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MODERN TRANSFORMATIONS OF INDUSTRIAL MARKETING MODELS IN UKRAINE

In the conditions of active development of digital technologies and increased competition for consumers' spending, domestic industrial marketing has essentially shifted its focus towards qualitatively new tools and technologies to achieve marketing goals in the industrial sector. Under these conditions, it goes through a series of specific transformations, gradually evolving into a quite flexible system that uses adjusted strategies, reactive methods, and variable approaches to promote and sell products and services in the industrial market. Therefore, the article aims to study the nature and content of modern transformations in industrial marketing models in Ukraine. The research results highlight the fact that the contemporary transformations in industrial marketing models in Ukraine are characterized by the nature of change that emphasizes adjusted strategies, reactive methods, and adaptable approaches to meet the evolving demands of consumers, competitive pressures, and technological possibilities. These transformations exhibit the following features: gradual hybridization of marketing methods and technologies by combining their traditional forms with innovative ones; an increase in the scalability of the internal marketing department; enhancing the strategic flexibility of marketing by developing the capability for automatic change generation, adapting marketing strategies swiftly to new market conditions and opportunities.

Keywords: scaling, marketing department, marketing technologies, product, and service sales.

JEL classification: A11, A19, E3

СУЧАСНІ ТРАНСФОРМАЦІЇ МОДЕЛЕЙ ПРОМИСЛОВОГО МАРКЕТИНГУ В УКРАЇНІ

Вітчизняний промисловий маркетинг, в умовах активного розвитку цифрових технологій та посилення конкуренції за гроші споживачів, фактично переорієнтувався на якісно нові інструменти та технології досягнення маркетингових цілей в індустріальному секторі. За таких умов він проходить через низку специфічних трансформацій, внаслідок яких поступово перетворюється на досить гнучку систему, що використовує скоректовані стратегії, реактивні методи та змінні підходи до просування та продажу продукції та послуг на промисловому ринку. Відтак стаття спрямована на вивчення характеру та змісту сучасних трансформацій моделей промислового маркетингу в Україні. За результатами дослідження було виявлено, що сучасні трансформації моделей промислового маркетингу в Україні характеризуються досягненням коригованості стратегій, використанням реактивних методів і змінними підходами, які відповідають мінливим вимогам споживачів, наявному конкурентному тиску та технологічним можливостям. Ці трансформації вирізняють такі особливості, як: поступова гібридизація методів та технологій маркетингу; підвищення швидкості масштабування внутрішнього середовища маркетингового відділу; підвищення стратегічної гнучкості маркетингу з формування здатності до автоматичної генерації змін. Доведено, що ці особливості трансформації моделей промислового маркетингу в Україні вказують на ті його зміни, які спрямовані на його перетворення на еволюційну, гібридну й інтелектуальну систему. Маркетинг як еволюційна система відображає його постійний розвиток та адаптацію до змін у сучасному бізнес-середовищі. Маркетинг як гібридна система означає, що він об'єднує різні методи, технології та підходи, які поєднують традиційні інструменти маркетингу з інноваційними та цифровими методами. Маркетинг

як інтелектуальна система означає, що він використовує інтелектуальні підходи та технології для збору, обробки та аналізу даних, розробки стратегій та прийняття рішень. Перспективи подальших досліджень полягають у системному вивченні взаємозв'язку між змінами в маркетингових підходах та ефективністю комунікації зі споживачами.

Ключові слова: масштабування, маркетинговий відділ, технології маркетингу, продаж продукції та послуг.

Statement of the problem. Domestic industrial marketing, in the context of the active development of digital technologies and increased competition for consumers' money (which is driven by a significant market contraction due to the war), has effectively shifted towards entirely new tools and technologies for achieving marketing objectives in the industrial sector. Under these conditions, it undergoes a series of specific transformations, gradually evolving into a rather flexible system that employs adjusted strategies, reactive methods, and variable approaches to promote and sell products and services in the industrial market. At the same time, it is important to understand the nature of the transformations taking place in industrial marketing, as this helps industrial company executives and marketing professionals make informed decisions regarding resources, budgets, and strategies. Modern technologies are changing consumer habits and demanding industrial companies to enhance the adaptability of their marketing strategies to meet the needs of contemporary consumers. With intensified competition due to market saturation and the increasing volume of data, it is crucial to efficiently allocate resources, including marketing budgets, which requires these companies to shape flexible marketing channels and tools, considering how they operate in each specific situation. Changes in industrial marketing also influence how companies develop their marketing strategies. Understanding these changes helps managers and marketing specialists devise optimal strategies that align with market demands. Many other aspects drive research in this area.

