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THE MARKETING STRATEGY OF BUSINESS IN THE CONTEXT OF DIGITAL TRANSFORMATION

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JEL Classification: L81; L86; M15; M31; O33

Malafieiev T. R., Misiura I. I., Pyvavar I. V., Lytvynenko O. D.

The Marketing Strategy of Business in the Context of Digital Transformation

The relevance of the study is determined by the fact that the digital transformation of the modern economy is significantly changing approaches to business management and the formation of enterprise marketing strategies. The rapid development of digital platforms, artificial intelligence, big data, omnichannel communications, and automated management systems creates new conditions of competition in which the speed of interaction with consumers, content personalization, digital trust, and the ability of businesses to adapt quickly to market changes become decisive factors. For Ukrainian enterprises, the issue of transforming marketing strategies is particularly relevant under conditions of martial law, economic instability, business relocation, and changes in consumer behavior. Under such conditions, traditional marketing approaches are gradually losing their efficiency, creating the need for new strategic marketing models focused on digital flexibility, customer orientation, social responsibility, and the use of modern digital technologies. The aim of the article is to examine contemporary approaches to the formation of business marketing strategies in the context of digital transformation, to determine the role of digital technologies and artificial intelligence in the development of marketing communications, and to substantiate an innovative model of digital marketing resilience for Ukrainian enterprises operating under conditions of an unstable environment. The study employs methods of systemic, integrated, and process-based approaches, as well as methods of analysis and synthesis, comparison, generalization, elements of economic-statistical analysis, and case study analysis of contemporary Ukrainian business practices. The information base of the research consists of academic publications, analytical reports, statistical data, and the results of contemporary studies in the fields of digital marketing, e-commerce, AI marketing, and business digital transformation for the period 2022–2026. The study examines the impact of digital technologies, omnichannel platforms, big data, AI-driven personalization, CRM systems, customer journey 360°, and socially responsible marketing on the effectiveness of enterprise marketing activities. The results of the study identify the key directions of marketing strategy transformation in the digital environment and determine the specific features of Ukrainian business adaptation to wartime conditions and high market instability. It was found that the digitalization of marketing activities contributes to increasing the speed of managerial decision-making, the personalization of consumer interaction, the development of omnichannel communications, and the strengthening of enterprises' competitive advantages. The study found that the highest efficiency is achieved through the comprehensive integration of AI technologies, data analytics, digital platforms, and socially responsible branding into a unified system of strategic marketing management. It has been proved that, under modern conditions, business competitiveness largely depends on the level of digital flexibility, the adaptability of marketing strategies, and the ability to build consumer trust within the digital environment. The scientific novelty of the research lies in the improvement of the model of digital marketing resilience, which is based on the interaction of four key components: Resilience (adaptability and anti-crisis resilience), Relevance (relevance through personalization), Responsibility (brand social responsibility), and Reinvention (continuous digital renewal). Practical recommendations are proposed regarding the integration of AI solutions into enterprise marketing activities, the development of employees' digital competencies, the implementation of MarTech tools, omnichannel platforms, and data-driven approaches to ensure the long-term resilience and competitiveness of businesses in the digital economy.

Keywords: business digital transformation; marketing strategy; AI marketing; omnichannel marketing; behavioral analytics; digital brand trust; data-driven marketing; digital marketing resilience.

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Малафеев Т. Р., Місюра Є. Ю., Пивавар І. В., Литвиненко О. Д. Маркетингова стратегія бізнесу в умовах цифрової трансформації

Актуальність проблеми полягає у тому, що цифрова трансформація сучасної економіки суттєво змінює підходи до управління бізнесом і формування маркетингових стратегій підприємств. Активний розвиток цифрових платформ, штучного інтелекту, Big Data, омніканальних комунікацій та автоматизованих систем управління формує нові умови конкурентної боротьби, у яких вирішального значення набувають швидкість взаємодії зі споживачами, персоналізація контенту, цифрова довіра та здатність бізнесу оперативно адаптуватися до змін ринку. Для українських підприємств проблема трансформації маркетингових стратегій є особливо актуальною в умовах воєнного стану, економічної нестабільності, релокації бізнесу та зміни споживчої поведінки. За таких умов традиційні маркетингові підходи поступово втрачають ефективність, що зумовлює потребу у формуванні нових стратегічних моделей маркетингу, орієнтованих на цифрову гнучкість, клієнтоорієнтованість, соціальну відповідальність і використання сучасних цифрових технологій. Мета статті полягає у дослідженні сучасних підходів до формування маркетингової стратегії бізнесу в умовах цифрової трансформації, визначенні ролі цифрових технологій та штучного інтелекту у розвитку маркетингових комунікацій, а також обґрунтуванні інноваційної моделі цифрової маркетингової стійкості для українських підприємств в умовах нестабільного середовища. У роботі використано системний, комплексний та процесний підходи, а також методи аналізу і синтезу, порівняння, узагальнення, елементи економіко-статистичного аналізу та кейс-аналізу сучасних практик українського бізнесу. Інформаційну базу дослідження становлять наукові праці, аналітичні звіти, статистичні дані та результати сучасних досліджень у сфері цифрового маркетингу, e-commerce, AI-маркетингу та цифрової трансформації бізнесу за 2022–2026 рр. Досліджено вплив цифрових технологій, омніканальних платформ, Big Data, AI-персоналізації, CRM-систем, customer journey 360° та соціально відповідального маркетингу на ефективність маркетингової діяльності підприємств. За результатами дослідження визначено ключові напрями трансформації маркетингових стратегій у цифровому середовищі та встановлено особливості адаптації українського бізнесу до умов війни та високої ринкової нестабільності. Виявлено, що цифровізація маркетингової діяльності сприяє підвищенню швидкості управлінських рішень, персоналізації взаємодії зі споживачами, розвитку омніканальних комунікацій та зміцненню конкурентних переваг підприємств. Встановлено, що найбільшу ефективність забезпечує комплексна інтеграція AI-технологій, аналітики даних, цифрових платформ і соціально відповідального брендингу в єдину систему стратегічного маркетингового управління. Доведено, що в сучасних умовах конкурентоспроможність бізнесу значною мірою залежить від рівня цифрової гнучкості, адаптивності маркетингових стратегій та здатності формувати довіру споживачів у цифровому середовищі. Наукова новизна дослідження полягає в удосконаленні моделі цифрової маркетингової стійкості, яка базується на взаємодії чотирьох ключових компонентів: Resilience (адаптивність і антикризова стійкість), Relevance (релевантність через персоналізацію), Responsibility (соціальна відповідальність бренду) та Reinvention (постійне цифрове оновлення). Запропоновано практичні рекомендації щодо інтеграції AI-рішень у маркетингову діяльність підприємств, розвитку цифрових компетентностей персоналу, впровадження MarTech-інструментів, омніканальних платформ та data-driven підходів для забезпечення довгострокової стійкості й конкурентоспроможності бізнесу в умовах цифрової економіки.

Ключові слова: цифрова трансформація бізнесу; маркетингова стратегія; AI-маркетинг; омніканальний маркетинг; поведінкова аналітика; цифрова довіра бренду; data-driven marketing; цифрова маркетингова стійкість.

