

MARKETING STRATEGY FOR INCREASING THE COMPETITIVENESS OF AN ENTERPRISE IN THE DIGITAL ENVIRONMENT

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The marketing strategy of an enterprise in a digital environment determines long-term goals, priorities for resource allocation and mechanisms for competitive positioning of the enterprise in the digital space. D. Chaffee and F. Ellis-Chadwick understand digital marketing strategy as a functional component of the overall marketing strategy and operational digital marketing plans as tools for its implementation [1]. P. Kotler, G. Kartajaya and A. Setiawan in the concept of "Marketing 5.0" emphasize that in the context of the spread of artificial intelligence and big data technologies, marketing strategy acquires the features of an adaptive system capable of continuous self-adjustment based on real-time data [2].

Strategic planning in marketing involves establishing a hierarchy of goals: from the mission level of the enterprise through strategic priorities to measurable operational KPIs. For an IT outsourcing company operating in a highly competitive international B2B market, the hierarchy of digital marketing goals is structured at three levels: forming and maintaining positions in the top segment of the market in selected technological verticals; increasing digital presence and generating qualified leads through priority channels; optimizing conversions at each stage of the sales funnel.

The fundamental methodological solution in the proposed strategy is to use the adapted DBSC as the organizational framework of the KPI system. The standard four-perspective model of the balanced scorecard of R. Kaplan and D. Norton requires industry adaptation for IT outsourcing: the financial perspective is supplemented with contract cost metrics, the client perspective with specific B2B relationship quality indicators, the internal process perspective with digital presence metrics, training and development with an index of digital staff competence. This adaptation allows overcoming the limitations of traditional marketing dashboards, which, according to researchers, cover mainly tactical indicators (traffic, CTR, CPC) and do not reflect strategic changes in the competitive position of the enterprise.

The system of strategic goals and corresponding KPIs for an IT outsourcing company operates at the "Digital Follower" level and strives to reach the "Digital Leader" level. The system covers key indicators distributed across four DBSC perspectives, which provides the possibility of regular benchmarking and monitoring progress. An effective marketing strategy in a digital environment is impossible without a clear definition of the target audience and positioning strategy. The scientific literature identifies several approaches to B2B segmentation in the digital space: demographic (company size, industry, geography), behavioral (patterns of interaction with digital content, stage in the sales funnel), psychographic (corporate culture, attitude to risk, innovativeness) and situational (triggers for finding a contractor: growth, new product launch, dissatisfaction with the current supplier) [3]. For a medium-sized IT outsourcing company, a combined approach that combines demographic segmentation with situational segmentation is practically relevant.

Positioning on digital platforms involves developing a single “value message” that articulates a unique benefit for each segment. The choice of archetypal models of a digital marketing strategy is determined by the specifics of the market, the resource capabilities of the enterprise and the nature of competition. The main models include: performance marketing, focused on maximizing conversions in the short term through paid channels (PPC, targeted advertising); content marketing, which involves the systematic production of useful content to attract and retain the target audience; inbound marketing as a comprehensive engagement system (SEO and content and automation); account-based marketing (ABM); data-driven marketing.

For an IT outsourcing company that seeks to move to the “Digital Leader” category, the optimal model is a hybrid model that combines inbound marketing with elements of ABM and performance marketing. The validity of this choice is confirmed by the example of the Yalantis company, whose leadership position is the result of long-term investments in SEO and thought leadership [4]. The central element of the proposed hybrid strategy is the Customer Journey Map (CJM) model in the digital environment. CJM is a practical strategic planning tool that reflects the sequence of interactions between a potential customer and the company from the first awareness of the need to conclude a deal and subsequent retention. For B2B IT outsourcing the decision-making cycle is long and nonlinear, the decision is made by a collective body, and the key trigger for the transition between stages is often content.

Thus, a comprehensive strategy for increasing the competitiveness of an IT outsourcing company in the digital environment is based on a system of strategic goals and KPIs in the DBSC format, a B2B audience segmentation matrix with differentiated value propositions, a customer journey model for B2B IT outsourcing, and a 7P digital marketing complex with industry adaptation. The proposed strategy directly addresses the "tactical trap" and lays a methodological foundation for the implementation of specific digital tools. The implementation of a marketing strategy requires appropriate information support.

Literature

1. Chaffey D., Ellis-Chadwick F. Digital Marketing: Strategy, Implementation and Practice. 7th ed. Harlow : Pearson Education, 2019. 720 p.
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