Analysis of research and publications. The issues of industrial marketing in Ukraine are addressed in the research works of Myronenko I.I., Vorobets V., Ivashova N.V., Honcharenko T.P., Kompaniets T.I., and several others. In the majority of the available works, the emphasis is placed on theoretical aspects of marketing activities and marketing management in industrial enterprises, which is characteristic of the research conducted by Kompaniets T.I. and Myronenko I.I. Additionally, some studies focus on the most common marketing technologies that allow companies to adapt more effectively in a market-driven economy, as seen in the research conducted by Vorobets V., Ivashova N.V., and Honcharenko T.P. The latter also explores the strategic features of actions on various types of industrial markets, their primary objectives, objects, and directions, as well as the factors that increase their significance. At the same time, the examination of the nature and content of contemporary transformations in industrial marketing models, specific to Ukraine, has been overlooked by researchers. This shapes a broad scientific issue because systematic knowledge about transformations in the field of industrial marketing enables domestic industrial companies to be prepared for future changes and adapt their strategies in advance.

Objectives of the article. The article is aimed at studying the nature and content of contemporary transformations in industrial marketing models in Ukraine.

Summary of the main results of the study. Within the scope of this study, attention is drawn to the fact that

in the context of contemporary transformations, industrial marketing is becoming increasingly complex. Specifically, its inclination (as a system) towards significant flexibility expectedly alters its fundamental characteristics by changing its basic approaches, methods, and actions aimed at achieving the company's goals in a competitive environment. The main characteristics that domestic industrial marketing has already acquired include [1; 3; 5–6]:

1. A significant level of digitization in customer acquisition, interaction, and retention processes. This characteristic has developed due to the widespread adoption of web platforms, social media, electronic communication, and other online tools in these processes.

2. A significant level of data processing digitization. This characteristic has arisen due to the increasing importance of analytics and the requirements for data quality and volume, which must be sufficient for understanding audience needs, measuring the effectiveness of marketing campaigns, and making informed decisions regarding customer acquisition and retention.

3. A qualitatively new approach to customer acquisition and retention. This characteristic has emerged due to the specific need to build enduring relationships with customers and partners through personalization, communication, and transparency, as well as elements of education and raising consumer awareness.

4. A qualitatively new approach to increasing the value of products for customers through features, design, branding attributes, packaging, and service offerings. This characteristic has emerged due to the specific need for the ability to develop and provide diversified, and sometimes personalized, solutions in product development and promotion.

5. Significant innovativeness and adaptability. This characteristic has arisen due to the constant need for innovation and adaptation to numerous changes in the industrial sector, which requires changes in the professional activities of marketers (who need to be aware of the latest technologies and trends).

6. Emphasis on Corporate Social Responsibility (CSR). This characteristic has developed because CSR has become a new approach to promoting businesses, informing the public about business initiatives, and engaging consumers in practices related to philanthropy, sustainability, and environmental initiatives.

According to the above, the ideal outcome of transforming industrial marketing models in Ukraine is illustrated in Figure 1.

This result entails deepening the dynamism and flexibility of industrial marketing, which, in terms of its properties, increasingly approaches an evolving, hybrid, and intelligent system that:

1. Adapts to changes.
2. Rapidly absorbs and integrates the latest technologies and analytics.
3. Continuously responds to consumer needs.

An example of an industrial enterprise in Ukraine with such an evolutionary, hybrid, and intelligent marketing system is Nestlé Ukraine, which operates in the food and

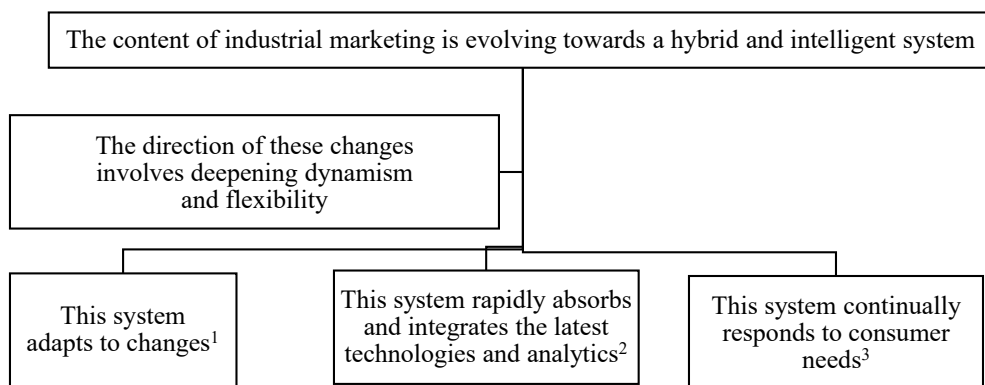


Figure 1. Outcome of the transformation of industrial marketing models in Ukraine

Note

¹ Modern business environments are constantly evolving, and industrial marketing rapidly responds to new trends, technologies, and customer demands. Industrial enterprises that embrace short-term changes in their marketing approaches can achieve competitive advantages.

