



ASSOCIAÇÃO DE POLITÉCNICOS DO NORTE (APNOR)
INSTITUTO POLITÉCNICO DE BRAGANÇA

**“Digital marketing as a tool to enhance the competitiveness of
the enterprise”**

Yuliia Malinko

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To obtain the Master Degree in Management, Specialisation in Business
Management

Supervisors:

Jessica Ferreira

Iryna Lorvi

Bragança, October 2025.



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Abstract

With the rapid development of the global network, traditional approaches to enterprise management, particularly its marketing activities, are evolving. The use of the Internet now encompasses virtually all aspects of the marketing activities of many companies (Lorvi & Voitovych, 2021, p. 5). Traditional marketing tools are becoming more effective through their integration into digital platforms. The distinctive innovative capabilities of the digital environment have shaped a new marketing paradigm known as digital marketing. The overall marketing mix should be considered from the perspective of its application in the online environment. Therefore, researching digital marketing tools and strategies becomes an extremely important aspect for the development of enterprises.

This qualification paper aims to provide a systematic analysis of the digital marketing strategy of Private Joint-Stock Company "Edelvika". Specifically, it seeks to identify the key success factors and shortcomings in the use of digital marketing and to formulate recommendations for optimising marketing performance and enhancing competitiveness through online instruments. This research focuses on digital marketing tools and their impact on the marketing activities and competitiveness of PJSC "Edelvika".

The results of the analysis showed that the implementation of digital marketing tools, particularly social media, content marketing, SEO optimisation and targeted advertising, contributed to an increase in brand awareness and consumer engagement online. However, several challenges were identified, including the uneven distribution of the advertising budget and the limited use of analytical tools. Based on the findings, a set of recommendations was formulated to optimise PJSC "Edelvika's" digital marketing strategy, with the aim of improving the efficiency of online communications and strengthening the company's competitive position in the market.

This qualification paper systematises the theoretical and methodological foundations of digital marketing as a tool for improving marketing performance and competitiveness. It also examines the specific features of PJSC "Edelvika's" marketing activities and substantiates the company's choice of digital marketing strategy.

Keywords: Marketing, Digital Marketing, Competitiveness, Marketing in Social Networks, Content Marketing.

Resumo

Com o rápido desenvolvimento da rede global, as abordagens tradicionais de gestão empresarial, em particular as atividades de marketing, estão a evoluir. A utilização da Internet abrange atualmente praticamente todos os aspetos das atividades de marketing de muitas empresas (Lorvi & Voitovych, 2021, p. 5). As ferramentas tradicionais de marketing estão a tornar-se mais eficazes através da sua aplicação na rede. As capacidades inovadoras e únicas da rede definem uma nova direção no marketing, conhecida como marketing digital. O mix de marketing deve ser considerado do ponto de vista da sua aplicação no ambiente online. Por conseguinte, a investigação sobre ferramentas e estratégias de marketing digital torna-se um aspeto extremamente importante para o desenvolvimento das empresas.

O objetivo do trabalho de qualificação é estudar e analisar sistematicamente as estratégias de marketing digital da sociedade anónima privada "Edelvika". No estudo foram aplicados métodos de análise, comparação e generalização de dados estatísticos, bem como um questionário dirigido aos funcionários da empresa. Especificamente, o trabalho visa identificar os fatores de sucesso e as deficiências na utilização do marketing digital, bem como desenvolver recomendações para otimizar as atividades de marketing e aumentar a competitividade através de ferramentas online.

O objeto da pesquisa são as ferramentas de marketing digital e o seu impacto nas atividades de marketing e na competitividade da sociedade anónima privada "Edelvika".

