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MARKETING STRATEGY DEVELOPMENT IN THE MANAGEMENT OF INDUSTRIAL ENTERPRISE COMPETITIVENESS

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Introduction. The rapid changes in external and internal factors form the features that ensure the competitiveness of enterprises. This requires not only a revision of marketing strategies and their objectives, but also a reconsideration of approaches to developing long-term marketing plans, as external conditions are constantly evolving. Therefore, the lack of resources for the functioning of marketing departments with a simultaneous increase in tasks necessitates a well-founded choice of the latest marketing tools.

Aim and tasks. This study aims to determine the key factors affecting the development and implementation of marketing strategies in industrial enterprises and to construct a mathematical model for forecasting and selecting effective tools to enhance the competitiveness and adaptability of the Ukrainian industry.

Results. Marketing strategies amid hostilities have revealed the low adaptability of Ukrainian enterprises, as evidenced by a decrease in repeat purchases to approximately 0.51 and a reduction in purchase frequency for around 66% of companies. Therefore, marketing services are more likely to use digital technologies in advertising (39%) and to expand the customer base (34%). This suggests that optimising marketing expenditures should be achieved through the selection of the most effective tools. For this purpose, an aggregate mathematical model is developed to forecast the digital marketing market. Innovations in marketing and production contributed to the growth of Ukraine's position in the Global Innovation Index by 11 points in 2024 compared with 2021, ensuring the preservation of competitiveness and stability of exports. This relationship is confirmed by the correlation coefficients between exports and specific marketing strategies: 0.6559 for influencer marketing and 0.78282 for search engine optimisation.

Conclusions. The study outlines the specific features of marketing strategies under wartime conditions and offers practical recommendations for their application. It identifies the adaptability level of Ukrainian enterprises at 60% and proposes measures to enhance it. An adaptive iterative approach for achieving long-term goals in real time is introduced. Furthermore, a modified dissipative structures framework is applied to identify the most promising marketing tools, with the markets for social media marketing and television advertising projected to grow by 30% and 32%, respectively, in 2026 compared to 2025.

Keywords: marketing, strategy, competitiveness, enterprise, brand management, financial resources.

1. Introduction.

Military actions lead to large-scale changes in the market and fundamental shifts in business operating conditions. Therefore, the significant impact on production and business activities in Ukraine has resulted in dynamic and wide-ranging fluctuations in the competitiveness of enterprises. These changes are primarily due to damage or destruction of fixed assets, relocation of production facilities, difficulties with logistics, loss of a significant part of the primary resources, primarily labour resources, due to the mass departure of workers abroad, mobilisation, etc.

This has intensified the competitive struggle and changed its methods, including capturing a market segment due to the temporary cessation of the functioning of major competitors due to hostilities. Consequently, market analysis, one of the core marketing functions, must become a continuous and comprehensive process in times of rapid change (Shahrani et al., 2021). This function acquires new significance in wartime, as it can ensure the survival of enterprises under challenging conditions and form an appropriate level of competitiveness in a new operation direction (Ishrat et al., 2023). This requires a review of marketing strategies and changing their goals and approaches to forming long-term marketing plans, as the dynamics of external conditions require constant adjustment.

Firstly, the lack of enterprise resources and working capital demands adopting cost-reduction tactics. This also leads to reduced marketing budgets of marketing departments while simultaneously increasing their tasks and the need to use new tools, particularly information and communication tools, which require additional resources. Therefore, there is a pressing need to optimise strategic marketing tools, introduce innovative methods, and reassess traditional views on marketing activities.

2. Literature Review.

Numerous studies have focused on the issue of strategic marketing in times of economics and financial crisis.

Drummond et al. (2020) and Dwivedi et al. (2021) note the need to change strategic marketing in times of crisis and increase the role of digital marketing tools in these conditions.

Ishrat et al. (2023) indicate that a significant level of market unpredictability in times of crisis requires new mathematical approaches to defining marketing strategies. At the same time, Ishrat et al. (2023) and Mainka et al. (2023) build their conclusions based on qualitative marketing research.

Shahrani et al. (2021) note that for marketing strategies to be effective in times of crisis, there is a need for scientific substantiation of the choice of marketing tools. Pedersen and Ritter (2022) substantiate that a marketing strategy in crisis should not only react to challenges but also proactively shape the market, especially with modern tools.

Dolega et al. (2021), supporting these views, specify this toolkit, noting the importance of marketing in social digital media and its significance for increasing the competitiveness of companies.

Romanova et al. (2024) indicate that digital marketing and online technologies have become important marketing strategies in economic instability. Dykan et al. (2021) indicate that the choice of digital marketing tools should realise the synergistic effect of their actions, and propose an additive econometric model for this. However, this study did not sufficiently substantiate the additivity of the model.

