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# THE IMPACT OF DIGITAL TRANSFORMATION ON STRATEGIC MARKETING AND MANAGEMENT

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## ВПЛИВ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ НА СТРАТЕГІЧНИЙ МАРКЕТИНГ ТА МЕНЕДЖМЕНТ

***In the current context of rapid information technology development, digital transformation plays an increasingly important role in strategic marketing and management. Its impact is deeply evolutionary in nature, involving a gradual shift in the fundamental principles of strategic decision-making, strategic resource management, and long-term interaction with the market environment. The purpose of the article is to analyze the specific impact of digital transformation on strategic marketing and management, as well as to identify the main challenges and opportunities arising in the process of the digital evolution of management processes. Based on the results of the study, attention is drawn to the fact that digital transformation has a profound and multidimensional impact on strategic marketing and management, changing not only the tools used but also the very essence of managerial and marketing approaches. Specifically, digital transformation fundamentally reshapes strategic marketing, turning it from an intuitive and linear process into a dynamic, flexible, and analytically driven decision-making system. The main directions of the impact of digital technologies are as follows: data transforms into a key resource for forming marketing strategies; digital technologies enable deep personalization of marketing communications; the speed and adaptability of strategies significantly increase; and the automation of marketing decisions is actively implemented. Digital transformation exerts a profound and evolutionary influence on strategic management, radically changing approaches to the development, implementation, and monitoring***

***of strategies. The main directions of the impact of digital technologies are as follows: data is transformed into a key strategic asset; automation of strategic processes enables businesses to adapt plans, redistribute resources, update KPIs, and manage risks in real time with minimal manual analysis; the role of the manager undergoes a qualitative transformation; flexibility and adaptability of strategies become the primary prerequisites for competitiveness in conditions of digital turbulence, replacing long-term planning with agile approaches and scenario thinking.***

***У сучасних умовах стрімкого розвитку інформаційних технологій цифрова трансформація відіграє дедалі важливішу роль у стратегічному маркетингу та менеджменті. Її вплив має глибоко еволюційний характер і проявляється в поступовій зміні фундаментальних принципів прийняття стратегічних рішень, управління ресурсами та довгострокової взаємодії з ринковим середовищем. Метою статті є аналіз особливостей впливу цифрової трансформації на стратегічний маркетинг і менеджмент, а також визначення основних викликів і можливостей, що виникають у процесі цифрової еволюції управлінських процесів. За результатами дослідження підкреслюється, що цифрова трансформація справляє глибокий і багатовимірний вплив на стратегічний маркетинг та менеджмент, змінюючи не лише інструментарій, а й сутність управлінських і маркетингових підходів.***

***Цифрова трансформація докорінно змінює стратегічний маркетинг, перетворюючи його з інтуїтивного та лінійного процесу на динамічну, гнучку й аналітично орієнтовану систему прийняття рішень. Основні напрями впливу цифрових технологій полягають у наступному: дані перетворюються на ключовий ресурс формування маркетингових стратегій; цифрові технології забезпечують глибоку персоналізацію маркетингових комунікацій; значно зростає оперативність і адаптивність стратегій; активно впроваджується автоматизація маркетингових рішень.***

***Цифрова трансформація здійснює глибокий та поступовий вплив на стратегічний менеджмент, радикально змінюючи підходи до розробки, реалізації та моніторингу стратегій. Основні напрями впливу цифрових технологій полягають у наступному: дані стають головним стратегічним активом; автоматизація стратегічних процесів дозволяє бізнесам в реальному часі адаптувати плани, перерозподіляти ресурси, оновлювати KPI та управляти ризиками; роль менеджера зазнає якісної трансформації; гнучкість і адаптивність стратегій стають ключовими факторами конкурентоспроможності в умовах цифрової турбулентності, замінюючи традиційне довгострокове планування agile-підходами та сценарним мисленням.***

*Key words: flexibility and adaptability of strategies; deep personalization; marketing communications; marketing; management; market analysis.*