² The use of digital technologies and analytics enables industrial marketing to be more informed and effective. As a result, as a system, it can interact with customers more efficiently and in a personalized manner.

³ Considering consumer needs and values should be a key aspect of modern marketing. It is the marketing system that actively listens to and responds to changes in consumer demands that becomes more adaptive.

Source: formed based on [1; 5–6]

beverage sector. Specifically, Nestlé Ukraine considers consumer needs to the maximum extent and develops Nestlé products that meet their expectations, with a focus on environmentally friendly and sustainable production practices. For instance, Nestlé actively implements water conservation programs and improvements in water resources in its operations, works on reducing energy consumption, and utilizes renewable energy sources in its production processes to minimize environmental impact. Nestlé Ukraine rapidly adapts to changes in consumer behavior and consumer demands. This includes actively introducing new products and updating existing ones to align with modern trends in consumer preferences. The company employs various communication channels, such as social media and consumer surveys, to understand consumer needs and preferences. Nestlé Ukraine has developed products that cater to unique taste preferences and cultural aspects of Ukrainian consumers, including options like honey or berry-flavored beverages.

It's worth noting that the outcome of the transformation of industrial marketing models in Ukraine leads to its evolution into a hybrid and intelligent system through the following changes:

Gradual hybridization of marketing methods and technologies (such as television, print advertising, etc. [2]) through the combination of their traditional forms with innovative approaches. For example, the use of social media, content marketing, e-commerce, and other digital tools to enhance the effectiveness of marketing campaigns. This enables industrial enterprises to achieve a broader audience reach and obtain more consumer data to deliver personalized offers. This includes hybrid advertising campaigns that utilize various interaction channels on platforms determined according to the time consumers spend on them. It involves hybrid content that combines different formats and mediums based on audience attention and brand promotion. Hybrid commerce covers a comprehensive range of directions, from traditional

retail to e-commerce [6]. Hybrid offerings are achieved by leveraging all types of consumer data to create personalized proposals and advertisements [6]. Therefore, the features of the transformations in industrial marketing aimed at hybridizing its methods and technologies are illustrated in Figure 2.

As a result of the defined transformations, manufacturing companies can have physical stores as well as online shops, allowing consumers to choose the most convenient purchasing method. They can analyze consumer purchases and views to offer individual products or services, and they can create engaging video content for consumers that can be published on television channels and social media platforms. In addition, such enterprises can achieve broader audience reach since different consumers utilize various media platforms. This includes the potential to use multiple marketing channels such as television, radio, print, social media, search optimization, email, and others, or create synergy between different media platforms. In general, the higher the level of hybridization of marketing methods and technologies, the more flexible and adaptable the marketing system is to various media platforms and different audiences, leading to greater opportunities for reaching and engaging with consumers.

Increasing the speed of scaling the internal marketing department's environment, including experts in analytics, digital technologies, creativity, and other fields. This contributes to resource efficiency in implementing the necessary changes for new marketing strategies and technologies. Scaling also enables a faster response to market changes and greater integration of various marketing aspects. This includes reactive team expansion in the marketing department (by instantly recruiting or removing specialists from various fields like analytics, digital technologies, creative, design, web development, etc. [2]), reactive changes in the database that allow the shared use of knowledge, resources, and infrastructure within the marketing department (adjustments to data