Ebrahim (2020) named one of the main factors for the success of digital marketing as measuring its effectiveness but did not propose an appropriate method for this. Ebrahim (2020) also indicated a qualitative connection between companies' marketing effectiveness and competitiveness. This is confirmed by Ungerman et al. (2018), where statistical methods have proven a direct relationship between the competitiveness of enterprises and the effectiveness of marketing strategies.

Nadanyiova et al. (2021) use a statistical approach to assess the effectiveness of digital marketing. Unfortunately, this approach assesses the effectiveness of marketing strategies in the past and not in the future.

However, the choice of digital marketing tools using artificial intelligence (Nair & Gupta, 2021) or the AHP method of adaptive design of digital platforms (Simjanović et al., 2022) in Ukrainian realities requires significant financial investments and expenditure of significant time resources.

A review indicated the need to determine the impact of war on the formation and implementation of marketing strategies of enterprises to ensure competitiveness and develop a mathematical model for forecasting and selecting effective strategic marketing tools in the face of dynamic changes in external and internal factors.

3. Methodology.

When forming the mathematical model, an aggregate approach was applied and methods of correlation and vector analysis were used. This is due to the fact that the application of traditional forecasting methods using time series is significantly complicated in war conditions, when economic and marketing indicators change dramatically in short time intervals. Therefore, at the first stage, the level of correlation between the indicators of the development of industrial enterprises for March of each year (Table 1) and marketing strategy tools (MSI) was assessed.

Table 1. Assessment of Indicators of the Development Prospects of Industrial Enterprises in Ukraine.

Indicators, %	2021	2022	2023	2024	2025
Indicator of business climate in industry	0,9	-2,3	-0,4	0,5	0,9
Expected changes in production volume for the previous three months, %	-3,9	-28,7	-6	-1,8	-0,3
Estimate of the current volume of orders for manufacture of products (demand)	-35,8	-53,8	-38,8	-45	-33,8
Estimate of the current volume of foreign orders for manufacture of products (export demand)	-23,2	-28,2	-33,2	-31,2	-26,2
Estimate of the current volume of inventories of finished products	-6,9	-19,9	-12,9	-7,9	-6,9
Indicator of business confidence in industry	-6,3	-25,0	-8,6	-7,3	-6,3
Balance of expected changes in selling prices for industrial products in the next three months	26,7	31,3	30,9	26,5	32,8
Expected changes in the number of employees at industrial enterprises in the next three months	-3,3	-30,6	-11,8	-10,1	-7,4

Source: based on the State Statistics Service of Ukraine (2025).

These indicators were chosen because, in addition to a direct assessment of the prospects for the development of industrial enterprises, they indirectly assess the general economic factors of the domestic market.

The limited scope of this article has led to a narrowing in the presentation of the researched indicators and tools.

Marketing tools are presented only by the information and communication components (Table 2). Digital marketing tools were chosen because they provide an innovative direction in strategic marketing (Nitsenko et al., 2019). The forecast was made by assuming the extension of martial law and was based on the forecast data of the Ministry of Finance of Ukraine (2025).

Table 2. Dynamics of Indicators of Digital Marketing Tools in Ukraine.

Marketing Tools	Market volume 2021, million USD	Market volume 2022, million USD	2022/2021, %	Market volume 2023, million USD	2023/2022, %	Market volume 2024, million USD	2024/2023, %	Market volume 2025, million USD	2025/2024, %	Market forecast 2026, million USD	2026/2025, %
TV Advertising, Total	130,89	68,71	-81	68,99	-81	96,85	49	172,11	24	792,47	32
Banner Advertising, Online	181,02	94,85	-29	199,91	143	217,18	15	258,37	15	270,29	17
Influencer Marketing	17,75	3,27	-75	13,86	164	16,37	25	15,24	-20	-78,64	2,9
Social Media Marketing	30,19	11,08	-50	13,56	30	20,50	60	29,17	50	1550,58	30
Search Engine Optimization	24,91	9,14	-50	18,07	23%	20,47	20	43,68	20,00	360,19	17

Source: based on All-Ukrainian Advertising Coalition (2025).

According to the data presented in Tables 1 and 2, correlation coefficients were calculated, and the factors with the most significant relationships were identified (Table 3).

As shown, the highest correlation values are observed for advanced areas of digital marketing, namely influencer marketing and social media marketing.

Table 3. Correlation between Marketing Strategy Tools and Industrial Development Indicators.