*Ключові слова: гнучкість та адаптивність стратегій; глибока персоналізація; маркетингові комунікації; маркетинг; менеджмент; аналіз ринку.*

## PROBLEM STATEMENT

In the current context of the rapid development of information technologies, digital transformation plays an increasingly important role in strategic marketing and management. Its impact is deeply evolutionary, involving a gradual change in the fundamental principles of strategic decision-making, strategic resource management, and long-term interaction with the market environment. There is a continuous growth in the significance of digital tools-platforms based on artificial intelligence, big data processing technologies, cloud services, and automated CRM systems-that transform the very nature of competitive struggle and significantly influence the requirements for managerial and marketing competencies.

The intensification of digital transformation leads to a shift in focus within strategic management: decision-making increasingly relies on data, predictive algorithms, and automated analytical models. This, in turn, helps minimize the influence of subjective human factors, reducing risks associated with biases, intuition, or lack of information. Digital technologies provide greater accuracy, speed, and justification for both managerial and marketing decisions.

Special attention should be given to the transformation of strategic marketing, where digital tools radically change approaches to market analysis, audience segmentation, communication personalization, and building customer loyalty. The use of big data, artificial intelligence, and automated platforms enables companies to be closer to consumers, quickly adapt strategies, and predict the behavior of target groups with high accuracy.

Therefore, in the context of continuous technological changes, the relevance of this research lies in the need to rethink the role of digital processes in shaping strategic decisions, particularly in marketing and management. The growing digitalization of the business environment demands the adaptation of existing business models, the improvement of managerial and marketing approaches, as well as the development of new strategies focused on flexibility, adaptability, and rapid response to change.

## ANALYSIS OF RESEARCH AND PUBLICATIONS

The issue of the impact of digital transformation on business activities has become particularly relevant today, driven by the rapid development of information and communication technologies and their deep penetration into all areas of commercial activity. The increasing interest of researchers and practitioners in digitalization is driven by the need to rethink traditional management methods and the demand for developing new business models centered on flexibility, rapid responsiveness, and innovation.

In particular, a wide range of issues related to the digital transformation of management, customer relationship management, and big data analytics have been the subject of research in the works of Ivanchenko N. O., and Kudrytska Zh. V., Rekachynska K. V., and Stets I. I. Their scholarly studies reveal both the conceptual foundations of digital transformation and the practical aspects of implementing digital tools in business operations, thereby creating a scientific basis for further exploration of this topic.

## FORMULATION OF THE ARTICLE'S OBJECTIVES

The purpose of this article is to analyze the specifics of the impact of digital transformation on strategic marketing and management, as well as to identify the main challenges and opportunities arising in the process of digital evolution of managerial processes.

## THE PAPER MAIN BODY

The authors emphasize that digital transformation is a process of profound structural changes in business involving the implementation of digital technologies aimed at enhancing the efficiency, flexibility, innovativeness, and customer orientation of organizations. At the same time, this involves the automation of individual processes and a fundamental shift in the organization's operating logic, strategic priorities, and the value customer proposition [2].

Digital business transformation does not have a clear-cut periodization; however, its development can be conventionally divided into several evolutionary stages [6]:

1. The 1990s-2000s — the initial computerization of business, marked by the emergence of the first ERP systems, CRM platforms, email, and the internet as a communication tool. At this stage, the digital transformation of the business itself had not yet begun; rather, individual business processes were digitized.

2. 2010s — the beginning of true digital transformation, driven by the widespread adoption of mobile technologies, Big Data, artificial intelligence, cloud computing, and social media. During this period, new types of businesses emerged that developed their business models directly within the digital environment (e.g., Uber, Amazon, Netflix).

3. Post-2020 — a sharp acceleration of digital transformation due to the COVID-19 pandemic. Remote work, online services, and e-commerce became integral parts of business operations.

