. V. Hnitskiy, S. V. Zaiets, I. O. Korostova, I. A. Pedko, S. Ye. Khrupovych, and others. Their research focuses on applying digital technologies and analytical tools to improve the efficiency of enterprises' marketing activities. Prospects for the development of marketing analytics based on the use of modern digital technologies and large data sets are studied in the works of M. M. Alam, A. Amado, M. T. Barutcu, Ch. Blankson, D. Buhalis, K. Volchek, Ks. Jin, V. Zheng, Sh. Zheng, Z. N. Kanbolat, P. Cortez, S. Moro, I. A.



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Moshesku, M. Nuseyri, F. Pinerbasi, S. I. Rivera, P. Rita, D. M. Hanssens, J. R. Hauser, H. Chao, P. Chintagunta, and others. The authors consider the potential of big data technologies, artificial intelligence, and modern analytical tools for analyzing consumer behavior and forecasting market trends. At the same time, issues related to the comprehensive application of marketing analytics tools to improve the efficiency of enterprise operations amid market uncertainty require further scientific research.

The purpose of the research

The purpose of the article is to determine the role of marketing analytics in making strategic managerial decisions, increasing the effectiveness of marketing activity of enterprises, and their adaptation to conditions of uncertainty of the modern market environment, generalization of approaches to the essence of marketing analytics, and determination of the main tools of its application in the process of analysis of market data.

Presentation of the main research material

In the current context of wartime instability, the economic environment is highly uncertain, significantly affecting enterprise operations and consumer demand. The war has caused significant socio-economic transformations that, in turn, have led to changes in the system of consumer values, needs, and buyers' behavioral models. Consumers have become more rational in their expenditures, their price sensitivity has increased, and attention to product quality, safety, and brand reliability has also increased. At the same time, a transformation in the structure of consumer demand is evident, implying an increase in the importance of essential goods, growing interest in local brands, and a strengthening of the role of business social responsibility [1, c. 500-501]. In addition, during wartime instability, demand for goods related to basic safety and health needs increases, as evidenced by higher demand for personal hygiene products, medicines, painkillers, and other medical goods. A separate trend is the growth in demand for goods that help ensure autonomy in everyday life, in particular generators, flashlights, candles, power banks, and other alternative energy sources. At the same time, consumer attitudes towards brands are changing. It is worth noting that under conditions of full-scale war, Ukrainian consumers exhibit a more rational behavioral model, focused on conserving resources and meeting basic needs.

However, the formation of consumer behavior is influenced not only by external economic factors but also by internal factors such as worldview, moral beliefs, cultural traditions, and consumers' personal characteristics. Reference groups, including family, friends, and colleagues, also play a significant role in shaping social orientations and consumption patterns. In addition, consumer behavior is influenced by enterprises' marketing tools and situational factors. At the same time, factors such as consumers' psychological, sociocultural, and personal characteristics are not directly controllable by manufacturers or sellers, underscoring the necessity of ongoing research and analysis in forming an effective marketing strategy for the enterprise. Under such conditions, enterprises are forced to adapt their marketing strategies, revise their communication approaches, and adjust their brand positioning in line with new consumer expectations.

Effective adaptation of marketing campaigns to changes in consumer behavior requires modern marketing analytics tools. It is analytical data that allows enterprises to identify new trends in consumer demand, evaluate market responses to marketing communications, and adjust marketing strategies in a timely manner. The use of marketing analytics ensures more substantiated managerial decision-making, increases the effectiveness of marketing campaigns, and contributes to the formation of the enterprise's competitive advantages amid transforming consumer behavior. In this regard, the study of the role of marketing analytics in shaping an enterprise's marketing strategy amid changes in consumer preferences driven by crisis and wartime factors becomes especially relevant.

The concept of marketing analytics lacks a single approach to its interpretation in the scientific literature. Different researchers consider marketing analytics through the prisms of business analytics, data management, and strategic marketing, which contributes to the diversity of its definitions. In modern studies, marketing analytics is defined as the process of tracking, collecting, and analyzing data generated by an enterprise's marketing activities to achieve specific quantitative and strategic goals. According to the approach of Harvard Business School specialists (2021), marketing analytics involves the systematic study of data from marketing activities, enabling insights into customer behavior, increasing the effectiveness of marketing investments (ROI), improving customer experience, and forming more effective marketing strategies. According to a study by PwC, organizations that actively use data in managerial decision-making are three times more likely to achieve significant improvements in their management systems than companies that use data less actively [2].