Рис.: 1. Табл.: 7. Бібл.: 20.

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Introduction. The digital transformation of the economy has become one of the key drivers reshaping the modern business environment. The rapid development of digital platforms, artificial intelligence, big data, communication automation, and algorithmic decision-making systems is fundamentally

transforming the principles of interaction between enterprises and consumers. Under such conditions, marketing is no longer merely a tool for promoting goods and services; instead, it is evolving into a strategic mechanism for building trust, digital reputation, and business resilience. For Ukrainian enterprises,

the issue of adapting marketing strategies to new digital realities is becoming particularly relevant, as competitive rivalry is increasingly shifting into the digital space, where the speed of communication, content personalization, and the ability to process data in real time play a decisive role [1; 7; 18].

The current stage of Ukrainian business development is characterized by the simultaneous impact of several large-scale transformational processes: global digitalization, economic instability, and the consequences of the full-scale war. Wartime risks, business relocation, disruption of logistics chains, changes in demand structure, and mass population migration have forced businesses to reconsider not only operational processes but also the very philosophy of marketing activities. Under these conditions, digital communication channels, social media, marketplaces, AI-based consumer behavior analytics, and the formation of so-called “trust-based marketing” are gaining particular importance, as consumers increasingly evaluate not only the product itself but also the brand’s social position, transparency, adaptability, and participation in supporting society [8; 12; 13].

Traditional marketing approaches, primarily focused on mass advertising and standard promotional models, are gradually losing their effectiveness. Modern consumers are becoming less responsive to classical advertising mechanisms and increasingly react to personalized experiences, interactivity, service speed, and emotional engagement with brands. Moreover, the digital environment creates new challenges for businesses, including information overload, a crisis of trust in advertising, dependence on social media algorithms, and the rapid pace of changing consumer trends. In this context, there is a growing need to develop new marketing strategies that combine digital technologies, anti-crisis adaptability, ethical communication, and flexible consumer relationship management [3; 5; 9].

Problem Statement. Traditional marketing approaches are gradually losing their effectiveness, as modern consumers expect personalized communication, rapid service, digital interaction, and brand social responsibility. For Ukrainian businesses, the problem of adapting marketing strategies is further complicated by the consequences of martial law, economic instability, business relocation, and changing consumer priorities. In this regard, there is a growing need to develop new approaches to strategic marketing that combine digital innovation, adaptability, customer orientation, and corporate social responsibility.

Aim and Research Methods. The aim of the article is to substantiate modern approaches to the formation of business marketing strategies in the context of digital transformation and to develop an innovative model of digital marketing resilience for Ukrainian enterprises under conditions of instability and wartime challenges.

To achieve this aim, the following objectives are addressed in the study:

- to examine the essence of business digital transformation and its impact on modern marketing strategies;
- to analyze the role of artificial intelligence, big data, and omnichannel approaches in the development of digital marketing;
- to identify the specific features of the transformation of Ukrainian business marketing strategies under conditions of war and the digital economy;
- to investigate the significance of socially responsible marketing and digital trust for modern brands;
- to improve the model of digital marketing resilience for Ukrainian enterprises;
- to develop practical recommendations for AI integration, the development of digital competencies, and the implementation of MarTech solutions in business activities.

The methodological framework of the study is based on general scientific and specialized research methods. In particular, methods of analysis and synthesis were used to examine the theoretical foundations of digital transformation and marketing strategies; systemic and integrated approaches were applied to investigate the interrelationship between digital technologies, consumer behavior, and business processes; the comparative method was employed to analyze traditional and modern digital marketing approaches; the method of generalization was used to formulate practical recommendations and the model of digital marketing resilience; and elements of case study analysis were applied to examine contemporary practices of Ukrainian companies operating under conditions of war and digital transformation.

Literature Review. The issue of developing business marketing strategies in the context of digital transformation is actively explored in contemporary international and Ukrainian academic literature. Researchers pay considerable attention to the impact of digitalization, artificial intelligence, Big Data, omnichannel communications, and digital platforms on changing models of interaction between businesses and consumers, as well as on the formation of new approaches to marketing management.

The issues of digital transformation in enterprise marketing activities are examined by Balyk, Klimova, and Krymska [16], who consider digitalization as a factor driving changes in traditional marketing approaches and emphasize the role of digital technologies in creating new competitive advantages for businesses. A similar position is shared by Kotelnikova and Petrovska [18], who argue that the digital transformation of a company’s marketing strategy involves not only the use of individual digital tools but also the reconsideration of business models and methods of interaction with consumers. Chebakova [20] emphasizes the need to adapt marketing strategies to the conditions of the digital economy and the development of digital communications.

A significant contribution to the development of research on digital marketing and AI technologies has been made by Acatrinei, Apostol, Barbu, Chivu, and Orzan [1], who investigate the use of artificial intelligence in digital marketing to enhance consumer engagement through social and mobile networks. Amin, Asbi, Sivakumaran, Kim, and Septiarini [2] consider AI as a key factor in the transformation of modern marketing strategies and highlight its importance for shaping future business models. Gündüzyeli [7] explores the role of artificial intelligence in digital marketing within the framework of sustainable management, emphasizing the necessity of combining technological advancement with ethical digital communication practices.

An important area of contemporary research concerns generative artificial intelligence and its impact on marketing communications. Islam, Miron, Nandy, Choudrie, Liu, and Li

[9] analyze the possibilities of using generative AI for digital content creation, marketing process automation, and the personalization of consumer interaction. Kshetri, Dwivedi, Davenport, and Panteli [11] consider generative AI as a new stage in the development of digital marketing and identify promising directions for its application in strategic business management.

A separate stream of academic research is associated with the development of omnichannel marketing and customer journey management. Balbín Buckley and Marquina Feldman [3] investigate the impact of communication channel integration on the omnichannel customer experience and demonstrate that the consistency of digital and physical interaction channels significantly increases consumer satisfaction. Gereá, Gonzalez-Lopez, and Herskovic [5] examine omnichannel customer experience as a comprehensive system of interaction between a brand and consumers and emphasize the importance of integrating CRM systems, analytics, and digital services into a unified marketing ecosystem.

Considerable attention in contemporary research is devoted to socially responsible marketing and trust-based branding. Hryiutats [8] analyzes the ethical narratives of Ukrainian brands during wartime and emphasizes that a company's social position has become an important element of modern marketing communication. According to the findings of Gradus Research [6], nearly half of Ukrainian consumers prefer brands that support the Armed Forces of Ukraine, which confirms the growing role of corporate social responsibility in building consumer trust.

The problems of transforming the marketing activities of Ukrainian businesses under conditions of war and economic instability are examined by Korneyev, Berezhniuk, Dzhyndzhoian, Kubakh, and Horb [10], who analyze changes in enterprise marketing activities during martial law. The authors emphasize the increasing importance of digital communication channels, e-commerce, and adaptive marketing in the context of crisis-related challenges. Practical aspects of business relocation and changes in the structure of entrepreneurial activity are highlighted in the analytical materials of Opendatabot [12; 13] and Minfin [19], which examine the scale of enterprise relocation and the transformation of the regional business structure in Ukraine.

