УДК 004.738.5: 659.1: 005.21

O. Svider,
PhD in Economics, Associate Professor, Associate Professor of the Department of Enterprise Economics, Kamianets-Podilskyi Ivan Ohiienko National University
ORCID ID: https://orcid.org/0000-0001-6330-857X
A. Nikolashyn,
PhD in Economics, Associate Professor of the Department of Enterprise Economics, Kamianets-Podilskyi Ivan Ohiienko National University
ORCID ID: https://orcid.org/0000-0002-6249-8241
V. Chaplinsky,
PhD in Economics, Senior Lecturer of the Department of Enterprise Economics, Kamianets-Podilskyi Ivan Ohiienko National University
ORCID ID: https://orcid.org/0000-0002-3209-1475

DOI: 10.32702/2306-6814.2025.23.144

THE IMPACT OF DIGITALIZATION ON THE TRANSFORMATION OF BUSINESS MODELS AND MARKETING STRATEGIES OF MODERN ENTERPRISES

О. П. Свідер,
к. е. н., доцент, доцент кафедри економіки підприємства,
Кам'янець-Подільський національний університет імені Івана Огієнка,
А. О. Ніколашин,
к. е. н., доцент, доцент кафедри економіки підприємства,
Кам'янець-Подільський національний університет імені Івана Огієнка,
В. Р. Чаплінський,
к. е. н., ст. викладач кафедри економіки підприємства,
Кам'янець-Подільський національний університет імені Івана Огієнка

ВПЛИВ ЦИФРОВІЗАЦІЇ НА ТРАНСФОРМАЦІЮ БІЗНЕС-МОДЕЛЕЙ ТА МАРКЕТИНГОВИХ СТРАТЕГІЙ СУЧАСНИХ ПІДПРИЄМСТВ

The aim of this article is to explore the impact of digitalization on the transformation of business models and marketing strategies of modern enterprises, as well as to identify the main trends and challenges faced by companies in the context of digital transformation. The study draws attention to the fact that over the past decades, digitalization has gradually transformed business from traditional to digitally oriented. This transformation is accompanied by a shift from physical processes and standardized products to digital technologies, automation, personalization, and scalability for global markets. Considering the changing characteristics of described businesses, the impact of digitalization on business models and marketing strategies is currently concentrated on the development of new revenue models, the use of digital tools for promoting products and services, and increasing the efficiency of customer interaction based on data analytics. The influence of digitalization is manifested in the synergy between the transformation of business models and marketing strategies. In particular, digitalization leads to the emergence of new business models (platform-based, subscription, freemium, on-demand, data-driven, sharing economy, SaaS/PaaS), which enable enterprises to create value more effectively, optimize internal processes, and enhance flexibility in responding to market changes. At the same time, marketing strategies are shifting

towards personalization, interactivity, data-driven approaches, multichannel communication, and automation of basic processes. This synergy allows enterprises to adapt revenue models, integrate big data analytics into decision-making processes, and quickly respond to changes in the market and consumer behavior. Future research prospects include an in-depth analysis of mechanisms for integrating digital technologies into business models and marketing strategies of enterprises, assessing the effectiveness of new revenue models in the digital economy, and identifying tools for their adaptation to dynamically changing market conditions.

Метою цієї статті є дослідження впливу цифровізації на зміни бізнес-моделей і маркетингових стратегій сучасних підприємств, а також виявлення основних тенденцій і викликів, які постають перед ними в умовах цифрової трансформації. У межах дослідження звернено увагу на той факт, що цифровізація протягом останніх десятиліть трансформує бізнес із традиційного у цифрово-орієнтований. Така трансформація супроводжується переходом від фізичних процесів та стандартизованих продуктів до цифрових технологій, автоматизації, персоналізації та масштабованості на глобальні ринки. Враховуючи зміну характеристик зазначених бізнесів, вплив цифровізації на бізнес-моделі та маркетингові стратегії нині зосереджується на формуванні нових підходів до отримання доходів, застосуванні цифрових інструментів просування продуктів і послуг, а також підвищенні ефективності взаємодії з клієнтами на основі аналітики даних. Вплив цифровізації проявляється у синергії між трансформацією бізнес-моделей та маркетингових стратегій. Зокрема, цифровізація спричиняє появу нових бізнес-моделей (platform-based, subscription, freemium, on-demand, data-driven, sharing economy, SaaS/PaaS), які дозволяють підприємствам ефективніше створювати цінність (зокрема, через впровадження цифрових сервісів, підписних систем, монетизацію даних тощо), оптимізувати внутрішні процеси та підвищувати гнучкість у реагуванні на зміни ринку. При цьому маркетингові стратегії зміщуються у бік персоналізації, інтерактивності, аналітично-орієнтованого підходу, мультиканальності та автоматизації базових процесів. Окреслена синергія дозволяє підприємствам адаптувати моделі доходів, інтегрувати аналітику великих даних у процеси прийняття рішень до зміни ринку та поведінки споживачів. Перспективи подальших досліджень полягають у поглибленому аналізі механізмів інтеграції цифрових технологій у бізнес-моделі та маркетингові стратегії підприємств, оцінці ефективності нових підходів до отримання доходів в умовах цифрової економіки та визначенні інструментів їх адаптації до динамічних ринкових умов.