In scientific works, there are also different approaches to interpreting this concept. Some researchers define marketing analytics as the coordination and analysis of all customer touchpoints with the marketing function to maximize the customer experience across different stages of interaction, from awareness and interest formation to the decision to purchase. F. Hermann, G. L. Lilien, and A. Rangaswamy define marketing analytics as the use of technological models and data analysis methods to enable the effective use of customer information and improve the quality of marketing decisions. In foreign practice, an approach is also widespread that defines marketing analytics as the process of collecting, managing, and analyzing marketing data to evaluate the effectiveness of marketing activities, improve marketing control, and optimize the profitability of marketing investments [3]. Domestic scientists also pay close attention to this concept. A. Shysh, L. Malyshenko, and O. Tryfonova consider marketing analytics as a method of marketing analysis used by enterprises to obtain information about changes in the marketing environment, improve the management system, and increase the development potential of the business [4].

Based on the analysis of scientific approaches, a generalized definition can be proposed. Marketing analytics is a systematic, continuous process of collecting, processing, analyzing, and interpreting data to identify market patterns, study consumer preferences, evaluate the effectiveness of marketing campaigns and strategies, and make informed managerial decisions to enhance the effectiveness of marketing communications and the enterprise's competitiveness. Thus, marketing analytics serves as an important informational foundation for developing and substantiating the enterprise's marketing strategies and managerial decisions.

Some researchers also emphasize the importance of using modern analytical tools. In particular, integrating Big Data technologies into marketing activities enables deeper insights into consumer behavior, needs, and expectations. This contributes to more accurate market segmentation, more personalized marketing communications, and greater effectiveness of advertising campaigns. The use of large data sets also enables enterprises to promptly adapt marketing strategies to changes in the market environment, which is especially important in dynamic and crisis conditions of the modern economy [5, c. 54].

Modern marketing analytics is an integral part of effective enterprise management. It enables the systematization of large volumes of information, the tracking of market trends and consumer behavior, the evaluation of the effectiveness of marketing measures, and the making of strategic decisions. This is especially relevant to the Ukrainian context, where market unpredictability, rapid shifts in demand during crises, and the need to support local production pose additional challenges for

business [6, c. 68]. Marketing analytics performs several key tasks that provide an informational basis for making effective managerial decisions.

Among the main ones are systematic data collection and processing, analysis of consumer behavior, identification of patterns and influencing factors, and forecasting of market trends. The implementation of these tasks is carried out using a set of modern tools and analytical technologies, the details of which are presented in Table 1.

Table 1. Modern tools of marketing analytics and their use in enterprise activity

No.	Marketing analytics tool	Essence of use	Advantages for the enterprise	Limitations/disadvantages
1	Data collection systems (CRM, Google Analytics)	Collection of information about customers, behavior, and the market	Real-time access to data, improvement of consumer understanding	Need for setup and data quality
2	Big Data and cloud technologies	Processing of large data sets from different sources	Deep market analysis, identification of hidden patterns	High cost of implementation
3	Data processing and cleaning tools	Systematization, structuring, and preparation of data	Increase in analytics accuracy and reliability of results	Time and resource costs
4	Statistical and economic-mathematical methods	Analysis of interrelations and influencing factors	Identification of cause-and-effect relationships, substantiation of decisions	Need for specialized knowledge
5	Predictive analytics	Forecasting of sales, demand, and customer behavior	Possibility of predicting trends and reducing risks	Dependence on the quality of historical data
6	CLV analysis (customer lifetime value)	Evaluation of long-term customer value	Focus on profitable segments, marketing personalization	Complexity of accurate forecasting
7	Customer churn analysis	Identification of customers at risk of leaving	Increase in customer retention level	Does not always consider behavioural factors
8	Marketing mix modeling	Analysis of the effectiveness of channels and strategies	Optimization of budget and marketing costs	Complexity of integration of all channels
9	Digital analytics tools	Analysis of user behavior online	Accurate targeting and an increase of communication effectiveness	Dependence on platform algorithms
10	Customer experience analysis tools	Evaluation of satisfaction and customer interaction	Increase in loyalty and service quality	Subjectivity of evaluations

Source: generalized by the authors based on [5-7; 9; 10].

In the current conditions of the Ukrainian market, the tasks of marketing analytics are relevant. Forecasting demand, customer churn, and the effectiveness of advertising campaigns allows enterprises to adapt strategies to unpredictable shifts in consumer behavior, crises, and rapid changes in the competitive environment. The application of modern digital technologies and analytical models ensures the accuracy and substantiation of managerial decisions, supports local production, and contributes to the formation of stable competitive advantages.

Marketing analytics tools play an important role in managerial decision-making, as they enable enterprises not only to obtain valuable analytical insights but also to use them to develop effective marketing strategies [7, c. 113-116]. The use of analytical data contributes to increased competitiveness, optimized marketing costs, and the achievement of strategic business goals.