Marketing Strategy Tools	Indicators of the development prospects of industrial enterprises			
	Business climate indicator in industry	Expected changes in industrial employment over the next three months	Expected changes in production volume over the previous three months	Industrial Business Confidence Indicator
TV Advertising, Total	0,656128	0,465327	0,465327	0,479097
Banner Advertising, Online	0,572262	0,558251	0,770566	0,689714
Influencer Marketing	0,899907	0,868837	0,895781	0,948562
Social Media Marketing	0,831521	0,704319	0,739718	0,691613
Search Engine Optimization	0,488563	0,104429	0,791098	0,515717

Further, given the time series:

$$\vec{\alpha}(i\Delta t) = \vec{\alpha}_i, i = 1..n$$

where, t is time, years, n is the number of time intervals, the resulting vector $\vec{\alpha}$ was calculated in the multidimensional phase space:

(1)

$$\vec{x}(t) = \left\{ \vec{\alpha}(t), \frac{d\vec{\alpha}(t)}{dt}, d^{n+1} \frac{d\vec{\alpha}(t)}{dt^{n+1}} \right\} = \{ \vec{x}_1, \vec{x}_2, \vec{x}_3, \dots, \vec{x}_n, \vec{x}_{n+1} \} \quad (2)$$

The value of $\vec{\alpha}$ in the following time interval was found by the method of numerical differentiation using approximate mathematical equations. The calculation results are given in the last column of Table 2. The most promising innovative marketing strategies are social media marketing, the market forecast to grow by 30% in 2026 compared to 2025, and television advertising, the market forecast to grow by 32% in 2026 compared to 2025.

4. Aim and Tasks.

This study aims to identify the factors influencing the formation and implementation of enterprises' marketing strategies to ensure competitiveness. The objectives of the article are: to determine the features of marketing strategies in war conditions, to develop recommendations in the formation of these strategies; to determine the level of adaptability of Ukrainian enterprises and directions for its strengthening; to develop a mathematical model for forecasting and selecting effective strategic marketing tools.

5. Results.

This study is based on the definition of a marketing strategy to ensure competitiveness in the face of dynamic changes in adverse external factors. It is proposed to define a marketing strategy to ensure competitiveness as a set of marketing measures, mutually coordinated over a given time interval, aimed at achieving an appropriate level of enterprise competitiveness in domestic and foreign markets.

This strategy should consider the enterprise's resource potential, continuous market research and monitoring of consumer needs, identification of trends in key indicators, assessment of external influences, recognition of opportunity windows, and timely evaluation of the resources required for their effective utilisation. Unevenness is a peculiarity in the impact of war on the activities of enterprises. Sales dynamics, access to resources, and the condition of target consumer groups vary significantly.

These variations depend on the enterprise's area of activity, geographic region, and industry sector. The uneven functioning of enterprises is also caused by a lack of resources, relocation of production, and a decline in the population's purchasing power. This also causes significant differences in the marketing strategies of different enterprises.

The dynamic effects of war require prompt management responses in choosing new areas of business activity and expanding sales markets, which require changing marketing strategies.

An indicator of the effectiveness of the marketing of Ukrainian businesses, particularly brand management, is a drop in the share of repeat purchases in the total sales volume to 0.5. A decrease in the frequency of purchases is also recorded by 66% of the companies (Kyivstar Business Hub, 2023). This indicates an uneven level of adaptability of enterprises under war conditions, which can lead to a significant decrease in the competitiveness of Ukrainian businesses.

Another underestimated risk of war is the level of uncertainty: market uncertainty, changes in basic consumption trends, and uncertainty in inflation dynamics. Uncertainty leads to reduced sales volume, losses, and decreases in employment. Uncertainty also significantly affects pricing, which is a consequence of a decrease in the population's solvency level. The decrease in solvency inversely increases uncertainty regarding changes in primary market factors. The definition of "market panic" for this phenomenon in research is insufficient since the specified phenomenon, unlike the temporary impact of market panic, acts permanently.

The war changed the attitude of many consumers toward purchasing new goods (Kyivstar Business Hub, 2023), which is not vitally necessary since the threats of the destruction of private property have significantly increased. Therefore, a feature of the marketing strategy is the need to overcome this "purchasing apathy" to indicate that the joy of the purchase can compensate for consumers' anxiety levels. This strategy significantly increases the role of marketing in acquiring a new level of competitiveness.

The impact of war has exacerbated the need for forecasting and permanent monitoring of threats, especially for the nearest periods, for the application of flexible marketing, training resources, and personnel for both predicted and unexpected market changes. A peculiarity of forecasts during wartime is that the significant dynamics of changes cause the growth of nonlinear manifestations of threats.