A special role in the digitalization processes of Ukrainian business is played by the state digital ecosystem Diia [4], which contributes to the development of digital culture, the expansion of electronic services, and the increased readiness of enterprises to adopt digital technologies. At the same time, contemporary analytical reports indicate rapid growth in e-commerce and online sales in Ukraine [15; 17], demonstrating the increasing importance of digital platforms in the functioning of modern business.

At the same time, the analysis of academic literature indicates that despite the considerable number of studies devoted to digital marketing, AI technologies, and omnichannel communications, insufficient attention has been paid to the formation of business marketing resilience under conditions of wartime instability and the high dynamics of the digital environment. Further development is required for approaches integrating digital adaptability, personalization, social respon-

sibility, and trust-based branding into the system of strategic marketing management of Ukrainian enterprises, which determines the relevance of the present study.

Research Results. Over recent years, digital technologies have ceased to be merely auxiliary tools for businesses. They are gradually transforming the very logic of enterprise operations, the ways companies interact with consumers, and the approaches to value creation. While companies previously used digital solutions primarily to automate individual processes, today digital transformation encompasses the entire business management system, from customer communication to strategic planning and the development of new revenue models.

In both academic and practical contexts, the concepts of "digitalization" and "digital transformation" are often used interchangeably, although there is a significant difference between them. Digitalization involves the implementation of digital tools into existing processes. Examples include the transition from paper-based documentation to electronic systems, the use of CRM systems, or online communication with customers. In this case, the business structure remains largely unchanged, while technologies merely simplify individual operations [18, 16].

In contrast, digital transformation is a much deeper process. It is associated with changes in business thinking, organizational culture, and the principles of creating competitive advantages. Enterprises do not simply "digitize" existing processes; rather, they rethink their role in the market by adapting to a new digital reality. For example, a traditional store may evolve into an omnichannel platform with personalized recommendations, customer behavior analytics, and automated support services. In such a case, digital technologies become the foundation of the business model rather than a supplementary element [18; 20].

The main differences between digitalization and digital transformation are presented in Table 1.

These changes became particularly evident after the COVID-19 pandemic and under the conditions of the full-scale war in Ukraine. Businesses were forced to rapidly adapt to remote work, online sales, digital services, and new communication formats. For many Ukrainian enterprises, digital transformation became a key factor of survival under conditions of instability. Companies that previously perceived digital tools as an additional option now regard them as the foundation of strategic development and competitiveness [10; 13].

Digital transformation has contributed to the emergence of new business models that differ significantly from traditional approaches to doing business. One of the most widespread models is the platform economy. Its essence lies in the creation of digital platforms that connect different groups of users and act as intermediaries between them. In this case, companies generate revenue not only from selling products but also from organizing digital interaction among market participants. Such models are widely used by marketplaces, delivery services, online education platforms, and financial platforms [11; 18].

Another important trend is the spread of the subscription economy. Modern consumers increasingly prefer continuous access to a product or service through subscriptions rather than one-time purchases. This approach enables businesses to generate stable cash flows, forecast demand, and build long-term

Table 1

Differences Between Digitalization and Digital Transformation of Business

Criterion	Digitalization	Digital Transformation
Essence of the process	Use of digital technologies to optimize individual processes	Comprehensive transformation of the business model and operating principles of the enterprise
Main objective	Improving efficiency and speed of operations	Creating new customer value and competitive advantages
Scale of changes	Partial changes within individual departments	Systemic transformation of the entire organization
Impact on the business model	The business model generally remains unchanged	Reconsideration and transformation of the business model
Examples	Electronic document management, CRM systems, online payments	Omnichannel business, AI marketing, digital ecosystems
Role of technologies	Supporting tool	Foundation of strategic development
Type of management	Traditional management with digital elements	Flexible and data-driven management
Orientation	Process automation	Creation of a new customer experience

Source: compiled by the authors based on [16; 18; 20]

relationships with customers. The subscription model is now actively used not only in the sphere of digital content but also in retail, education, the beauty industry, and even food services.

Particular attention should also be paid to the creator economy. Social media and digital platforms have created conditions in which individual authors, bloggers, experts, and small teams can build their own brands and interact directly with audiences. As a result, the very structure of marketing communications is changing, with consumers increasingly trusting personal experience and influencer recommendations rather than traditional advertising. For businesses, this means the need to shift from mass advertising toward partnership-based interaction models built on trust, authenticity, and shared values.

The main characteristics of modern business models are presented in Table 2.

Today, digital transformation is not only a technological process but also a driver of strategic change that defines new rules of competition. The success of enterprises increasingly depends on their ability to rapidly adapt to the digital environment, rethink their business models, and develop new formats of interaction with consumers. For Ukrainian businesses, this issue is of particular importance, as digital flexibility is becoming one of the key prerequisites for resilience and development under contemporary challenges.

The past few years have become a turning point in the development of marketing. While digital technologies previously helped businesses primarily automate advertising or analyze sales, today artificial intelligence is gradually moving to the level of strategic management of consumer interaction. In fact, AI is transforming the very principle of marketing communication, shifting it from mass messaging toward individualized real-time dialogue with customers [1; 7].

A distinctive feature of the current stage is that consumers no longer want to be merely “part of the target audience.” People expect a personalized approach, rapid brand response, and content that corresponds to their interests, lifestyle, and even emotional state. For this reason, AI-driven personalization has become one of the key directions in the development of modern marketing. Algorithms analyze search queries, purchases, social media behavior, geolocation, and users’ digital habits, generating individualized recommendations for each customer.

As a result, marketing is gradually shifting from audience segmentation toward the model of “marketing to an audience of one.” For example, online stores are already capable of changing homepage content depending on the behavior of a specific user, while streaming services predict which content a person is likely to consume next. For businesses, this means not only in-

Table 2

Characteristics of Modern Digital Business Models

Business Model	Main Characteristic	Source of Revenue	Examples of Application
Platform Economy	Creation of a digital platform for user interaction	Commission fees, advertising, access to services	Marketplaces, delivery services, online platforms
Subscription Economy	Provision of products or services through a subscription model	Recurring user payments	Netflix, Spotify, online courses, SaaS services
Creator Economy	Monetization of personal brands and digital content	Donations, advertising, partnerships, content sales	Bloggers, experts, course creators, streamers

Source: compiled by the authors based on [11; 18; 20]

creased sales but also the development of customers' emotional attachment to brands.

At the same time, personalization is increasingly combined with predictive analytics. Its essence lies in the ability of AI to analyze consumers' past actions and forecast future behavior. Based on large volumes of data, algorithms can predict the probability of purchase, changes in demand, the risk of customer churn, or even audience reactions to a new product. For modern businesses, this creates fundamentally new opportunities for strategic planning.

Predictive analytics has become particularly valuable under conditions of instability, when market trends change extremely rapidly. Ukrainian companies operating during wartime are increasingly facing unpredictable changes in consumer behavior, customer relocation, and demand instability. Under such conditions, AI analytics enables businesses to respond more quickly to market changes and reduce the level of strategic uncertainty.

