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*O. Popelo,*

*Doctor of Economic Sciences, Associate Professor, Professor of the Department of Management and Administration, Chernihiv Polytechnic National University*

*ORCID ID: <https://orcid.org/0000-0002-4581-5129>*

*I. Lysohor,*

*PhD Student, Department of Management and Civil Service,*

*Chernihiv Polytechnic National University*

*ORCID ID: <https://orcid.org/0009-0007-6513-5861>*

## **ORGANIZATIONAL AND ECONOMIC MECHANISM FOR DEVELOPMENT OF THE DIGITAL MARKETING SYSTEM FOR COMMERCIAL ENTERPRISES**

*O. B. Попело,*

*д. е. н., доцент, професор кафедри менеджменту та адміністрування,*

*Національний університет «Чернігівська політехніка»*

*I. С. Лисогор,*

*аспірант кафедри менеджменту та державної служби, Національний*

*університет «Чернігівська політехніка»*

## **ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ РОЗВИТКУ СИСТЕМИ ЦИФРОВОГО МАРКЕТИНГУ ТОРГОВЕЛЬНИХ ПІДПРИЄМСТВ**

*The features of formation of the organizational and economic mechanism for development of the digital marketing system of commercial enterprises were studied. The subsystems of the digital marketing system were analyzed, namely: content marketing, SMM (social media marketing), SEO (search engine optimization), PPC (contextual advertising with pay per click), Email marketing, analytics and web analytics, influence marketing, mobile marketing, CRM marketing. The organizational and economic mechanism for development of the digital marketing system of commercial enterprises was developed, which is based on the following principles: mutual coordination, adaptability, realism, efficiency. It was substantiated that the resource provision is a critically important part of the organizational and economic mechanism for managing digital marketing, which is systemic in nature and closely related to management functions, since without a proper resource base, digital marketing cannot be effective. It is proven that the information support of digital marketing is the “nervous system” of digital marketing, it coordinates all actions, ensures the accuracy of decisions, flexibility and adaptability of the commercial enterprise, covers the collection, processing, storage, transmission and use of information, and is the basis for making strategic and tactical decisions in digital marketing, requires the collection of marketing information from both internal and external sources to form the information base and further analysis. It is studied that the personnel support of digital marketing of the commercial enterprise provides a system of measures aimed at formation, development and effective use of personnel which ensure development and implementation of the digital direction of the marketing strategy. Attention is also focused on relevance of accommodativeness, which implies the ability to adapt to changes in the external environment by restructuring its internal structures, functions or behavior, flexibly change marketing strategies, structure, communication or products, responding to new market conditions or consumer behavior and making rational management decisions in wartime.*

Досліджено особливості формування організаційно-економічного механізму розвитку системи цифрового маркетингу торговельних підприємств. Проаналізовано підсистеми системи цифрового маркетингу: контент-маркетинг, SMM (маркетинг у соціальних мережах), SEO (оптимізація для пошукових систем), PPC (контекстна реклама з оплатою за клік), email-маркетинг, аналітика та веб-аналітика, маркетинг впливу, мобільний маркетинг, CRM-маркетинг. Розроблено організаційно-економічного механізму розвитку системи цифрового маркетингу торговельних підприємств, в основу якого покладено такі принципи: взаємоузгодженості, адаптивності, реалістичності, ефективності. Обґрунтовано, що ресурсне забезпечення є критично важливою частиною організаційно-економічного механізму управління цифровим маркетингом, що має системний характер і тісно пов'язана із функціями управління, оскільки без належного ресурсного підґрунтя цифровий маркетинг не може бути ефективним. Доведено, що інформаційне забезпечення цифрового маркетингу є «нервовою системою» цифрового маркетингу, воно координує всі дії, забезпечує точність рішень, гнучкість і адаптивність торговельного підприємства, охоплює збирання, оброблення, зберігання, передавання та використання інформації, і є основою для прийняття стратегічних і тактичних рішень у цифровому маркетингу, потребує збирання маркетингової інформації як з внутрішніх, так і зовнішніх джерел для формування інформаційної бази і подальшого аналізу. Досліджено, що кадрове забезпечення цифрового маркетингу торговельного підприємства передбачає систему заходів, спрямованих на формування, розвиток і ефективне використання персоналу, який забезпечує розробку та реалізацію цифрового напрямку маркетингової стратегії. Акцентовано також увагу на важливості акомодативності, що передбачає здатність пристосовуватись до змін зовнішнього середовища шляхом перебудови своїх внутрішніх структур, функцій або поведінки, гнучко змінювати маркетингові стратегії, структуру, комунікацію чи продукти, реагуючи на нові ринкові умови або