The volatility of the market situation during war forms a new vision of a competitive strategy. If, in peacetime, the competitive strategy is aimed at obtaining sustainable competitive advantages, then in wartime, such a quality as “sustainability” can be realised only in the short term. Thus, competitors can lose market advantage due to the destruction of fixed assets, occupation, and enterprise relocation. That is, competitive advantage is acquired not sustainably, but for a short time until the competitor resumes production activities. However, this makes it possible to take root in the market, and it is necessary to expand sales volumes, strengthen communication ties with customers and their trust, and spread the influence of the brand.

In this case, the competitive strategy should adopt an iterative, step-by-step approach to the goal. For this, marketing strategy should be based on image creation, market aggregation, and variability of marketing tools (incentive marketing, synchro marketing, supporting marketing, remarketing, demarketing, and implementation of services for buyers). This incurs additional costs to provide marketing services with information and communication tools properly.

A certain obstacle to the implementation of dynamic variable marketing is the habituation of Ukrainian management to traditional views on marketing activities and the importance of marketing to the functioning of the enterprise. Therefore, enterprise management traditionally mentions marketing only when there is an apparent decrease in sales volume. Thus, according to the International Institute of Business (2023), 65% of enterprise managers believe that marketing strategy is solely the responsibility of the marketing department, and 45% consider marketing to be a “declarative and impractical activity”.

Moreover, 92% of enterprise owners and managers were unaware of the market volumes of their products. Therefore, the task of the marketing strategy is not only to change the attitude towards the enterprise in the market but also to change the attitude of the owners and managers of enterprises to marketing. This should be facilitated by the fact that, with a decrease in the solvency of the population, the level of competition in the domestic market should increase because businesses will try to maintain the level of sales at the pre-crisis level.

The use of such an element of marketing as the price of a (service) may be limited because of war-related increases in cost. With many displaced people, using strategies aimed at certain geographical locations is unprofitable. It is necessary to use the latest technologies to expand sales markets to a maximum. The hostilities did not devalue the need for brand management but, on the contrary, even strengthened it because consumers need to have established psychological anchors in the face of significant dynamic changes. Simultaneously, adaptive brand management should be balanced and rationally moderated. Therefore, it does not meet the above requirements.

Permanent market research as an integral marketing strategy tool during the war can also be a timely impetus for changes in an enterprise’s business activities. Changing the direction of activity or the target group of consumers requires increasing resource provision, particularly for the enterprise’s marketing groups. Even when deciding to maintain the direction of activity, resources must be reviewed and costs analysed. This also requires a change in the direction of competitiveness, which requires a change in the goals of the marketing strategy and marketing plans. Under these conditions, it is necessary to strengthen communication with customers.

Cost optimisation in times of war is an essential component of marketing strategies. Financial resources should support only the effective marketing areas. Content strategy and brand management must include timely updates on marketing information, volunteering, charity, and support for victims of aggression, considering the impact of war on supply chains and service timeliness.

Volunteers and charitable activities, with a well-thought-out PR campaign, can serve as a driver for acquiring a new level of competitiveness, since both citizens and business partners find it more pleasant to work with those who help the military or victims. This also increased the level of trust in the products of Ukrainian enterprises. Such measures should also be aimed at the post-war period, as consumers will remember them. The importance of this factor, as evidenced by research indicators (European Business Association, 2023), is understood by almost half of the surveyed owners and managers of Ukrainian enterprises to help the military actively.

As features of marketing strategies for acquiring new competitive opportunities in wartime, and accordingly, recommendations for formulating strategies taking these features into account, it is also necessary to note:

- The possibility of obtaining a larger market segment due to a temporary decrease in the competitiveness of its main competitors in the domestic market due to military operations. In this case, it is advisable to use the marketing strategy of “rooting in the market”—expanding the customer base, forming communications with customers, accustoming customers to the company’s brand, etc.

- The need to separate volunteer activities from commercial ones. Such actions can permanently damage a company’s reputation and lead to loss of competitiveness.

- The use of “gentle” communication that does not offend citizens’ feelings.

- Maximum accuracy in determining the consumer qualities of dual-use goods, since this can save someone’s life; second, it will free the company from possible lawsuits when someone gets injured or loses their life due to inadequate quality of goods.

- The reasonableness of marketing tools regarding the purposes of using specific groups of goods, such as “military” style clothing. It is important that these clothes, by their patterns, shades, etc., can be identified as not being uniform.

- The need to consider the reduction of opportunities during the war for any business to fully satisfy all market requests owing to the dynamics of changing conditions and the lack of reserves of enterprises when implementing marketing strategies.