Another major trend of recent years has been the rapid spread of generative artificial intelligence. The emergence of tools such as ChatGPT, Midjourney, DALL·E, and Gemini has fundamentally changed the approach to creating marketing content. Businesses have gained the ability to quickly generate texts, advertising messages, visual materials, video scripts, presentations, and even entire communication campaigns [9; 11].

A distinctive feature of generative AI is the speed of content creation and the possibility of adapting it to specific audiences. For example, the same advertising message can automatically change depending on consumers' age, interests, or behavioral characteristics. This significantly increases the effectiveness of digital communications while reducing marketing costs for businesses.

At the same time, the active implementation of AI in marketing creates a number of risks. One of the main issues concerns trust. Modern consumers are increasingly unable to distinguish real content from artificially generated material. This creates risks of manipulation, the spread of fake information, and the loss of brand authenticity. If a company excessively automates communication, consumers may perceive it as "non-human" and emotionally distant [1].

A separate issue concerns the ethical aspects of using artificial intelligence. Algorithms operate on the basis of data that may contain biases or violate user privacy. In addition, AI is capable of creating informational "bubbles," in which individuals are exposed only to content that confirms their previous interests or beliefs. For marketing, this creates a complex challenge of balancing the effectiveness of personalization with the principles of digital ethics [2].

The main areas of artificial intelligence application in strategic marketing and their potential risks are presented in Table 3.

Table 3

Application of Artificial Intelligence in Strategic Marketing

Area of AI Application	Content / Tools	Marketing Effect	Potential Risks
AI Personalization	Analysis of user behavior, recommendation systems, dynamic content	Increased conversion rates, individualized customer experience, higher customer loyalty	Excessive personalization, privacy violations, "digital surveillance" effect
Predictive Analytics	Forecasting demand, customer churn, and market behavior based on Big Data	More accurate planning of marketing campaigns, risk reduction, cost optimization	Model errors, dependence on data quality, inaccurate forecasts under crisis conditions
Generative Content	ChatGPT, Midjourney, and other AI tools	Rapid creation of texts, visuals, and advertising campaigns; content scalability	Loss of brand authenticity, content duplication, decline in consumer trust
AI-Driven Communication Automation	Chatbots, automated email funnels, AI-powered CRM systems	Real-time customer interaction 24/7, cost reduction	Brand "depersonalization," reduced emotional connection
AI Analysis of Social Media	Mention monitoring, sentiment analysis	Rapid response to reputational risks	Manipulative interpretations, biased algorithms
Ethical and Trust-Related Aspects	Data control, algorithm transparency	Formation of a trust-based brand	Fake information, deepfake content, declining trust in digital communications

Source: compiled by the authors based on [1; 2; 7; 9; 11]

Artificial intelligence is shaping a new architecture of strategic marketing that combines personalization, forecasting, and automation [2].

In the future, the level of trust in AI-driven communication may become one of the key factors of brand competitiveness. Consumers will increasingly value not only a company's technological capabilities but also the transparency of its use of

digital tools, the honesty of its communication practices, and its ability to preserve a human dimension in interaction with audiences.

Today, artificial intelligence functions not merely as a technological tool but as an important element of strategic marketing. It transforms approaches to consumer analysis, content creation, market forecasting, and brand development.

At the same time, the effectiveness of AI implementation depends not only on a company's technological capabilities but also on its ability to combine digital innovation with ethics, trust, and real human needs.

Modern consumers no longer interact with brands through a single channel. Their path to purchase has become fragmented: information search often begins on social media, product comparison takes place on websites and marketplaces, while the final purchasing decision may be made either in an offline store or vice versa. Under such conditions, the classical model of "separate sales channels" is gradually losing relevance, giving way to an omnichannel approach in which all customer touchpoints are integrated into a unified system [3; 5; 11].

Omnichannel strategy involves not merely the presence of a business across multiple channels but their integration into a unified and continuous interaction space. For consumers, this means that the brand "remembers" their actions regardless of where the interaction took place: in a mobile application, on a website, through social media, or in a physical store. As a result, a holistic customer experience is created, reducing the barriers between online and offline environments.

In this context, the concept of the phygital experience (physical + digital) becomes particularly important, reflecting the convergence of physical and digital interaction with consumers. It refers to situations in which the boundary between online and offline environments becomes increasingly conditional. For example, a customer may view a product in a store, immediately scan a QR code to obtain additional information, read online reviews, and complete the purchase through a mo-

bile application. Conversely, consumers may order products online and collect them at a physical pick-up point while receiving additional service and consultation.

For Ukrainian businesses, such a model is of particular importance under conditions of wartime and post-war economic transformation. Due to logistics instability, changes in population residence patterns, and the growing role of e-commerce, companies are forced to simultaneously maintain both digital and physical channels of interaction. In this context, the phygital approach becomes not only an innovation but also a tool for adapting to new market realities.

A key element of the omnichannel strategy is the development of a customer journey 360° program, which represents the complete cycle of customer interaction with a brand. This involves comprehensive tracking of all stages, from the first contact with a social media page or advertisement to repeat purchases and after-sales service. Such an approach enables businesses to analyze consumer behavior, predict customers' next actions, and influence decisions in a timely manner [5].

In practice, the customer journey 360° approach involves the integration of data from various sources, including CRM systems, social media, web analytics, offline sales, and customer service inquiries. This makes it possible to create a comprehensive picture of customer behavior and develop personalized interaction scenarios. For example, if a customer viewed a product online but did not complete the purchase, the system may automatically offer a personalized discount or send a reminder through another communication channel. The key elements of the omnichannel strategy are presented in Table 4.

Table 4

Structure of Omnichannel and Phygital Consumer Experience

Model Element	Content	Role in Marketing	Example of Implementation
Online Channels	Website, social media, mobile applications, marketplaces	Formation of initial interest and informational influence	Viewing products on Instagram, advertising on Facebook
Offline Channels	Stores, pick-up points, consultations, events	Confirmation of choice and completion of purchase	Purchasing a product after visiting a physical store
Phygital Interaction	Combination of digital and physical experience	Seamless customer experience	QR codes in stores, online payment for offline purchases
Customer Journey 360°	Full cycle of customer interaction with the brand	Analysis and management of consumer behavior	From advertisement → viewing → purchase → repeat interaction
CRM and Data Integration	Collection and integration of data from all channels	Personalization and behavior forecasting	Unified customer database across all channels
Omnichannel Strategy	Integration of all channels into a single system	Continuous brand interaction experience	Transition between website, mobile application, and store without data loss

Source: compiled by the authors based on [3; 5; 11]

Importantly, omnichannel strategy transforms not only marketing but also the very logic of business organization. Companies are forced to abandon isolated departments and move toward integrated teams in which marketing, sales, and customer service operate as a unified ecosystem. This makes it possible to ensure the continuity of the customer experience and increase the level of customer engagement.

The proposed model demonstrates that modern marketing is evolving from isolated communication channels to-

ward an integrated interaction system. Omnichannel strategy ensures the consistency of digital and physical touchpoints, while the phygital approach creates a unified customer experience environment. Taken together, these approaches enable businesses to build a complete customer journey 360°, which is critically important for customer retention and increasing loyalty in the context of the digital economy.