*поведінку споживачів та приймати раціональні управлінські рішення в умовах війни.*

**Keywords:** *marketing, digital marketing, digital tools, organizational and economic mechanism, trading enterprises, content marketing, SMM, SEO, PPC, E-mail marketing, mobile marketing, CRM - marketing.*

**Ключові слова:** *маркетинг, цифровий маркетинг, цифрові інструменти, організаційно-економічний механізм, торговельні підприємства, контент-маркетинг, SMM, SEO, PPC, E-mail маркетинг, мобільний маркетинг, CRM – маркетинг.*

**Problem statement.** In the 21st century, digital marketing has become an integral part of effective activities of retail enterprises. Due to the global digitalization and changing consumer habits, retail enterprises are forced to rethink their approaches to interacting with customers. To strengthen the market positions of these enterprises, it is extremely necessary to understand the main directions of the influence of digital marketing on retail activities and outline its strategic significance.

Digitalization Offline trading is not just a trend, but also a necessity for maintaining market positions and sustainable development of the enterprise. It provides integration of digital technologies into traditional trading processes, which allows to significantly increase the efficiency of the commercial enterprise, more accurately forecast demand, to automate accounting, to improve interaction with customers and personalize service.

**Analysis of recent research and publications.** Development of digital marketing is an extremely relevant issue in activities of commercial enterprises. This topic is investigated in scientific works by the following authors: Bondarenko V., Demyanenko T., Ivanova N., Kutsyk P., Marchuk O., Ravlinko Z., Khryniuk O., Shpak N., Shindyrovsky I., Shefer M., Tesak O., Terekhov D., Sak T., Ryabov I. and others.

**Highlighting unexplored parts of the general problem.** Taking into account the existing achievements of scientists, the issue of forming the organizational and economic mechanism for development of the digital marketing system of commercial enterprises requires further research under the influence of today's challenges.

**Purpose of the article.** The purpose of this article is to study the features of formation of the organizational and economic mechanism for development of the digital marketing system of commercial enterprises.

**Presentation of the main material.** Digital marketing should be considered more broadly than Internet marketing. Digital marketing is not only on the Internet, but also in electronics, software, etc., which the user uses to exchange data. Thus, digital marketing combines digital and network technologies, thanks to which a person can communicate both via a mobile network, and via television. Wide coverage allows commercial enterprises to operate on numerous electronic platforms [1; 13].

Digital marketing is a set of strategies, tools, and technologies used to promote products and services through digital channels, including the Internet, mobile applications, social networks, email, etc. According to the definition of the American Marketing Association, digital marketing encompasses “all marketing activities that use electronic devices or the Internet”. Its main advantage is the ability to directly interact with the target audience in real time.

Digital marketing allows marketers to target customers more precisely than before. Thus, the products offered by retail businesses can be better tailored to individual preferences. Digital marketing “makes life easier” compared to traditional marketing. For Internet users, websites are no longer just presentations of offers, but part of their lives, elements that marketers use to communicate with potential customers [7; 9; 14].

Perhaps in the coming years, digital marketing will become a basic philosophy that will recommend the approach and actions that marketers should take in relation to their activities in the market. Digital marketing, based on modern

technologies, should focus on the values, advantages and opportunities provided by the digital world in contact with the customer. Those responsible for marketing activities should understand the digital reality and focus on new principles of interaction with the market to increase their market share and succeed in the chaotically changing environment.

However, the powerful digital marketing system cannot arise by itself, therefore, it is an indisputable fact that it is necessary to build the organizational and economic mechanism for developing a digital marketing system at the commercial enterprise, which aims to optimize marketing activities in accordance with business conditions in modern conditions.