Key words: marketing strategies; business models; enterprise strategies; personalization; interactivity; revenue models.

Ключові слова: маркетингові стратегії; бізнес-моделі; стратегії підприємств; персоналізація; інтерактивність; моделі доходів.

PROBLEM STATEMENT

The conditions of today's global economy are characterized by the rapid development of digitalization — the process of large-scale implementation of information and communication technologies (ICT) into all spheres of socio-economic life. Digitalization includes not only access to the internet or mobile devices, but also the use of big data, cloud services, artificial intelligence, blockchain, and the Internet of Things (IoT). Thanks to these technologies, enterprises are able to automate processes, quickly adapt to market changes, and create new digital products and services. According to Statista, the global market for digital technologies in business was estimated at approximately USD 5.5 trillion in 2024, and is forecast to grow to USD 7.2 trillion by 2027, demonstrating the significance of digitalization as a driver of economic development.

In fact, digitalization leads to a fundamental transformation of traditional business practices. This is reflected in the implementation of new business models such as the platform model (Uber, Airbnb), the subscription model (Netflix, Spotify), freemium (Dropbox, Zoom), and the sharing economy (WeWork, BlaBlaCar). In addition, digitalization enables the optimization of internal processes, automation of routine operations, and active use of big data analytics for strategic decision-making.

Digitalization also causes a profound transformation of marketing strategies. This is reflected in the growing role of personalized marketing, the active use of social media, automated communication platforms, and big data analytics for predicting customer behavior and increasing the efficiency of interactions. Alongside this, there is a need to study new types of business models and develop modern approaches to shaping value propositions and

Table 1. Comparative characteristics of traditional and digitally-oriented businesses

Parameter	Traditional business	Digitally oriented business
Intermediate areas of influence		
Process organization	Physical, manual processes; limited automation	Automated and digital processes; integration of ERP, PRM, and cloud services
Markets	Local or regional	Global, with the ability to scale through digital platforms
Products and services	Standardized, mass-produced	Personalized, tailored to customer needs
Pustomer interaction	Traditional channels (offline, direct contact)	Digital channels, social media, mobile apps, interactive platforms
Decision-making	Based on experience and intuition	Data-driven (Big Data, analytics, AI)
Flexibility and adaptability	Low; changes occur slowly	High adaptability, rapid response to market changes and consumer behavior
Final manifestations of impact		
Revenue model	Direct sale of goods or services	Direct and indirect sale of goods and services through various models.
Promotion of products/services	Traditional advertising, sales through physical channels, trade shows	Digital marketing (personalized, interactive, analytics-driven, multichannel, and automated).

Source: compiled based on [1—2; 4; 6—7].

managing value creation chains, which provides companies with competitive advantages in the digital economy.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Svidruk I. [6] and Tomakh V. [7] have highlighted contemporary issues concerning the impact of digitalization on the transformation of business models. In particular, they noted that digitalization brings changes to the ways value is created, the organization of internal processes, customer interactions, and supply chain management. Furthermore, Vasylieva N.B., Nyzhnychenko Ya.E., and Zabolotna O.S. [1] emphasized that the implementation of digital technologies-such as big data, cloud services, platforms, and automated systems-enables enterprises to optimize operational activities, develop new business models, and enhance flexibility in responding to market changes.

Klimovich O. [2], Oklander M.A., Romanenko O.O. [5], and Marchuk O.O. [3] have examined contemporary aspects of digitalization in the marketing strategies of modern enterprises. Specifically, these scholars investigated how digital technologies transform approaches to personalized marketing, facilitate interactive customer communication, and enable the use of big data analytics for informed decision-making.