Omnichannel strategy and the phygital experience form a new model of interaction between businesses and consumers,

in which the key factor is no longer the communication channel itself but its consistency with the overall customer journey. Under modern conditions, a company's ability to provide a holistic 360° customer journey determines its competitiveness and the level of consumer trust.

Modern marketing is increasingly based less on intuition or general assumptions about consumer behavior. Instead, strategic decisions are centered around data, its collection, interpretation, and real-time application. This approach has become known as data-driven marketing and essentially represents a shift from descriptive marketing toward management based on evidence-driven analytics.

A key transformation is that data has ceased to be merely a by-product of business activity and has become a primary resource of competitiveness. Today, companies analyze not only sales results but also consumers' behavioral data, including browsing history, clicks, time spent interacting with content, movement across channels, reactions to advertising, and even the speed of decision-making. These behavioral patterns make it possible to understand not only what consumers purchase but also why they make such decisions.

In practical terms, behavioral data forms the foundation for a new type of segmentation. Whereas audiences were previously divided according to age, gender, or geography, dynamic segments are now becoming increasingly important – groups of users formed on the basis of their real-time behavior. For example, the same consumer may belong to different segments depending on the context: they may simultaneously be considered a “new customer,” an “interested buyer,” or a “high-risk customer likely to switch to competitors.”

This is where the connection between the data-driven approach and real-time marketing emerges. Its essence lies in the ability of businesses to respond to consumer actions almost instantly. This is no longer about delayed analytics conducted after the completion of a campaign, but rather about a continuous flow of decisions made in real time. For example, if a user views a product but does not complete the purchase, the system can immediately offer a discount, suggest an alternative product, or send a personalized message through another communication channel.

In this context, Big Data serves as the infrastructure of modern marketing. It integrates information from various sources, including social media, CRM systems, web analytics, mobile applications, offline sales, and even external economic indicators. Importantly, the value of Big Data lies not only in its volume but also in its ability to identify hidden patterns that cannot be detected through traditional analytical models [1; 2].

For Ukrainian businesses, data-driven marketing is of particular importance under conditions of high instability. Changes in consumer behavior, migration processes, business relocation, and fluctuations in demand require the continuous updating of analytical models. Under such circumstances, the speed of response to data becomes a critical factor of survival. Companies capable of rapidly interpreting behavioral market signals gain a significant competitive advantage over their rivals.

At the same time, the implementation of the data-driven approach is transforming the very logic of marketing decision-making. Whereas strategy was previously developed as a rela-

tively stable plan, today it is evolving into a dynamic system that is continuously adjusted on the basis of new data. This signifies a shift from static planning toward a continuous cycle of “analysis – action – adjustment.”

Data-driven marketing and the use of Big Data are shaping a new paradigm of marketing management in which the key role is played not by intuition but by the ability to work with behavioral information in real time. This enables businesses not only to better understand consumers but also to predict their actions, which becomes the foundation of modern competitive advantage.

The full-scale war has become not only an economic challenge for Ukrainian businesses but also a profound communication challenge. Conditions of constant uncertainty, security risks, disrupted logistics chains, and changing consumer priorities have forced companies to rethink their marketing strategies. Whereas marketing was previously focused primarily on increasing sales and expanding audiences, under crisis conditions issues of adaptability, trust, and the ability to respond quickly to change have come to the forefront [10; 13].

One of the largest-scale processes during the first years of the war was business relocation. Enterprises were forced to move production facilities, offices, warehouses, and teams to safer regions of Ukraine or abroad. This significantly affected companies' marketing activities, as both the geography of operations and the structure of target audiences changed. Many brands effectively found themselves operating in a new environment, where they had to rebuild communication with consumers, adapt product assortments, change sales channels, and take into account local demand characteristics [13; 14].

Relocation has also strengthened the role of digital interaction channels. For many enterprises, online communication became the only way to maintain contact with customers. Social media, marketplaces, messengers, and digital advertising enabled businesses to preserve their market presence even under conditions of physical restrictions. As a result, marketing became significantly more mobile and increasingly dependent on the speed of digital adaptation.

At the same time, the war has substantially changed consumer behavior. Under crisis conditions, people have become more sensitive to issues of security, stability, and corporate social responsibility. Consumers increasingly evaluate not only the quality of products or services but also a company's position regarding support for the country, assistance to the military, volunteer activities, and transparency of communication. Thus, the emotional component of a brand has become no less important than the functional characteristics of the product itself.

Consumer behavior has become less predictable. Due to unstable incomes, population migration, and constant informational stress, people began changing their priorities and purchasing patterns more rapidly. Under such conditions, companies lost the ability to rely exclusively on long-term marketing plans. Instead, the need for flexible strategies capable of responding quickly to market changes has significantly increased.

For this reason, adaptive marketing has gained particular importance – an approach that involves the continuous adjustment of communication, content, and interaction tools

depending on the current situation. Its distinctive feature lies in the high speed of response and sensitivity to the social context. During wartime, brands were forced to reconsider advertising messages, modify the tone of communication, and abandon aggressive promotion in favor of empathy, support, and social solidarity.

Adaptive marketing has also manifested itself in changes to companies' content policies. Some brands shifted from traditional advertising toward informational and supportive content, including messages about safety, employee assistance, volunteer initiatives, and support for local communities. As a result, marketing began to perform not only a commercial but also a social function.

For Ukrainian enterprises, the crisis has effectively become a catalyst for rethinking the role of marketing. Whereas

before the war marketing was often perceived primarily as a sales tool, today it is increasingly associated with building trust, maintaining reputation, and developing sustainable relationships with society.

Under such conditions, competitive advantage is determined not only by technological capability and pricing but also by a brand's ability to remain flexible, ethical, and responsive to people's needs.

Martial law has significantly transformed the marketing strategies of Ukrainian companies. Business relocation, changes in consumer behavior, and the necessity of rapid adaptation to crisis conditions have shaped a new marketing model in which digital flexibility, empathy, and the ability to maintain audience trust under conditions of high instability play a crucial role. These changes are presented in Table 5.

Table 5

Impact of Martial Law on the Transformation of Marketing Strategies of Ukrainian Businesses

Indicator / Trend	2022	2023	2024	2025–2026
Business Relocation	Mass relocation of enterprises due to hostilities	Continued business adaptation to new regions	Since the beginning of the full-scale invasion, nearly 19,000 company relocations have been recorded	In 2024, more than 11,000 companies changed their legal addresses; the pace of relocation decreased by 18%
Main Directions of Business Relocation	Western regions of Ukraine	Kyiv, Lviv, and Zakarpattia regions	Kyiv and Dnipropetrovsk regions became the most popular destinations	Formation of new regional business hubs
Changes in Consumer Behavior	Priority of basic needs and safety	Growing demand for online services	Strengthening role of e-commerce and mobile purchases	Share of mobile purchases exceeded 60% by 2026
E-commerce and Digital Sales	Rapid growth of online orders	Active development of marketplaces	The number of online orders in 2025 increased by 15% compared to 2024	Forecasted further growth of e-commerce by 5–7% in 2026
Marketing Communications	Anti-crisis and empathetic communication	Transition to socially responsible content	Focus on trust-based branding and social support	Combination of AI marketing, personalization, and social responsibility
Adaptive Marketing	Rapid response to crisis events	Flexible management of communication channels	Use of real-time marketing and data-driven solutions	Development of marketing strategies based on predictive analytics and AI

Source: compiled by the authors based on [10; 12; 13; 15; 19; 20]

The indicators presented in Table 5 demonstrate that under wartime conditions marketing in Ukraine transformed from a promotional tool into a mechanism of business anti-crisis adaptation. Companies were forced to rapidly change communication channels, formats of interaction with consumers, and the principles of brand development. At the same time, digitalization, e-commerce, and flexible marketing strategies became the foundation of the resilience of Ukrainian businesses during the period 2022–2026.