According to the system approach, the digital marketing system has a supersystem - marketing of the commercial enterprise, and the latter, in turn, is a subsystem of the commercial enterprise system. The subsystems of the digital marketing system are the following:

- content marketing – creation, planning and distribution of valuable and relevant content. Formats: articles, videos, blogs, infographics, podcasts. Goal: attracting attention, building trust, loyalty, informing customers;

- SMM (social media marketing) – using platforms, including Facebook, Instagram, TikTok, LinkedIn to communicate with the audience. Includes targeted advertising, storytelling, interaction with subscribers. Goal: building brand image, attracting and retaining customers;

- SEO (Search Engine Optimization) – website optimization to improve visibility on Google, etc. Elements: keywords, technical optimization, link building. Goal: organic traffic growth without direct advertising costs;

- PPC (contextual advertising with pay per click) – for example: Google Ads, Meta Ads, YouTube Ads. Campaign development, media planning, budget and KPI definition. Goal: quick traffic attraction, lead generation, increase sales;

- Email marketing – sending targeted emails (news, offers, promotions), automated chains (welcome series, reminders, repeat sales). Purpose: maintaining contact with customers, returning customers, increasing conversions;

- analytics and web analytics. Tools: Google Analytics, Hotjar, CRM systems, traffic measurement, user behavior, ROI campaign. Goal: making informed decisions based on data;

- influencer marketing – attracting opinion leaders and bloggers to promote the brand, selecting relevant influencers, collaboration, evaluating effectiveness. Goal: expanding trust in reach and increasing brand;

- mobile marketing – working with push notifications, SMS, mobile applications, adapting content for mobile devices. Goal: effective communication with a mobile audience;

- CRM marketing – implementation of management systems on customer relationship, use of customer data for segmentation and personalization. Goal: customer retention, increasing their lifetime value (LTV) [10; 11].

According to the system approach, all systems at different levels of the hierarchy are interconnected by numerous connections and, as a result, any changes in each of the subsystems will in one way or another affect other subsystems, which should be reflected in the organizational and economic mechanism of the digital marketing system of the commercial enterprise [2; 8; 15]. In terms of its structure, the above mechanism is a complex and multi-component formation (Fig. 1).

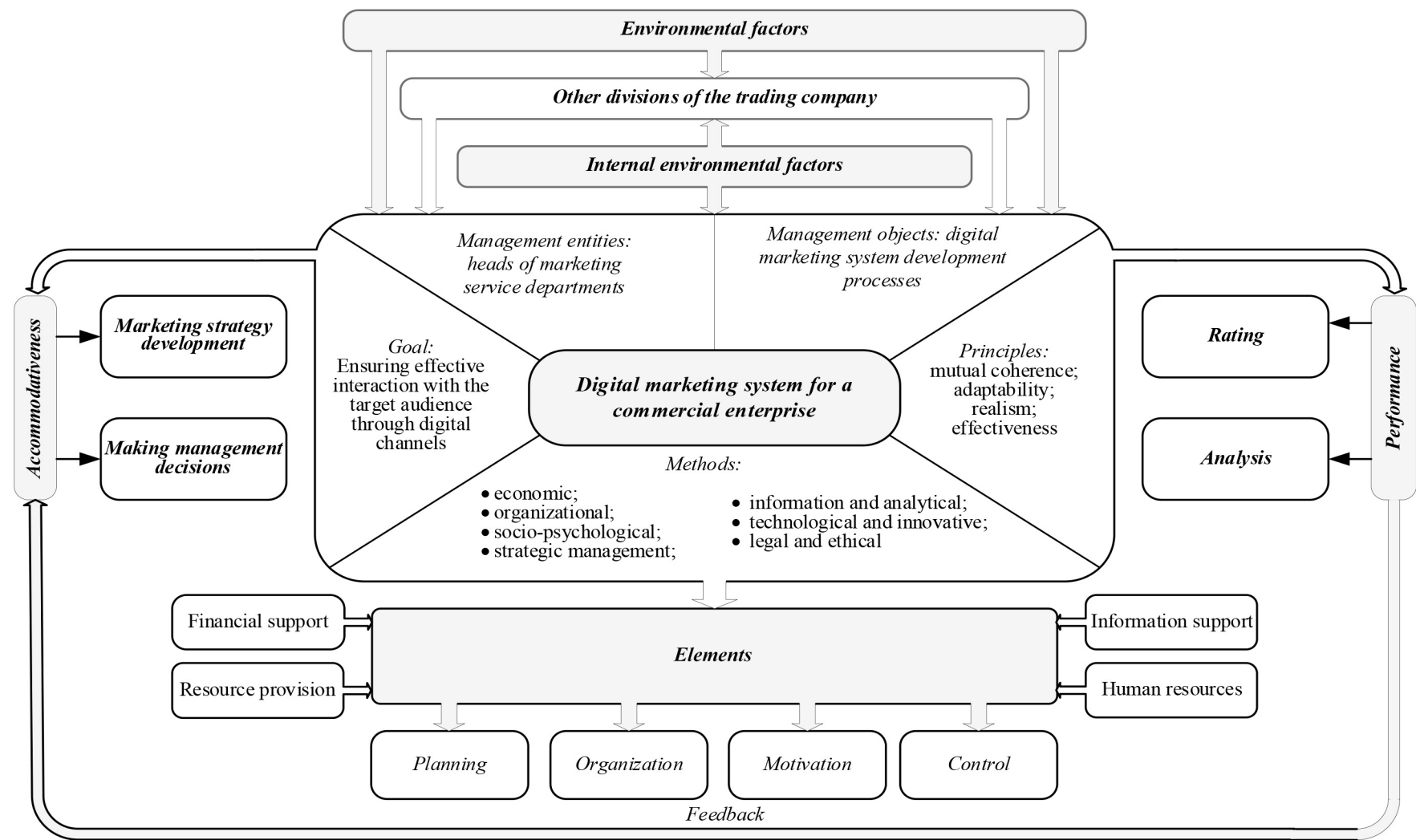
The following principles are the basis for building the organizational and economic mechanism for developing the digital marketing system for commercial enterprises:

- mutual coordination – involves coordination of activities, innovation and investment process of transport and tourism enterprises;

- adaptability – the ability to instantly respond to changes in the external and internal environment, taking into account the needs of customers;

- realism – compliance with the resource, innovation, investment and financial potential of commercial enterprises;

- efficiency – the ability of trade enterprises to produce and sell services, achieving maximum final results at minimum costs.



**Fig. 1. Organizational and economic mechanism for development of the digital marketing system of the commercial enterprise**

*Source: developed by the authors*

It is also an indisputable fact that any organizational and economic mechanism is created with the aim of managing development process of management objects by influencing them by management subjects. In this case, management objects are the processes of development of the digital marketing system of the commercial enterprise, and management subjects are the heads of structural units and persons who make decisions in accordance with their powers and directly or indirectly influence the digital marketing system [5; 6; 12].

To make management decisions, it is necessary to know the goal to achieve for which these decisions are made, therefore, let's formulate the goal of developing the digital marketing system - ensuring effective interaction with the target audience through digital channels to increase brand awareness, build consumer loyalty, stimulate demand and increase sales volumes by implementing integrated marketing communications, personalized strategies and analytically based decisions.

It is advisable to analyze groups of management methods that have a significant impact on the strategy formation, ensuring efficiency, and adaptation to the external environment.

***Economic methods.*** These methods are based on the use of economic incentives, motivation and financial leverage to form effective digital marketing. The main tools of economic methods are:

- budgeting of digital campaigns (determining financial priorities);
- ROI (return on investment) assessment in advertising and automation;
- use of discount systems, promotions, and bonuses for online buyers;
- analysis of the effectiveness of promotion channels (SEO, PPC, email) to optimize costs;
- financial incentives for staff responsible for digital marketing.

***Organizational methods.*** These methods are related to planning, management, coordination and structural construction of digital marketing processes. The main tools of organizational methods are as follows:

- formation of a digital marketing department or team (in-house or outsourcing);

- regulation of functions and responsibilities between marketers, analysts, designers, SEO specialists, etc.;
- integration of CRM systems and analytics platforms for coordinated work;
- planning and monitoring implementation of digital strategies (through KPI, OKR, digital roadmaps);
- staff training and adaptation to new digital technologies.

***Social-psychological methods.*** These methods focus on the motivation, behavior, perception, and emotional involvement of both retail staff and consumers.

Key tools:

- user behavioral analytics – heat maps (click map, mouse activity map, scrolling map), time on the site;
- psychographic targeting – personalization of messages based on consumers' interests and values;
- brand formation through tone of voice, stories, visual style;
- gamification of marketing – emotional engagement through contests, quizzes, ratings;
- motivation and team spirit within the digital department (coaching, internal chats, common goals).