As of today, digital business transformation is characterized by several key features [5-6]:

— Systematic and strategic nature — it becomes a strategic task for company leadership, encompassing the business model, organizational culture, and customer interactions;

— Focus on data and analytics — data collection, processing, interpretation, and use for decision-making lie at the heart of the transformation;

— Artificial intelligence and automation — routine processes are automated, and AI enables forecasting customer behavior, optimizing costs, and personalizing services;

— Agility and speed — businesses implement digital transformation by shifting their organizational structure toward agile models, cross-functional teams, and rapid hypothesis testing;

— Minimization of the human factor in decision-making — increasing numbers of decisions are delegated to analytical algorithms and digital systems, reducing subjectivity and enhancing efficiency;

— Changing customer expectations — users demand seamless digital experiences: fast service, personalized offers, and instant access, which businesses strive to provide.

Based on the above points, it is evident that digital transformation fundamentally changes strategic marketing, transforming it from an intuitive, predominantly linear process into a dynamic, flexible, and analytically oriented system for managing market activities. The key specifics of this influence are as follows [5]:

1. Data becomes the foundation of marketing strategies. For instance, the streaming service Netflix actively uses data on viewing history, search queries, user ratings, and behavioral patterns to generate personalized recommendations and make informed decisions regarding the launch of new products.

2. Individualization and personalization of marketing communications deepen. For instance, a customer may receive a push notification with a personalized discount specifically for the products they usually purchase — and precisely at the moment when they are near the store.

3. The speed and adaptability of marketing strategies increase. For instance, if there is a trend of increasing popularity for a certain product, the marketing team can quickly launch a targeted advertising campaign or adjust the pricing strategy.

4. The automation of marketing decision-making intensifies. For instance, online stores are increasingly implementing solutions such as HubSpot, Salesforce, or Bitrix24, which can independently determine the optimal time to send a message, select relevant content, and even predict the likelihood of purchase — all without the direct involvement of a marketer.

A more detailed outline of the impact of digital transformation on strategic marketing is presented by the authors in Table 1.

According to the data presented above, the processes of digital evolution in strategic marketing create numerous opportunities-such as deeper consumer insights, easier entry into new markets, rapid scaling of successful marketing strategies, and increased ROI-but simultaneously generate challenges, among which the most common are [5—6]:

**Table 1. Features of the impact of digital transformation on strategic marketing**

| Key characteristics | Features of the impact of digital transformation |
|---|---|
| Data becomes the foundation of marketing strategies | Instead of the traditional approach based on the marketer's experience or intuition, digital footprints, analytics results, behavioral models, and large volumes of market data have become the key sources for forming marketing strategies in business. |
| Individualization and personalization of marketing communications are enhanced | Businesses are shifting from mass communication to targeted influence, creating personalized offers, messages, and customer journeys based on data about the preferences, behavior, and past experiences of individual consumers. |
| Agility and adaptability of marketing strategies are strengthened | Thanks to digital tools, companies can change or adjust their strategic approaches to positioning, communications, pricing, or audience engagement in real time in response to customer behavior or changes in the environment. |
| Automation of marketing decision-making is deepened | This involves the use of algorithms, artificial intelligence systems, and analytical platforms capable of independently optimizing marketing budgets, managing content, selecting communication channels with customers, identifying target audiences, and even forecasting campaign profitability. |

Source: compiled based on [2; 6].

1. An increasing demand for specialists in analytics, digital technologies, and strategic thinking that grows faster than internal staff training systems can adapt.

2. The use of large volumes of customer data raises legal and ethical risks related to privacy and regulatory compliance (e.g., GDPR).

3. The constant emergence of new tools and communication channels requires flexibility and readiness to restructure strategic approaches.

4. Fragmented data sources, platforms, and CRM systems that are often insufficiently synchronized, complicate the development of a cohesive marketing strategy.

Digital transformation exerts a comprehensive impact on strategic management in business, reshaping both the approaches to strategy development and the mechanisms of their implementation. The main specifics of this influence are as follows:

1. Data becomes a strategic resource. So, large retail companies such as Amazon use big data analytics to forecast demand and optimize inventory, enabling them to make more informed strategic decisions.