A marketing strategy for ensuring competitiveness during hostilities should also consider how a company’s products/services can overcome the aggressor. Even marketing tools that assess the amount of investment required to make products/services in the aforementioned direction will increase the volume of communication with target groups of consumers and even expand the number of such groups. The change in public trust in established means of communication, television, and radio broadcasting should encourage the use of the latest digital marketing communications tools, increasing the importance of personal communication with the client.

Table 1 shows the dynamics of expectations of the management of industrial enterprises regarding the prospects of business activity in the industry and the assessment of business confidence for the periods before and after the start of full-scale aggression. After a significant drop in specific indicators in mid-2022, there was some improvement by 2023. However, the indicators level in 2023 is still significantly lower than in 2021. A negative assessment of export demand prospects indicates reduced enterprises’ opportunities to enter foreign markets. This is mainly due to the deterioration of logistics and disruptions at border crossings.

Positive changes in expectations for production volumes over the next three months indicate expectations for increased sales in the domestic market.

The indicators in Table 1 demonstrate the adaptive capacity of businesses, even under war conditions. The adaptability level of Ukrainian enterprises was estimated at 60% (Fig. 1). Only 3% of companies have permanently ceased operations, 18% have temporarily ceased operations, and 20% have ceased operations occasionally.

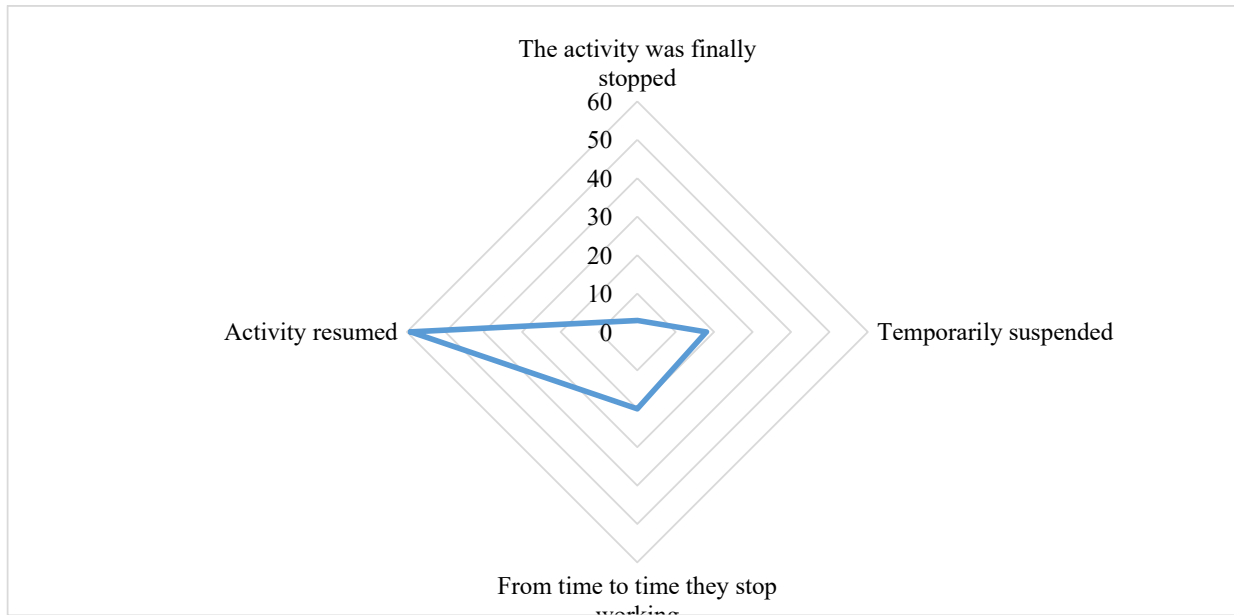


Fig. 1. State of Functioning of Ukrainian Enterprises in War Conditions (% of respondents).

Source: based on the European Business Association (2023).

To increase the adaptability of enterprises, management employs various marketing strategies.

The majority opt to expand the use of information and communication technologies (ICT), with approximately 39% introducing new ICT tools and about 34% focusing on expanding their customer base (Fig. 2).

A smaller proportion of enterprise owners and managers, as shown in Fig. 2, choose strategies that promise sustainable competitiveness but also require significantly higher financial and other resource investments. These include marketing strategies aimed at introducing new products/services (~17%) and improving the quality of existing ones (~17%).