***Strategic management methods.*** These methods are used to form long-term goals, develop a digital strategy and adapt to market changes, and align digital tools with the overall strategy of the enterprise.

Basic tools:

- SWOT analysis (assessment of strengths/weaknesses and opportunities/threats);
- PEST analysis (macroenvironment: politics, economy, society, technology);
- Business Model Canvas (business model development with a focus on digitalization);
- OKR, KPI (setting and measuring digital goals).

**Information and analytical methods.** These methods are focused on collecting, processing, analyzing and interpreting information necessary for making decisions in the field of digital marketing.

Main tools:

- web analytics (Google Analytics, Meta Pixel, UTM tags);
- building customer segments (segmentation by behavior, demographics, interests);
- forecasting trends and seasonal changes;
- studying competitors (benchmarking, competitive intelligence).

**Technological and innovative methods.** These methods are related to the selection and implementation of tools and platforms that support digital marketing to increase the productivity and innovation of digital processes. The main tools are:

- marketing automation (e- mail chains, chatbots, AI recommendations);
- implementation of CRM systems (e.g. HubSpot, Salesforce);
- use of AR/VR technologies in advertising;
- A/B testing, UX design, conversion optimization (CRO).

**Legal and ethical methods.** An equally important group of methods aimed at building trust and brand reputation in the digital environment regulates the legal and ethical use of digital channels and consumer personal data. Key tools:

- compliance with legislation on personal data protection.
- honest advertising, avoiding manipulation and clickbait;
- transparent privacy policy and user agreements.

The main functions of management – planning, organization, motivation and control – directly affect the effectiveness of digital marketing of the commercial enterprise, because digital marketing is not only creativity and technology, but also clear management of resources, goals, people and processes [3; 4].

Planning – formation of goals, strategies and ways to achieve them, affects the digital marketing system by determining the target audience and key KPIs (reach, clicks, conversions), developing the digitalization strategy (SEO, SMM, contextual advertising, email marketing), forming the media plan (publication schedule, building the monthly content plan according to seasonal customer requests, campaign

launches, budgets), forecasting market trends and adapting to dynamic changes in consumer behavior.

Organization – creating the appropriate organizational structure, distributing roles and resources, coordination, delegation of authority, forming the marketing team (SEO specialist, targetologist, designer, copywriter), defining roles and responsibilities in the team, selecting tools and platforms (CRM, analytics, automation services), building internal processes (briefing, coordination, testing, launching campaigns).

Motivation – stimulating employees to achieve the company's goals, affects the digital marketing system by introducing bonuses or prizes for achieving a certain level of indicators (for example, traffic growth or conversion), creating the atmosphere of creativity and development, where specialists can initiate new activities, psychological support and recognition of achievements (awards, public recognition in the team), involvement in decision-making, conducting business training, training and advanced training.

Control – measuring results and adjusting actions to achieve the plan. It influences digital marketing through constant monitoring of marketing metrics, including CTR (Click-Through Rate – click-through rate), CPC (Cost Per Click – cost of click), CPA (Cost Per Action – cost of action or engagement), ROAS (Return on Advertisement Spend – return of advertising costs), Bounce Bounce rate, etc., analysis of campaign effectiveness – what worked, what needs to be changed, identification of deviations from the plan and making adjustments (e.g., changing targeting or platform), regular reporting (weekly, monthly analytical reports for management).

Financial support for digital marketing is one of the key elements of marketing management of the commercial enterprise. It consists of planning, distributing, using and controlling financial resources necessary to implement the marketing strategy and achieve marketing goals in the digital environment, and forming the digital marketing budget.

In the scientific context, resource provision is a critically important part of the organizational and economic mechanism for managing digital marketing. This

component is systemic in nature and is closely related to management functions, since without proper resource base, digital marketing cannot be effective. These are not only tools and platforms without which digital marketing simply does not work, but also ensuring their functioning: connection, configuration, technical support, licenses, updates, etc.