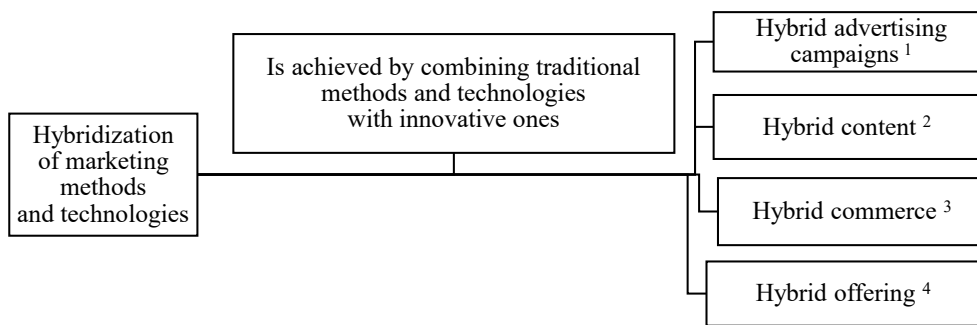


Figure 2. Features of the transformations in industrial marketing aimed at hybridizing its methods and technologies

Note:

¹ This allows companies to achieve a broader audience reach as different consumers use various media platforms. Flexibility in channel selection enables the optimization of advertising campaign effectiveness.

² This contributes to brand promotion and audience engagement.

³ It also helps companies collect consumer data and their purchases for further analysis.

⁴ This enhances the efficiency of marketing campaigns and consumer engagement.

Source: formed based on [2; 6]

access systems, tools, and platforms that facilitate collaboration and knowledge sharing [2]), and reactive integration of technologies and analytics into the marketing department's workflow (integration of new tools and platforms for data collection and analysis [6]). Therefore, the features of transformations in industrial marketing aimed at increasing the speed of scaling the internal marketing department environment are presented in Figure 3. It is worth noting that the effectiveness of these transformations is driven by demand observation. For instance, the Ukrainian confectionery corporation Roshen has achieved significant acceleration in scaling its internal marketing department environment by utilizing sales and demand data from previous years, monitoring social media, web analytics, and other sources to keep track of changes in demand. If Roshen's industrial marketing system detects increased demand, it can automatically activate an advertising campaign. For instance, placing advertising banners on social media, on television, or on the company's website. The advertising campaign can be targeted at different audiences based on their interests and demand (for example, offers for children, adults, or gift sets depending on the factors influencing the demand). If demand for Roshen's products decreases after the holiday season, the system can automatically reduce advertising activity or reallocate the advertising budget to other strategies. Clearly, because of these transformations, businesses improve their readiness to quickly respond to changes in the market and can adjust access to necessary resources for experts at the right moment.

For example, if there is a sudden opportunity for an advertising campaign, you can activate a backup team to execute the project. If there's a need to enhance an advertising campaign, you can reallocate creative specialists to focus on that project.

3. Increasing the strategic flexibility of marketing involves developing the capability for automated change generation, allowing for quick adaptation of marketing strategies to new market conditions and opportunities [6]. This includes monitoring the results of marketing campaigns and collecting real-time data, allowing for the

analysis of decision effectiveness, automatic activation or deactivation of marketing technologies and tools, implementing, adjusting, and controlling various marketing operations without the involvement of marketers (such as creating personalized offers for customers through artificial intelligence, modifying advertising campaigns, adapting to negative feedback, or altering strategies based on measurements [6]), and making instant changes to rapidly changing market conditions. Therefore, the characteristics of industrial marketing transformations aimed at increasing its strategic flexibility are presented in Figure 4.

These components help create a marketing system that is more adaptive and capable of responding to the latest market conditions and opportunities [2]. This allows businesses to react more quickly to changes and ensures greater effectiveness of their marketing strategies [3].

Conclusions. The research results highlight the fact that the modern transformations of industrial marketing models in Ukraine are characterized by the adaptability of strategies, the responsiveness of methods, and the variability of approaches to meet the changing demands of consumers, competitive pressures, and technological capabilities. These transformations are characterized by the following features:

1. Gradual hybridization of marketing methods and technologies (such as television, print advertising, etc.) through the combination of their traditional forms with innovative approaches.

2. Increased scalability of the internal marketing department environment, including specialists in analytics, digital technologies, creativity, and other fields.

3. Enhancement of marketing's strategic flexibility by developing the ability to automatically generate changes, enabling quick adaptation of marketing strategies to new market conditions and opportunities.