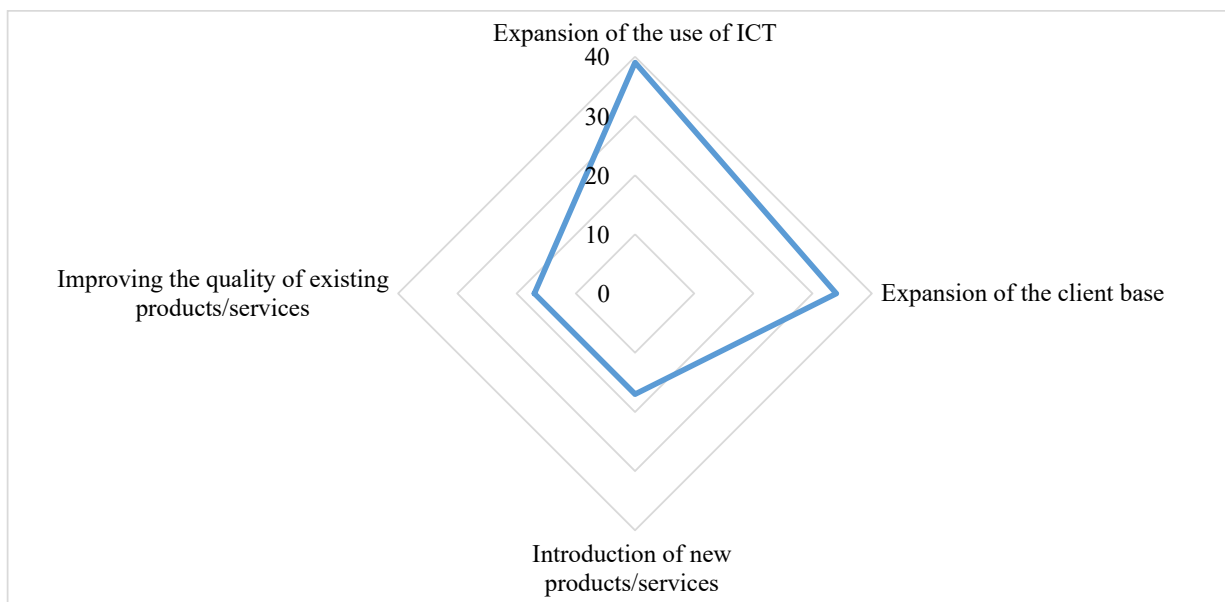


Fig. 2. Choice of New Marketing Strategies by Ukrainian Enterprises, (% of respondents).

Source: based on the European Business Association (2023).

The dynamics of enterprises' adaptation to war conditions can also be assessed by changes in the Investment Attractiveness Index, calculated on a five-point scale (Fig. 3).

The integral value of this indicator decreased slightly during the first half of 2023. A decrease was also observed in 2022 - to 2.44 points from 2.48 points in the second half.

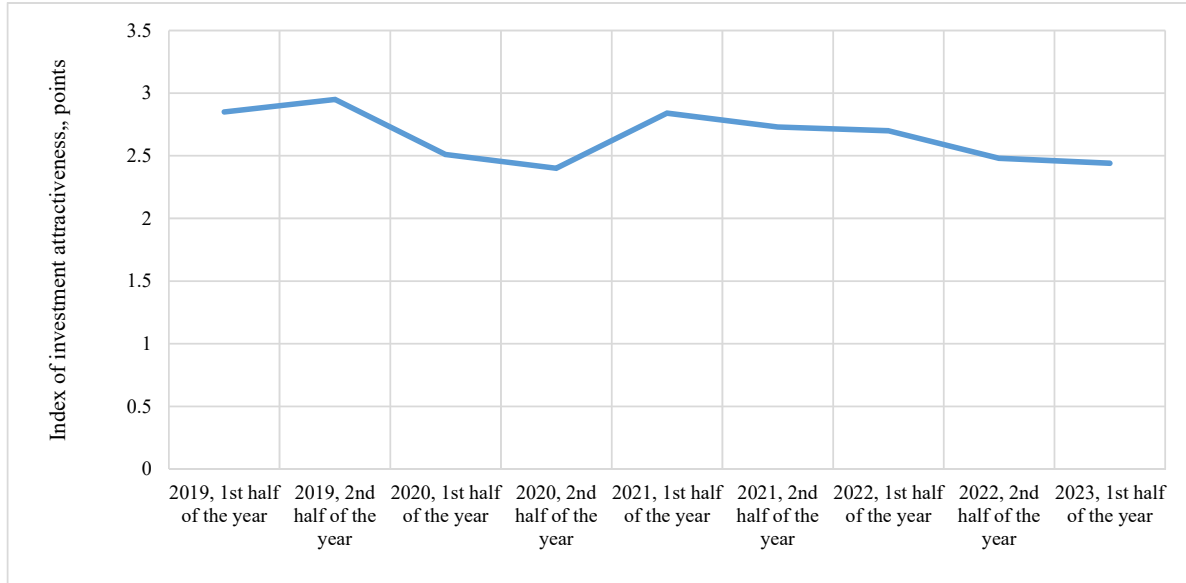


Figure 3: Dynamics of the Investment Attractiveness Index in Ukraine (on a five-point scale).
Source: based on data the European Business Association (2023).