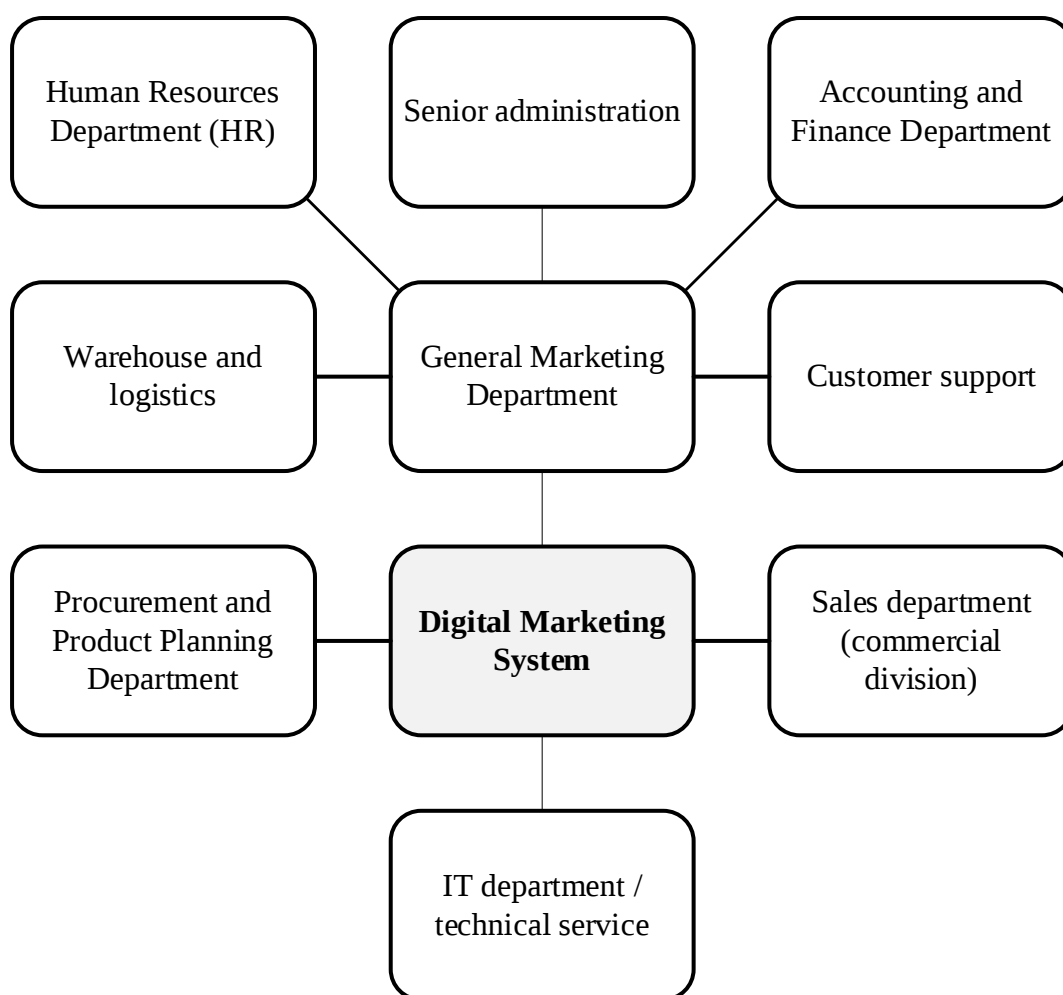
Information support for digital marketing is the main component of effective management of marketing processes in the commercial enterprise, which covers collection, processing, storage, transmission and use of information, and is the basis for making strategic and tactical decisions in digital marketing, requires collection of marketing information from both internal and external sources to form an information base and further analysis. Information support is the “nervous system” of digital marketing, it coordinates all actions, ensures the accuracy of decisions, flexibility and adaptability to market changes.

Human resources for digital marketing of the commercial enterprise is a system of measures aimed at formation, development and effective use of personnel that ensures development and implementation of the digital direction of the marketing strategy. This is not just the presence of “someone who runs social networks”, but the comprehensive management of specialists, competencies and team interaction, without which the modern digital marketing system cannot function. Human resources are the basis for the viability of a digital marketing system. Without a qualified, motivated and coordinated team, even the most expensive advertising will not yield results.