For Ukrainian businesses, digitalization has become not only a global trend but also a necessary condition for adaptation to an unstable economic environment, wartime challenges, and changes in consumer behavior. Today, digital flexibility largely determines companies' ability to maintain resilience, sustain communication with customers, and respond quickly to market changes.

One of the most important factors in the formation of digital culture in Ukraine has been the state digital ecosystem Diia. Its emergence significantly changed society's attitude toward digital services and accelerated digitalization processes among both citizens and businesses. Whereas the use of electronic services was previously often perceived as an additional opportunity, today digital interaction has become a routine part of everyday life [4].

A distinctive feature of the Ukrainian experience is that the digitalization of public services has effectively created a new model of digital trust. The possibility of online business registration, the use of digital documents, access to public services through mobile applications, and the automation of administrative procedures have substantially simplified interaction between entrepreneurs and the state. This, in turn, has contributed to the spread of digital practices in the business

environment and increased companies' readiness to implement digital tools in their own activities.

At the same time, the role of e-commerce is increasing as one of the key drivers of Ukrainian business development. The war and the quarantine restrictions of previous years significantly accelerated the transition of consumers to online shopping. Whereas electronic commerce was previously regarded mainly as an additional sales channel, today it has become the primary means of customer interaction for many enterprises [15]. The development of e-commerce in Ukraine is accompanied by changes in consumer habits. Customers increasingly expect rapid access to products, personalized offers, convenient delivery, and the ability to interact with brands through mobile devices. As a result, competition among companies is shifting not only into the sphere of price or product quality but also into the domain of digital customer experience.

At the same time, electronic commerce has created new opportunities for small businesses. Whereas entering a broad market previously required significant financial resources, today digital platforms enable small enterprises to work with customers across the country and even internationally. Marketplaces, social media, delivery services, and online payment systems have effectively lowered market entry barriers and allowed small businesses to compete with larger companies.

The role of digital platforms in supporting entrepreneurship during the war has become especially noticeable. Many local brands managed to continue their operations precisely due to online sales, promotion through social media, and the use of digital services for customer communication. For some enterprises, digitalization became not merely a development tool but a condition for survival.

Digital platforms have contributed to the development of new forms of entrepreneurship, including local online brands, microbusinesses, creative industries, and personal brands. This is gradually shaping a new structure of the Ukrainian economy, in which competitiveness increasingly depends not on the scale of a company but on its ability to rapidly adapt to the digital environment and effectively engage with audiences.

Today, the digitalization of Ukrainian business functions not only as a technological process but also as an important factor of competitiveness. The formation of digital culture through public digital services, the development of e-commerce, and the accessibility of digital platforms for small businesses create the preconditions for the emergence of a more flexible, adaptive, and customer-oriented economic model. Under modern conditions, the ability to integrate digital tools into marketing and managerial activities is becoming one of the key prerequisites for the sustainable development of Ukrainian enterprises.

The full-scale war has significantly transformed not only the economic environment but also the very nature of interaction between brands and society. Under crisis conditions, consumers increasingly respond less to advertising messages or price advantages alone. Instead, greater importance is attached to a company's values, its social position, and its real participation in supporting the country. As a result, marketing is gradually moving beyond its commercial function and transforming into an instrument of social communication.

Under contemporary conditions, a model of value-based branding is emerging. Its essence lies in the fact that consumers choose a brand not only because of product quality but also due

to the alignment of their own values with the company's position. For Ukrainian society during wartime, such categories as support for the armed forces, assistance to affected populations, transparency of activities, national identity, and corporate social responsibility have become especially important [6; 8].

This has significantly transformed the nature of marketing communications. Whereas before the war brands primarily focused on emotions of consumption, lifestyle, or product prestige, today themes of support, unity, resilience, and social interaction are increasingly placed at the center of communication. Under such conditions, consumers expect not declarative statements from businesses but concrete actions.

As a result, brands have begun to perform the role of social actors – participants in social processes that influence public opinion and support social stability. In effect, businesses have become part of the national resilience system. Companies organize humanitarian assistance, support volunteer initiatives, finance military needs, create jobs for internally displaced persons, and participate in community recovery efforts.

At the same time, this transformation of marketing has created a new level of responsibility for brands. Consumers have become significantly more sensitive to insincerity or attempts to use the topic of war solely as a promotional instrument. In the modern information environment, any inconsistency between a brand's declared values and its actual actions quickly generates public resonance and reputational losses. For this reason, trust is gradually becoming the key category of contemporary marketing.

Illustrative examples include Ukrainian companies that successfully integrated social responsibility into their marketing strategies. In particular, during the first months of the full-scale war, Nova Poshta provided humanitarian logistics, free delivery of aid, and support for volunteer initiatives. As a result, the brand strengthened its association not only with delivery services but also with national resilience and public support [14].

Another example is ROZETKA, which adapted its digital services to crisis conditions, supported charitable fundraising campaigns, and developed online assistance tools for consumers and small businesses. At the same time, the brand actively employed communication strategies based on support for Ukrainian identity and local producers.

A socially responsible approach is also actively used by Ukrainian banks and retailers. For example, PrivatBank and monobank integrated charitable donation mechanisms directly into their digital services, making donations part of the everyday customer experience. In this case, marketing is combined with digital convenience and social engagement.

Importantly, under wartime conditions, social responsibility is no longer perceived as a separate element of a PR strategy. It is gradually becoming integrated into the very business model of companies, shaping communication styles, principles of audience interaction, and the long-term reputation of brands.

Socially responsible marketing during wartime is shaping a new model of interaction between business and society, in which a brand acts not only as an economic entity but also as an active participant in social processes. For Ukrainian companies, this has become not merely a moral position but also an important factor of trust, consumer loyalty, and strategic competitiveness [7; 8; 14].

Contemporary conditions of Ukrainian business operations demonstrate that traditional marketing approaches no longer ensure a sufficient level of resilience and competitiveness. The high dynamics of the digital environment, wartime risks, changes in consumer behavior, and the rapid spread of AI technologies create the need for a new model of marketing management capable of combining flexibility, technological advancement, and trust.