At the same time, comprehensive studies on the impact of digitalization on the transformation of both business models and marketing strategies in modern enterprises are currently lacking. This creates a problem of insufficient scientific justification for the integrated impact of digital technologies on the interrelationship between business models and marketing strategies, which complicates the development of effective approaches to enterprise management in the digital economy and limits the potential for practical implementation of innovative solutions.

FORMULATION OF THE ARTICLE'S OBJECTIVES

This article aims to examine the impact of digitalization on the transformation of business models and marketing strategies in modern enterprises, as well as to identify the key trends and challenges that companies face in the context of digital transformation. Analyzing this process helps to determine the critical factors that enable enterprises to adapt to evolving technological and market conditions.

THE PAPER MAIN BODY

The impact of digitalization on the transformation of business models and marketing strategies in modern enterprises began to emerge in the late 1990s and early 2000s, as the Internet and information and communication technologies (ICT) became increasingly integrated into business processes. During this period, the first electronic platforms and online services appeared, enabling companies to rethink traditional business models and marketing strategies:

— 1995—2000 — widespread adoption of the Internet, the development of the first e-commerce platforms (Amazon, eBay), and the introduction of online advertising.

— 2000—2010 — the emergence of social networks (Facebook, Twitter, LinkedIn) and mobile technologies, which transformed customer communication and value creation.

— 2010-present — mass adoption of cloud services, big data, artificial intelligence, and platform-based business models (Uber, Airbnb, Spotify), leading to a profound transformation of marketing strategies and business models.

Over the past 20—25 years, digitalization has gradually transformed business from traditional-centered on physical processes, local markets, and standardized products-into digitally-oriented enterprises that leverage digital technologies to create value, automate processes, engage interactively with customers, and scale globally. Given the evolving characteristics of these business models (Table 1), the impact of digitalization on business models and marketing strategies is now primarily focused on developing new revenue models, employing digital tools for product and service promotion, and improving the efficiency of customer interactions through data analytics.

Indeed, digitalization is causing a fundamental transformation of traditional business approaches (see Table 1). Specifically, it changes:

1. Ways of creating value — through product and service personalization, integration of digital platforms, and big data analysis to accurately predict consumer needs;

2. Organization of internal processes — by automating routine operations, optimizing supply chains, and implementing cloud and mobile services to enhance operational efficiency;

3. Customer interaction — through the use of digital communication channels, social media, chatbots, and user behavior analytics to respond quickly to inquiries and increase the level of personalization in marketing strategies.

As a result of these changes, enterprises have begun implementing new business models that enable more effective use of digital technologies and adaptation to rapidly changing markets. The main models include:

— Platform-based — where the customer uses an ecosystem connecting them with service providers (e.g., Uber, Airbnb, Etsy).

— Subscription — where the customer pays regularly for access to a product or service (e.g., Netflix, Spotify, Adobe Creative Cloud).

— Freemium — where the customer receives the basic product for free, while premium features are available for a fee (e.g., LinkedIn, Dropbox, Zoom).

— On-demand — where goods or services are delivered immediately when needed (e.g., Uber, Glovo, Amazon Prime Now).

— Data-driven — where the primary resource is user or market data (e.g., Google, Facebook, Amazon).

— Sharing economy — where the customer gains temporary access to shared resources or assets (e.g., Airbnb, BlaBlaCar, WeWork).

— SaaS / PaaS — where the customer accesses software or platforms over the Internet (e.g., Salesforce, Microsoft 365, AWS).

Table 2. Core directions of business transformation resulting from digitalization

Direction of change	Phanges driven by digitalizationn	Examples / tools
Value creation	Personalization of products and services, integration of digital platforms, forecasting consumer needs.	Big Data analytics, digital platforms, demand forecasting tools
Organization of internal processes	Automation of routine operations, optimization of supply chains, improvement of operational efficiency.	ERP systems, cloud services, corporate mobile applications
Pustomer interaction	Use of digital communication channels, social media, chatbots, and user behavior analytics,	Social media, PRM systems, chatbots, marketing analytics

Source: compiled based on [1; 4].

It should be noted that the impact of digitalization not only changes the structure of business models but also expands their scope, enabling global market scaling, integration of additional services, and faster responsiveness to customer needs (see Table 3).