An important component of the organizational and economic mechanism for the development of the digital marketing system of the commercial enterprise is its accommodativeness - the ability to adapt to changes in the external environment by restructuring its internal structures, functions or behavior, flexible change marketing strategies, structure, communication or products, responding to new market conditions or consumer behavior and making relevant management decisions. It is accommodativeness that requires the organizational and economic mechanism to ensure rapid adaptation to new conditions and crises, which is especially relevant in times of war.

The digital marketing system must necessarily include a set of indicators (quantitative and qualitative) to monitor the achievement of planned results and their analysis.

According to the system approach, the digital marketing system in a retail enterprise does not exist in a vacuum - it closely interacts with all key departments, forming a single functional system aimed at achieving the company's strategic goals: increasing sales, building customer loyalty and ensuring competitiveness. The scheme of interaction of digital marketing with other departments of the commercial enterprise is shown in Fig. 2.



**Fig. 2. Interaction of the digital marketing system with other departments of the commercial enterprise**

*Source: developed by the author.*

Digital marketing is not a competitor, but a strategic partner to overall marketing, expanding its capabilities in the context of digital transformation.

Interaction with the sales department (commercial department). Digital marketing generates leads (potential customers) through advertising, social networks, email newsletters, SEO, transfers these leads to the sales department, where they are processed by managers, and receives feedback on the quality of leads, conversions, and customer wishes.

Interaction with the purchasing and product-planning department. Marketers provide analytics on demand, which products are most often searched for, purchased, commented on, and make recommendations regarding the assortment, focusing on trending products, or seasonal products, help plan promotions, discounts, and promotions for individual products. The result of this interaction is that purchases are more in line with consumer expectations, the amount of leftovers is reduced, and sales are increased.

Interaction with the IT department and technical support. This department configures and maintains the website, CRM, analytical platforms, integration with advertising, ensures smooth operation of the platform, data protection, hosting, updates, supports automation tools (email chains, chatbots, user tracking). The result is a stable technical basis for promotion and communication with customers.

Interaction with warehouse and logistics. Digital marketing informs about expected peak loads (e.g. Black Friday, New Year's campaigns). Warehouse informs marketing about the availability and volumes of goods and the need to increase advertising. The result is synchronization of advertising with real inventory and, as a result, avoidance of customer dissatisfaction.

Interaction with customer support. Digital marketing transfers scripts and promotions to support, which it launches in advertising, receives feedback from support about frequent requests, problems, criticism, and coordinates the tone of communication with customers. The result is a unified communication strategy, prompt response to negativity, and increased customer satisfaction.

Interaction with accounting and finance departments. Coordination of budgets of advertising campaign, evaluation of marketing costs, joint determination of economic efficiency (ROAS, ROI, CPA), output of financial reports for strategic planning. The result is controlled by marketing costs with maximum return.

Interaction with the HR department. Marketing supports the HR brand of the company through social networks, website, videos, jointly creates content about corporate culture, successful cases, and events. HR helps to hire specialists, defines competencies, organizes training. The result is a strong HR brand and development of personnel for the digital direction.

Interaction with senior management and strategic leadership. Providing analytical reports on effective digital promotion, participating in the formation of the overall strategy of the enterprise, where the digital direction is integrated, coordinating KPIs, priorities and innovations. The result is that marketing is not isolated, does not act by itself, but acts as a tool for implementing business goals.

**Conclusions.** The digital marketing system at the enterprise is a multifunctional integrated system that provides input information, coordinates interaction between departments and is a channel for implementing the enterprise's strategy in the external digital environment. The basis for building the organizational and economic mechanism for developing the digital marketing system of commercial enterprises is the following principles: mutual coordination, adaptability, realism, efficiency. The construction and development of digital marketing at the commercial enterprise is based not only on technical tools, but also on economic, organizational, socio-psychological, strategic management, information-analytical, technological and innovative, scientific and technical, legal and ethical management methods.

The digital marketing system is a subsystem of the general marketing department of the commercial enterprise. It does not operate in isolation, but closely interacts with classical marketing, forming a single marketing strategy of the enterprise, which ensures integration of communication channels, consistency of the brand policy and increasing the overall effectiveness of marketing activities. The main areas of interaction of the digital marketing system with the general marketing department are as follows: strategic integration, coordination of communications, analytics and data exchange, segmentation and targeting, coordination of marketing activities, participation in branding and PR, education and advanced training.

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