It is precisely these characteristics of transforming industrial marketing models in Ukraine that indicate the changes aimed at evolving it into an evolutionary, hybrid, and intelligent system. Marketing as an evolving system reflects its continuous development and adaptation to changes in the modern business environment. Marketing as

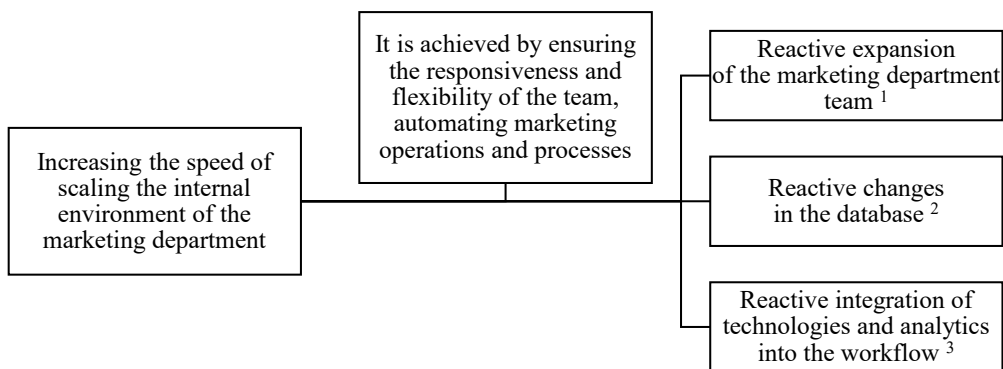


Figure 3. Characteristics of industrial marketing transformations aimed at increasing the scalability of the internal marketing department

Note:

¹ This may include the creation of backup teams, establishing a workflow for rapid planning and preparation of new marketing projects, and providing access to necessary resources and tools for new specialists joining the team.

² This may involve creating shared databases, joint projects, and other tools that facilitate collaboration.

³ This may encompass the integration of new tools and platforms for data collection and analysis, as well as training the staff to use them effectively.

Source: formed based on [2; 6]

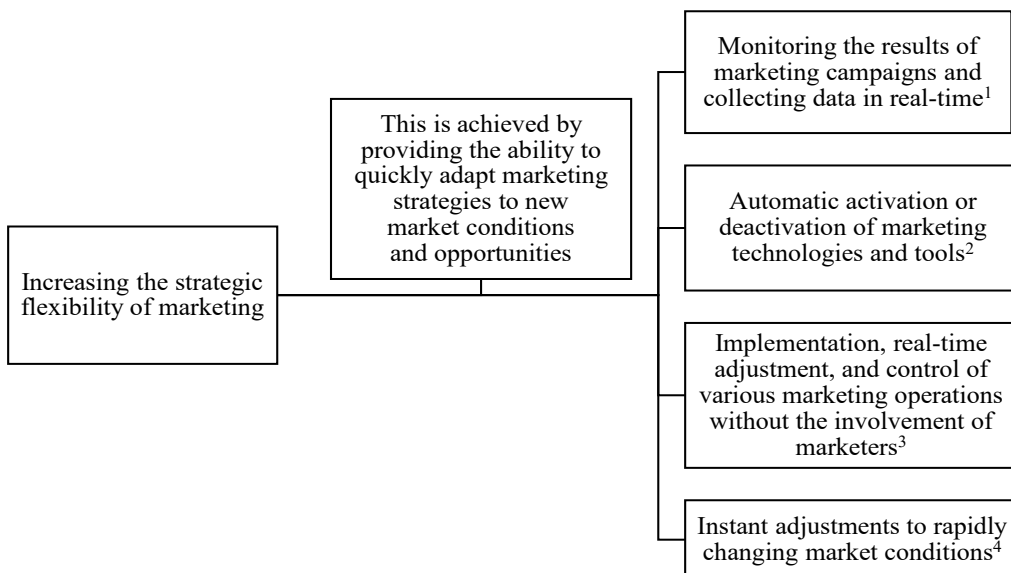


Figure 4. Characteristics of industrial marketing transformations aimed at increasing its strategic flexibility

Note:

¹ This allows identifying successful and unsuccessful strategies and reacting to them.

² This allows activating marketing technology or tools in response to increased demand or deactivating them when demand decreases.

³ This enables the creation of personalized offers for customers using artificial intelligence, changing advertising campaigns, or adapting to negative customer feedback.

⁴ When there is a change in demand for goods or services, systems can automatically adjust marketing strategies or customer offers.

Source: formed based on [2–4]

a hybrid system means that it combines various methods, technologies, and approaches that integrate traditional marketing tools with innovative and digital methods. A hybrid marketing system leverages the advantages of both classical and modern approaches to achieve its goals. Marketing as an intelligent system means that it utilizes intelligent approaches and technologies for data collection,

processing, and analysis, as well as strategy development and decision-making.

The prospects for further research lie in a systematic study of the relationship between changes in marketing approaches and the effectiveness of communication with consumers, including interactions on digital platforms and social networks.

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