In this regard, based on the generalization of contemporary research in the fields of digital marketing, AI personalization, omnichannel communications, and socially responsible

branding, an improved model of digital marketing resilience adapted to modern Ukrainian realities has been developed. The model is based on four interrelated components: Resilience, Relevance, Responsibility, and Reinvention (Fig. 1). Its distinctive feature lies in the fact that it combines not only digital marketing tools but also the socio-behavioral aspects of brand-consumer interaction.

Unlike classical strategic marketing models, which are primarily focused on sales and positioning, the proposed model emphasizes the ability of businesses to operate under conditions of constant instability.

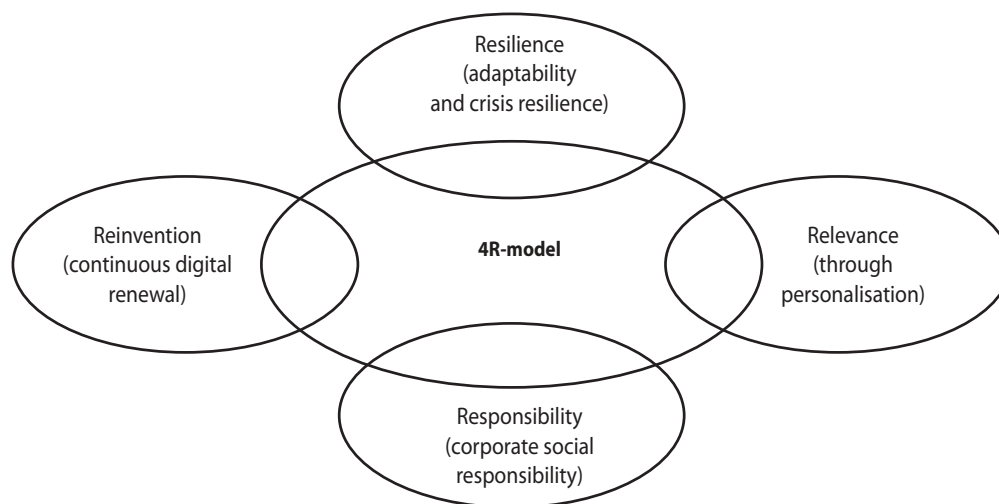


Fig. 1. 4R Model of Digital Marketing Resilience

Source: compiled by the authors based on [1; 5; 8; 10; 11]

The first element of the model is Resilience (adaptability and anti-crisis resilience). For Ukrainian enterprises, the ability to respond rapidly to crisis situations has become a key condition for survival. Under contemporary conditions, a marketing strategy should function not as a static plan but as a flexible system that can be promptly adjusted depending on market conditions, consumer behavior, and external risks. This involves the rapid updating of communications, diversification of sales channels, the use of digital platforms, and readiness to operate under conditions of uncertainty.

The second component is Relevance (relevance through personalization). In the digital environment, consumers no longer expect mass advertising but rather an individualized approach and content that corresponds to their needs. For this reason, modern marketing is increasingly focused on AI-driven personalization, behavioral data analysis, and the customer journey 360° concept. For Ukrainian businesses, relevance means the ability of a brand to remain “close” to consumers even under conditions of social and economic instability. This involves not only technological personalization but also sensitivity to the social context, the emotional state of audiences, and the current needs of people [1; 2].

The third element of the model is Responsibility (brand social responsibility). Under wartime conditions, businesses are increasingly perceived as participants in social processes rather than merely economic entities. Consumers evaluate companies not only according to product quality but also ac-

cording to their social position, support for the country, and transparency of operations.

For this reason, social responsibility is becoming an integral part of marketing strategy and a factor in building brand trust. For Ukrainian enterprises, this means the necessity of integrating value-based branding into both communication policy and the actual activities of the company [6, 8].

The fourth component is Reinvention (continuous digital renewal). The digital environment changes so rapidly that even successful marketing solutions quickly lose relevance. Under such conditions, enterprises must continuously update communication tools, implement AI solutions, develop Mar-Tech infrastructure, and adapt business models to new digital trends. This involves not only technological modernization but also readiness for the continuous reconsideration of marketing strategies [11].

The practical significance of the “4R Model” lies in its adaptability to the conditions of the Ukrainian market. For example, a company that uses omnichannel digital services, AI-driven personalization, socially responsible communication, and flexible marketing mechanisms achieves a significantly higher level of resilience to crisis-related changes. Within such a model, marketing ceases to function merely as a product promotion tool and instead becomes a system for managing trust, customer experience, and digital competitiveness.

The main components of the “4R Model of Digital Marketing Resilience” are presented in Table 6.

Table 6

4R Model of Digital Marketing Resilience" for Ukrainian Business

Model Component	Content	Practical Significance for Business	Examples of Implementation
Resilience (adaptability and anti-crisis resilience)	The ability of a business to respond quickly to crisis-related changes and operate under conditions of uncertainty	Maintaining brand stability, flexible marketing management, rapid adaptation to market changes	Business relocation, transition to online operations, adaptive wartime communication
Relevance (relevance through personalization)	Use of data, AI, and customer journey 360° to create an individualized customer experience	Increased consumer loyalty and greater accuracy of marketing decisions	AI-driven personalization, recommendation systems, real-time marketing
Responsibility (brand social responsibility)	Integration of social position and ethical communication into marketing strategy	Building brand trust and emotional connection with consumers	Support for the Armed Forces of Ukraine, charitable initiatives, value-based branding
Reinvention (continuous digital renewal)	Continuous implementation of digital innovations and modernization of marketing tools	Increased competitiveness and digital flexibility of business	AI marketing, MarTech solutions, omnichannel platforms

Source: compiled by the authors based on [1; 2; 5; 6; 8; 10; 11]

Importantly, all four elements of the model are interconnected. Adaptability without trust does not ensure long-term consumer loyalty; personalization without ethical principles may generate distrust; and digital renewal without social responsibility risks turning a brand into one that is "technologically efficient but emotionally distant." For this reason, the effectiveness of a modern marketing strategy depends on the balance between technological advancement, human-centeredness, and the ability to adapt rapidly to change.

The proposed model of digital marketing resilience demonstrates that an effective marketing strategy under contemporary conditions must combine technological advancement, adaptability, and social orientation. For Ukrainian enterprises, particular importance is attached not only to the speed of digital transformation but also to the ability to build consumer trust and maintain stable communication under crisis conditions. It is precisely the interaction of the four components – Resilience, Relevance, Responsibility, and Reinvention – that ensures the long-term resilience of a brand and its competitiveness within the digital economy.

Contemporary conditions of the digital economy require Ukrainian enterprises not only to adapt to technological changes but also to develop a new logic of marketing management. The high dynamics of the market, changes in consumer behavior, and the growing role of digital platforms create a need for flexible marketing solutions capable of ensuring business competitiveness under conditions of instability. In this regard, it is advisable to highlight a number of practical recommendations that may enhance the effectiveness of the marketing activities of Ukrainian companies.

One of the key directions is the integration of artificial intelligence into the marketing activities of enterprises. Modern AI solutions make it possible to automate the analysis of consumer behavior, forecast demand, create personalized content, and improve the accuracy of marketing communications. For Ukrainian businesses, the use of AI is particularly relevant under conditions of market instability, where the speed of de-

cision-making becomes critically important. At the same time, the effective implementation of AI requires not only technological resources but also the development of ethical principles for data usage and the maintenance of consumer trust in digital services [1; 2; 7].