In modern marketing practice, a wide range of digital marketing analytics tools is used [8, c. 351]. One of the most widely used is Google Analytics, which provides detailed analysis of user behavior on websites. With this tool, companies can track traffic sources, evaluate the effectiveness of advertising campaigns, analyze user interactions with content, and determine the most effective channels for attracting audiences. With advanced capabilities in segmentation and data visualization, Google Analytics enables a deeper understanding of consumer needs and interests.

For processing and visualizing large volumes of marketing data, specialized analytical platforms are widely used, with Tableau holding a special place. This tool enables the creation of interactive dashboards, analytical reports, and graphical data models. Due to its ability to integrate with various information sources, including databases and cloud services, Tableau helps improve the quality of analytical research and support substantiated marketing decisions.

Among the tools used to analyze the digital environment and competitive positioning, SEMrush holds an important place. This platform allows for comprehensive analysis of SEO indicators, evaluation of content marketing effectiveness, tracking web resources' positions in search engines, and analysis of competitors' marketing strategies. In addition, the tool enables the identification of new opportunities to increase brand visibility and optimize advertising campaigns.

An important role in marketing analytics is also played by comprehensive platforms for marketing automation and customer interaction management, particularly HubSpot. This system combines CRM tools, content management, SEO optimization, social media analysis, and email marketing. By integrating various marketing functions into a single ecosystem, HubSpot enables more effective management of marketing processes and comprehensive evaluation of marketing results.

For analytical processing of marketing data in the corporate environment, Power BI, a Microsoft analytics platform, is widely used. It enables the creation of interactive reports, real-time data analysis, and integration of information from various sources, including Excel, Azure, and other corporate systems. Ease of use, combined with powerful analytical capabilities, makes Power BI an effective tool for supporting managerial decisions.

A tool widely used for analytical visualization of marketing indicators is Google Data Studio. This platform allows combining data from various sources, such as Google Analytics, Google Ads, YouTube, and other digital services, and creating interactive reports. Due to the possibility of sharing analytical dashboards, this tool is convenient for teamwork with large volumes of marketing data.

An important place in the system of marketing analytics is occupied by CRM platforms, particularly Salesforce, which enable analysis of customer behavior, automation of interaction processes, and evaluation of the effectiveness of marketing campaigns. By integrating with other analytical systems, Salesforce ensures a comprehensive approach to managing the customer experience and marketing communications. The integration of modern marketing analytics tools into business processes creates significant competitive advantages and increases the effectiveness of marketing activity. Analytical tools allow companies to systematize large volumes of data, identify patterns in consumer behavior, and evaluate the effectiveness of marketing activities, thereby enabling them to make substantiated managerial decisions and adapt strategies to changes in the market environment.

A modern trend in marketing research is predictive analytics, which allows not only the analysis of current market processes but also the prediction of future trends. Predictive analytics is used to forecast sales based on historical data and consumer behavior, evaluate customer lifetime value (CLV), predict customer churn, forecast product demand, and evaluate the effectiveness of advertising campaigns [9, c. 181-182]. Marketing mix modeling allows evaluation of the impact of various communication channels and strategies on company results and optimization of the cost structure [10, c. 81-83]. The

application of predictive analytics is especially relevant in Ukrainian realities, where consumer demand is characterized by uncertainty, unpredictability, and rapid changes during crises. Analytics helps businesses respond to market fluctuations in a timely manner, support local producers, adapt offerings to new consumer needs, and allocate resources effectively.

Conclusions and prospects for further research

Within the framework of the article, the importance of conducting marketing analytics is investigated, and its role in increasing the efficiency of enterprise activity amid the transformation of market conditions is determined. Theoretical approaches to the interpretation of marketing analytics are generalized, and their significance as a tool for managerial decision-making is substantiated. The main tasks of marketing analytics are data collection, processing, and analysis; identification of patterns and influencing factors; and forecasting of market trends and consumer behavior, all of which are enabled by modern analytical tools.

Attention is paid to the characteristics of modern marketing analytics tools, in particular digital technologies, Big Data, artificial intelligence, and predictive analytics, and their advantages for increasing the effectiveness of enterprises' marketing activities are determined. It is substantiated that, under conditions of uncertainty in the Ukrainian market, demand instability, and changes in consumer behavior, marketing analytics serves as a key tool for enterprises' strategic adaptation to external challenges, ensuring more informed planning, resource optimization, and the formation of competitive advantages.

Prospects for further research should be directed toward an in-depth study of the practical aspects of implementing marketing analytics tools in enterprises, the evaluation of their effectiveness under crisis conditions, and research into the possibilities of using artificial intelligence and big data for forecasting consumer behavior and developing personalized marketing strategies.

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Стаття надійшла до редакції / Received 25.04.2026
Опубліковано / Published 31.05.2026

Прийнята до друку / Accepted 12.05.2026