2. Automation of strategic processes deepens. For instance, corporations implement artificial intelligence systems that automatically assist in developing business scenarios and quickly adjusting strategies.

3. The role of the manager gradually changes. For instance, Amazon managers are increasingly taking on the roles of coordinators and analysts. They focus on interpreting data and making informed decisions based on this information, while automated systems handle routine tasks.

4. Adaptability and flexibility are enhanced. For instance, startups and dynamic companies use Agile methodologies and digital tools to adapt strategies to changes in market conditions and consumer behavior.

5. A more detailed outline of the impact of digital transformation on strategic management is presented by the authors in Table 2.

According to the data presented above, the processes of digital evolution in strategic management create numerous opportunities-such as faster decision-making, improved resource management efficiency, expanded channels for strategic interaction with partners and stakeholders, increased transparency of management actions, and greater innovativeness. At the same time, they also generate challenges, the most common of which are [3—4]:

1. Insufficient level of digital competencies among personnel and managers.

2. Resistance to change within corporate culture and organizational structure.

3. Emerging risks related to data protection and digital infrastructure security.

4. Excessive dependence on technologies may reduce flexibility in crisis situations or lead to a loss of critical thinking.

5. Uneven digital transformation: different organizational units or regions may adapt at varying speeds, creating imbalances.

## CONCLUSIONS

The study highlights the fact that digital transformation exerts a profound and multidimensional impact on strategic marketing and management, changing not only the tools but also the very essence of managerial and marketing approaches.

Digital transformation fundamentally changes strategic marketing, transforming it from an intuitive and linear process into a dynamic, flexible, and analytically driven decision-making system. The main directions of the impact of digital technologies are as follows: data becomes a key resource for forming marketing strategies; digital technologies enable deep personalization of marketing communications; the speed and adaptability of strategies significantly increase — businesses gain the ability to adjust pricing policies, positioning, or content strategies in real-time according to changes in consumer behavior and the market environment; automation of marketing decisions is actively implemented.

**Table 2. Features of the Impact of digital transformation on strategic management**

| Key characteristics | Features of the impact of digital transformation on strategic marketing |
|---|---|
| Data transforms into a strategic resource | In the digital era, the volume, speed, and accuracy of data collection have increased significantly. Thanks to tools such as Big Data analytics, artificial intelligence, and machine learning, all available data become the foundation for scenario modeling, trend forecasting, identifying weaknesses, and making strategically important decisions. |
| Automation of strategic processes deepens | Automation covers not only operational but also strategic aspects of real-time management, including: market condition analysis; strategic planning indicators based on predictive models; risk analysis; indicators for scenario planning; status of key performance indicators and budgeting; status of resource allocation and supply chains. |
| Gradual change in the role of the manager occurs | The manager is no longer just an initiator and controller of strategies. Their role is evolving towards that of a facilitator of digital transformation, an analyst and integrator of technologies, and a change leader. The main focus shifts from strict control to strategic vision, digital agility, and innovation management skills. |
| Adaptability and flexibility increase | In the digital environment, long-term planning gives way to flexible, adaptive approaches that enable rapid responses to changes in the market, customer behavior, regulatory environment, or technology. This means implementing scenario thinking instead of fixed plans; developing agile strategies; using digital simulations and hypothesis testing before scaling solutions; and simplifying and accelerating the processes of strategic renewal. |

Source: compiled based on [1; 3—4].

Digital transformation exerts a profound and evolutionary impact on strategic management, radically changing approaches to the development, implementation, and monitoring of strategies. The main directions of the impact of digital technologies are as follows: data transforms into a key strategic asset; automation of strategic processes enables businesses to adapt plans, reallocate resources, update KPIs, and manage risks in real-time; the role of the manager undergoes a qualitative transformation; flexibility and adaptability of strategies become the primary prerequisites for competitiveness.

Prospects for further research lie in the in-depth study of mechanisms for integrating digital technologies into marketing and management strategic processes, particularly in the context of developing new management models, organizational adaptability, and the transformation of managerial competencies in the digital age.

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