Another equally important direction is the development of employees' digital competencies. Digital transformation changes not only marketing tools but also the requirements for personnel. Under modern conditions, specialists must possess skills in working with analytical platforms, AI services, digital communication channels, and marketing automation systems. For Ukrainian enterprises, this means the necessity of continuous staff training, the development of digital culture, and the formation of flexible teams capable of rapidly adapting to technological changes.

Particular attention should also be paid to the development of trust-based brands, that is, brands built on trust. During periods of war and high informational instability, consumer trust becomes one of the company's most important intangible assets. Modern consumers evaluate brands not only according to product quality and service level but also according to transparency of communication, social position, and ethical behavior. For this reason, Ukrainian enterprises should integrate the principles of social responsibility, openness, and empathetic communication into their marketing strategies. In the long term, this contributes to the formation of emotional loyalty and increases brand resilience to crisis-related risks [6].

Another strategically important direction is investment in MarTech (Marketing Technologies). This involves the implementation of technological solutions that enable the automation of marketing processes, the integration of data from various interaction channels, and the delivery of personalized customer experiences. CRM systems, analytical platforms, AI tools, communication automation services, and customer journey management systems are becoming the foundation of modern marketing infrastructure. For Ukrainian businesses, investments in MarTech represent not only technological mod-

ernization but also a tool for increasing the adaptability and effectiveness of marketing strategies [18].

Importantly, all of the above-mentioned directions should be implemented in an integrated manner. The introduction of AI without the development of employees' digital competencies may lead to merely formal use of technologies, while digitalization without brand trust may result in the loss

of emotional connection with consumers. For this reason, the competitiveness of modern businesses increasingly depends on their ability to combine technological innovation, human capital, and social responsibility.

The main practical tools for developing an effective marketing strategy for Ukrainian businesses are presented in Table 7.

Table 7

Practical Recommendations for Developing an Effective Marketing Strategy for Ukrainian Business Under Conditions of Digital Transformation

Direction	Main Content	Practical Tools	Expected Result
Integration of AI into Marketing	Use of artificial intelligence for automation and personalization of marketing processes	AI analytics, chatbots, generative content, predictive analytics	Increased communication efficiency, cost optimization, growth of customer loyalty
Development of Digital Competencies	Formation of skills for working with digital technologies and analytical systems	Online learning, digital training, upskilling and reskilling of personnel	Increased employee adaptability and readiness for digital transformation
Development of Trust-Based Brands	Building trust through transparency, ethics, and social responsibility	Value-based branding, empathetic communication, social initiatives	Growth of reputational capital and long-term consumer loyalty
Investments in MarTech	Implementation of modern marketing technologies and automation solutions	CRM systems, omnichannel platforms, Big Data, marketing automation systems	Increased competitiveness and improved customer experience quality
Data-Driven Management	Use of data for marketing decision-making	Web analytics, customer journey 360°, real-time marketing	More accurate prediction of consumer behavior and rapid response to market changes
Flexibility of Marketing Strategy	Adaptation of communication to crisis conditions and instability	Anti-crisis marketing, omnichannel communication, digital communications	Business resilience under conditions of uncertainty

Source: compiled by the authors based on [1; 2; 7; 11; 18]

Practical recommendations for Ukrainian enterprises should focus not only on the technological modernization of marketing but also on the development of long-term digital business resilience. The integration of AI, the development of digital competencies, the creation of trust-based brands, and investments in MarTech establish the foundation for the effective adaptation of companies to the contemporary challenges of the digital economy and ensure their future competitiveness.

The recommendations presented in Table 7 demonstrate that a modern marketing strategy for Ukrainian businesses should combine technological advancement, flexibility, and social orientation. Successful digital transformation depends not only on the level of innovation implementation but also on a company's ability to build trust, adapt rapidly to change, and effectively use digital data to establish long-term relationships with consumers.

Conclusions. The study has demonstrated that digital transformation is fundamentally changing the very logic of doing business. Under modern conditions, it is no longer sufficient for enterprises merely to use digital communication channels or automate individual processes. Competitiveness increasingly depends on the ability to adapt rapidly to change, work effectively with data, build trust with consumers, and integrate new technologies into strategic management.

The research established that digitalization and digital transformation are not identical concepts. While digitalization is primarily associated with the use of technologies to optimize operations, digital transformation involves deeper changes, including the revision of business models, approaches to customer interaction, and the principles of marketing strategy formation. For this reason, modern marketing is gradually shifting from mass communication toward personalized interaction with consumers.

The study also showed that artificial intelligence plays an important role in the development of strategic marketing today. AI technologies enable companies to better analyze consumer behavior, forecast demand, automate communications, and create personalized content. At the same time, the active implementation of AI raises important issues related to digital ethics, information reliability, and maintaining trust in brands.

It has been determined that modern consumers expect a seamless and convenient interaction experience with companies regardless of the communication channel. For this reason, omnichannel strategy and the phygital approach are becoming important elements of marketing strategy. The integration of online and offline environments makes it possible to create a holistic customer journey and increase the level of customer engagement.

Particular attention in the study is devoted to data-driven marketing, which is based on the use of Big Data and behavioral analytics. Under contemporary conditions, marketing decisions are increasingly made on the basis of real-time data, enabling businesses to respond more rapidly to market changes and better understand audience needs.

The study also analyzes the specific features of Ukrainian business operations under martial law. It was established that the war has significantly transformed companies' marketing approaches: the role of adaptive marketing, digital communication channels, and socially responsible interaction with consumers has increased considerably. For many enterprises, digitalization has become the main condition for maintaining business operations.

It has been proven that socially responsible marketing is becoming increasingly important in modern Ukrainian realities. Today, a brand is perceived not only as a commercial entity but also as a participant in social processes. For this reason, the level of trust in a company increasingly depends on its values, social position, and real actions under crisis conditions.

The practical outcome of the study is the improvement of the model of digital marketing resilience, which combines adaptability, relevance, social responsibility, and continuous digital renewal. The proposed model is oriented toward Ukrainian enterprises operating under conditions of instability and requiring flexible marketing solutions.

Overall, it can be argued that the future of marketing strategies is directly connected with the ability of businesses to combine technological advancement, flexibility, and human-centeredness. In the contemporary digital economy, success belongs not only to companies that rapidly implement innovations but also to those capable of maintaining consumer trust and building long-term relationships with audiences.

Further scientific research may focus on studying the impact of artificial intelligence on changes in consumer behavior and the development of personalized marketing. Issues related to digital ethics, trust in AI-driven communications, and the influence of generative content on brand formation remain highly relevant.

Another promising direction is the study of adaptive marketing strategies for businesses operating under wartime and post-war economic conditions. Particular attention should also be devoted to analyzing the role of digital platforms, Mar-Tech solutions, and Big Data in increasing the competitiveness of Ukrainian enterprises.

In addition, further research is needed into the mechanisms of building trust-based brands and the development of socially responsible marketing under conditions of high informational instability.

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