This not only indicates an unfavourable investment climate but also a deterioration trend. Therefore, marketing strategies should address enterprises' lack of working capital and the need to optimise costs. Simultaneously, the application of modern innovative technologies in marketing, particularly those presented in

Table 2, and production contributes to the enhancement of enterprise performance, even under crisis conditions. A key indicator of the competitiveness of Ukrainian enterprises, namely, their position in the Global Innovation Index (WIPO, 2025), improved by 11 points in 2024 compared to 2021 (Fig. 4).

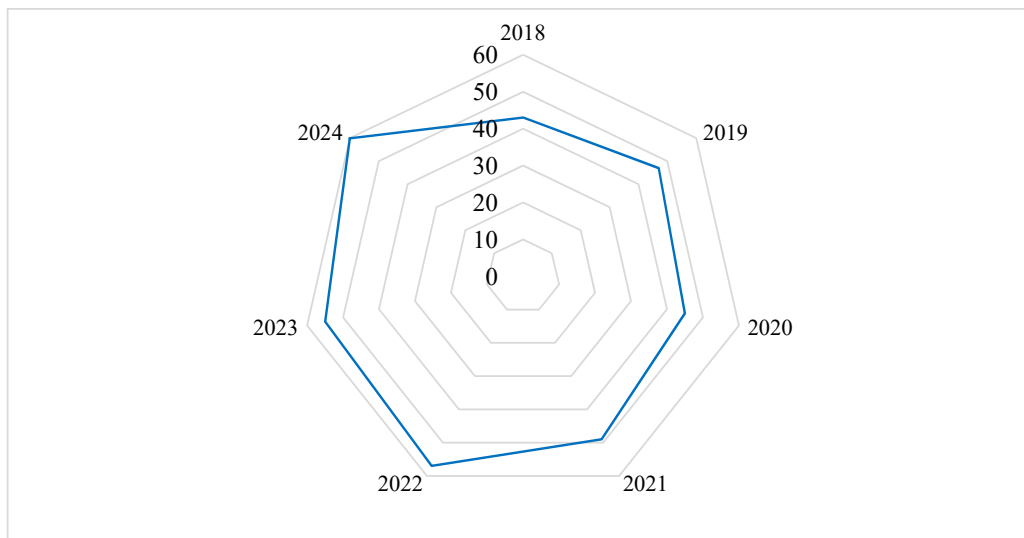


Fig.4. Dynamics of Ukraine's Position in the Global Innovation Index.
Source: based on the WIPO (2025).

This ensured the competitiveness of Ukrainian enterprises, which allowed not only to support the volume of exports of goods and services during the war but also to increase this indicator in some areas, for example, in the US market, by 4.33% in 2024 compared to 2022 (Table 4).

The relationship between this indicator and the marketing strategies of Ukrainian enterprises is confirmed by the high correlation coefficients between the volume of exports to the USA and the use of advanced marketing tools: 0.6559 for influencer marketing and 0.78282 for search engine optimisation.

Table 4. Dynamics of exports of goods and services, million USD.

Export destinations of goods and services	Years			
	2021	2022	2023	2024
Europe	32 909	33 970	31 058	32 058
Asia	25 648	11 468	9 779	11 869
America	7 410	5 556	5 315	5 652
including USA	5 396	4 945	4 899	5 159
Africa	5 832	2 238	1 738	3 004
Australia and Oceania	169	115	100	95

Source: based on the National Bank of Ukraine (2025).

First, the significant dynamism of external influences necessitates the iterative refinement of the results of the next stage in real-time, planning measures to achieve it, and determining the necessary resources for this.

The above also requires a radical change in the definition of “strategic marketing”, with a significant reduction in the size of the planning periods.

On the other hand, the unpredictability of external influences increases the need for mutual compliance and complementarity of stages/steps in marketing strategies, which is the key to their effectiveness.

The unpredictability of changes in external influences may lead to deviation from planned measures during the marketing strategy stage. This stage should then be divided into separate substages. This will allow for the implementation of a highly effective real-time adaptive approach for the implementation of long-term goals.