Regarding global market scaling, it should be noted that digital platforms and online services enable enterprises to enter international markets rapidly without significant investment in physical infrastructure. For example, Airbnb and Uber operate in dozens of countries simultaneously using a single digital platform.

Table 3. The impact of digitalization on new business models of modern enterprises

New business models	The impact of digitalization on new business models of modern enterprises	Examples	Benefits for the enterprise
Platform-based	Digital platforms enable real-time connections between suppliers and consumers, automate transactions, and provide interaction analytics.	Uber, Airbnb, Etsy	Effective scaling, reduced infrastructure costs, rapid response to demand
Subscription	Online platforms and digital services enable the automation of payments, tracking of user behavior, and personalization of content.	Netflix, Spotify, Adobe Preative Ploud	Stable revenue, increased customer loyalty, personalized service
Freemium	Digital channels enable mass user engagement and the collection of analytics to monetize premium features.	LinkedIn, Dropbox, Zoom	Wide audience, ability to convert free users into paying customers
On-demand	Digital services and mobile applications enable the rapid delivery of goods or services on user demand.	Uber, Glovo, Amazon Prime Now	Improved customer satisfaction, flexibility, and service personalization
Data-driven	Digitalization enables the collection of large volumes of data, analysis of user behavior, and market forecasting.	Google, Facebook, Amazon	Informed decision-making, targeted advertising, demand forecasting
Sharing economy	Digital sharing platforms optimize access to resources and ensure secure transactions.	Airbnb, BlaBlaCar, WeWork	Cost reduction, efficient asset utilization, audience expansion
SaaS / PaaS	Cloud technologies and online access allow clients to use software without local infrastructure, with continuous updates.	Salesforce, Microsoft 365, AWS	Minimal infrastructure costs, rapid service updates, scalability

Source: compiled based on [1; 4; 6].

Table 4. The impact of digitalization on marketing strategies of modern enterprises

Marketing change direction	How digitalization affects marketing	Examples / tools	Benefits for the enterprise
Marketing personalization	Use of customer behavior data to create personalized offers	Big Data, analytics platforms, personalized recommendati ons	Increased customer satisfaction, loyalty, and conversion
Interactivity	Two-way communication with customers via digital platforms	Social networks, chatbots, interactive applications	Rapid response to inquiries, development of long-term relationships
Analytics-driven approach	Tracking customer behavior and market trends to optimize marketing decisions	CRM systems, marketing analytics, AI tools.	Optimization of advertising costs, demand forecasting, effective targeting.
Multichannel approach	Use of multiple digital channels to reach customers	Email marketing, social networks, mobile applications.	Expanded audience reach, enhanced brand visibility
Automation of core marketing processes	Automation of campaigns and customer communications	Marketing platforms (HubSpot, Salesforce Marketing Cloud)	Reduced manual work, increased campaign efficiency/

Source: compiled based on [2—3; 5].

In terms of integrating additional services and offerings, digital tools allow companies to combine core products with supplementary services such as analytics, personalization, subscriptions, content add-ons, or interactive features. For instance, Spotify and Netflix provide personalized recommendations and additional premium features through their digital platforms.

Concerning rapid responsiveness to customer needs, big data analytics, AI, and automated digital communication channels allow enterprises to monitor user behavior in real time and adapt products or services accordingly. For example, Amazon uses purchase data to dynamically generate offers and recommendations.

Alongside the transformation of business models, marketing strategies applied by enterprises are also evolving toward personalization, interactivity, analytics-driven approaches, multichannel engagement, and automation of core marketing processes (see Table 4).

Specifically, digitalization enhances the role of personalized marketing, enabling companies to tailor offers to the individual needs of each customer based on big data analytics. Social networks, digital communication platforms, and interactive services are actively used to facilitate two-way communication with customers, provide rapid responses to inquiries, and foster long-term relationships. These tools allow enterprises to automate processes, improve the efficiency of customer interactions, strengthen loyalty, and create sustainable competitive advantages in the market.

Overall, the impact of digitalization manifests in the synergy between the transformation of business models and marketing strategies, enabling enterprises to adapt revenue models, integrate big data analytics into decision-making processes, and respond quickly to changes in the market and consumer behavior.

CONCLUSIONS

Within the scope of this study, attention is drawn to the fact that over the past decades, digitalization has gradually transformed business from traditional to digitally-oriented. This transformation involves a shift from physical processes and standardized products to digital technologies, automation, personalization, and scalability to global markets. Considering the changing characteristics of these businesses, the impact of digitalization on business models and marketing strategies is currently concentrated on developing new revenue models, applying digital tools for product and service promotion, and enhancing the efficiency of customer interactions through data analytics.