Second, the formation of a marketing strategy for external and internal markets will differ radically because of the significant dynamism of changes in the internal market due to military threats. Military threats and their impact on changing conditions for the enterprise's activities and internal market also narrow the possibilities of using peacetime marketing tools.

As a result of the above, with significant market dynamics, the market segmentation tool (STP-marketing) loses its effectiveness because of the blurring of differences in the internal market and the significant dynamism of changes in the consumption patterns of the leading consumer groups. The general features of internal consumption, trends in their change, and the main factors influencing them have become more significant in strengthening the competitiveness of enterprises.

Third, given the absolute necessity of a systemic approach to the implementation of marketing strategies, there is a need to revise this concept significantly. Modifying the dissipative structures approach (Glansdorff & Prigogine, 1971) is proposed, as in wartime conditions, primary external factors significantly influence competitive adaptation more than secondary ones. According to the theory of dissipative systems, this is both a competitive environment and an adaptive marketing strategy that includes choosing marketing resources. According to the theory of dissipative systems, entropy serves as a measure of system efficiency and is defined as the difference between received and perceived “useful energy”. This study proposes defining system efficiency as the difference between externally induced negative influences and the measures taken to neutralise them.

Consequently, the reciprocal level of deviation from planned activities at each stage of marketing strategy implementation can be used as an indicator of system effectiveness (Yang et al., 2022).

6. Conclusions.

It should be noted that the impact of the war on the activities of industrial enterprises in Ukraine is not uniform, and the reasons for this unevenness are indicated. This causes significant differences in the marketing strategies of different enterprises.

The uneven level of adaptability of enterprises in war conditions was also confirmed which can lead to a significant decrease in the competitiveness of Ukrainian businesses. A characteristic indicator of this is a decrease in the share of repeat purchases in the total volume of sales and a decrease in the frequency of purchases for the majority of Ukrainian enterprises. The war changed the attitude of a large number of consumers toward the purchase of new goods. Therefore, the marketing strategy must overcome this "purchasing apathy". This strategy significantly increases the role of marketing in acquiring a new level of competitiveness.

This indicates that the impact of the war changed the weight and significance of marketing tools and limited their use but did not lead to a change in the methodological principles of the marketing strategy. The war has exacerbated the need for forecasting and permanent monitoring of threats, especially for the nearest periods, in order to apply flexible marketing.

The variability of the market situation during the war forms a new vision of competitive strategy. Hostilities can lead to competitive advantage being acquired not sustainably but for a short time until the competitor resumes production activities.

In this case, a competitive marketing strategy should acquire the iterative nature of a step-by-step approach to the goal. This indicates that the obstacle to implementing dynamic variable marketing is the habituation of Ukrainian management to traditional views of marketing activities.

As an integral tool of marketing strategy during the war, permanent market research can be a timely impetus to change the direction of an enterprise's business activities and ensure competitiveness. This also requires a change in the direction of competitiveness, which accordingly requires a change in the goals of the marketing strategy and plans. This indicates that cost optimisation during wartime becomes an indispensable component of the marketing strategy. Financial resources should only support effective marketing directions.

The features of marketing strategies for acquiring new competitive opportunities in wartime are presented, and recommendations for their formation and implementation are proposed considering the specified features.

An aggregate mathematical model was developed using the correlation and vector analysis methods. This model will be used to forecast the digital marketing market for the following year. This made it possible to identify the most promising marketing strategy tools. Social media marketing, with a projected market growth of 30% in 2026 compared to 2025, and television advertising, expected to grow by 32% over the same period, were determined to be the most effective.

It is noted that the use of modern innovative technologies in marketing and production leads to an increase, even in times of crisis, in one of the main indicators of the competitiveness of Ukrainian enterprises: the position in the Global Innovation Index ranking (WIPO, 2025), which in 2024 increased by 11 points compared to 2021.

This ensured that the competitiveness of Ukrainian enterprises allowed not only to support the volume of exports of goods and services during the war but also in some areas, for example, in the US market, to increase this indicator in 2024 compared to 2022 by 4.33%. The connection between this indicator and the marketing strategies of Ukrainian enterprises is confirmed by the high value of the correlation coefficient between the volume of exports of goods and services to the US with modern marketing tools: influencer marketing (0.6559) and search engine optimisation (0.78282).

An adaptive iterative approach for the implementation of long-term goals in real time is proposed. The need to revise the concept of a systematic approach in the implementation of marketing strategies is indicated. Therefore, a modification of the Prigogine approach was proposed.

A new entropy measure is proposed to assess system effectiveness as the difference between the external negative impacts and the measures taken to neutralise them. Reciprocal deviation from planned actions at each stage of marketing strategy implementation serves as an effectiveness indicator.

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