The impact of digitalization is manifested in the synergy between the transformation of business models and marketing strategies. In particular, digitalization drives the emergence of new business models-platform-based, subscription, freemium, on-demand, data-driven, sharing economy, and SaaS/PaaS-that enable enterprises to create value more effectively, optimize internal processes, and enhance flexibility in responding to market changes. At the same time, marketing strategies are shifting toward personalization, interactivity, analytics-driven approaches, multichannel engagement, and automation of core processes. This synergy allows enterprises to adapt revenue models, integrate big data analytics into decision-making processes, and respond rapidly to changes in the market and consumer behavior.

Future research prospects lie in a deeper analysis of the mechanisms for integrating digital technologies into business models and marketing strategies, evaluating the effectiveness of new revenue models in the digital economy, and identifying tools for their adaptation to dynamically changing market conditions.

Література:

1. Васильєва Н. Б., Нижниченко Я. Є., Заболотна О. С. (2024). Вплив цифровізації на трансформацію бізнес-моделей у традиційних галузях економіки. Академічні візії. № 37. https://doi.org/10.5281/zenodo.14197967
2. Клімович, О. (2024). Вплив цифрового маркетингу на стратегії та виклики сучасного бізнесу в Україні. Економіка та суспільство, vol. 63. https://doi.org/10.32782/2524-0072/2024-63-18
3. Марчук О. О. Цифровий маркетинг як інноваційний інструмент управління. Економіка та суспільство. 2018. № 17. С. 296—299.
4. Мельник, Л., Карінцева, О., Калініченко, Л., Харченко, М., Тарасенко, С. Цифрова трансформація бізнес?процесів в Україні: кращі практики вітчизняного бізнесу та сучасні виклики. Mechanism of an economic regulation. 2024. 2 (104). С. 54—60.
5. Окландер М. А., Романенко О. О. Специфічні відмінності цифрового маркетингу від інтернет-маркетингу. Економічний вісник НКТК КПІ. 2015. № 12. С. 362—371. URL: https://core.ac.uk/download/pdf/47234185.pdf.
6. Свидрук І. Передумови стратегічного планування інноваційного розвитку підприємств. Вісник Тернопільського національного економічного університету. 2020. № 2. С. 24—35.
7. Томах В. Цифрова трансформація управління підприємствами України у контексті сталого розвитку: інноваційні рішення, креативні технології. Академічні візії. 2023, № 18. DOI: http://dx.doi.org/10.5281/zenodo.7840221

References:

1. Vasilyeva, N.B., Nyzhnychenko, Ya.Ye., and Zabolotna, O.S. (2024). "The impact of digitalization on the transformation of business models in traditional sectors of the economy", Akademichni viziyi, vol. 37. https://doi.org/10.5281/zenodo.14197967
2. Klimovych, O. (2024), "The impact of digital marketing on the strategies and challenges of modern business in Ukraine", Ekonomika ta suspil'stvo, vol. 63 https://doi.org/10.32782/2524-0072/2024-63-18
3. Marchuk, O.O. (2018), "Digital marketing as an innovative management tool". Ekonomika ta suspil'stvo, vol. 17, pp. 296—299.
4. Melnyk, L., Karintseva, O., Kalinichenko, L., Kharchenko, M., and Tarasenko, S. (2024), "Digital transformation of business processes in Ukraine: best practices of domestic business and modern challenges", Mechanism of an economic regulation, vol. 2 (104), pp. 54—60.
5. Oklander, M.A., and Romanenko, O.O. (2015), "Specific differences between digital marketing and internet marketing", Ekonomichnyy visnyk NKTK KPI, vol. 12, pp. 362—371.
6. Svydruk, I. (2020), "Prerequisites for strategic planning of innovative development of enterprises", Visnyk Ternopil's'koho natsional'noho ekonomichnoho universytetu, vol. 2, pp. 24—35.
7. Tomakh, V. (2023), "Digital transformation of Ukrainian enterprise management in the context of sustainable development: innovative solutions, creative technologies", Akademichni viziyi, vol. 18. DOI: http://dx.doi.org/10.5281/zenodo.7840221

Стаття надійшла до редакції 26.11.2025 р.