Os resultados da análise mostraram que a implementação de ferramentas de marketing digital, especialmente as redes sociais, o marketing de conteúdo, a optimização para motores de busca (SEO) e a publicidade direcionada, contribuiu para um aumento do reconhecimento da marca e do envolvimento dos consumidores online. No entanto, foram identificados vários desafios, incluindo a distribuição desigual do orçamento publicitário e a utilização insuficiente de ferramentas analíticas. Com base nas conclusões, foram desenvolvidas recomendações para optimizar a estratégia de marketing digital da PJSC "Edelvika", com o objetivo de melhorar a eficácia das comunicações online e fortalecer a posição competitiva da empresa no mercado.

O trabalho de qualificação sistematiza os princípios teóricos e metodológicos do marketing digital como ferramenta para aumentar a eficácia das atividades de marketing e da competitividade; as particularidades das atividades de marketing em geral e do marketing digital da sociedade anónima privada "Edelvika", bem como fundamenta a escolha da estratégia de marketing digital da empresa em estudo.

Palavras-chave: Marketing, Marketing Digital, Competitividade, Marketing em Redes Sociais, Marketing de Conteúdo.

Анотація

Зі стрімким розвитком глобальної мережі традиційні підходи до управління підприємствами, зокрема до їхньої маркетингової діяльності, зазнають змін. Використання Інтернету охоплює нині практично всі аспекти маркетингової діяльності багатьох компаній (Lorvi & Voitovych, 2021, с. 5). Традиційні маркетингові інструменти стають більш ефективними завдяки їх застосуванню в мережі. Унікальні інноваційні можливості мережі визначають новий напрям у маркетингу - цифровий маркетинг. Загальний маркетинговий мікс слід розглядати з точки зору його застосування в онлайн-середовищі. Тому дослідження інструментів і стратегій цифрового маркетингу стає надзвичайно важливим аспектом для розвитку підприємств.

Кваліфікаційна робота має на меті системне вивчення та аналіз стратегій цифрового маркетингу приватного акціонерного товариства «Едельвіка». У дослідженні застосовано методи аналізу, порівняння та узагальнення статистичних даних, а також анкетне опитування працівників компанії. Зокрема, робота спрямована на виявлення факторів успіху та недоліків у використанні цифрового маркетингу, а також на розробку рекомендацій щодо оптимізації маркетингової діяльності та підвищення конкурентоспроможності за допомогою онлайн-інструментів.

Об'єктом дослідження є інструменти цифрового маркетингу та їх вплив на маркетингову діяльність і конкурентоспроможність приватного акціонерного товариства «Едельвіка».

Результати проведеного аналізу показали, що впровадження інструментів цифрового маркетингу, зокрема соціальних мереж, контент-маркетингу, SEO-просування та таргетованої реклами, сприяло зростанню рівня впізнаваності бренду та активності споживачів у мережі. Водночас виявлено проблеми, пов'язані з нерівномірним розподілом рекламного бюджету та недостатнім використанням аналітичних інструментів. На основі отриманих результатів розроблено рекомендації щодо оптимізації цифрової маркетингової стратегії ПрАТ «Едельвіка», спрямовані на підвищення ефективності онлайн-комунікацій і зміцнення конкурентних позицій підприємства.

У кваліфікаційній роботі систематизовано теоретико-методологічні засади цифрового маркетингу як інструменту підвищення ефективності маркетингової діяльності та конкурентоспроможності; розкрито особливості маркетингової діяльності загалом і цифрового маркетингу ПАТ «Едельвіка», а також обґрунтовано вибір цифрової маркетингової стратегії досліджуваного підприємства.

Ключові слова: Маркетинг, Цифровий маркетинг, Конкурентоспроможність, Маркетинг у соціальних мережах, Контент-маркетинг.

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Abbreviations

PJSC - Private Joint Stock Company

SEO - Search Engine Optimization

SMM - Social Media Marketing

PPC - Pay-Per-Click

CRM - Customer Relationship Management

KPI(s) - Key Performance Indicator(s)

ROI - Return on Investment

CAC- Customer Acquisition Cost

CR - Conversion Rate

UGC - User-Generated Content

VSEO - Voice Search Engine Optimisation

AI - Artificial Intelligence

ML - Machine Learning

AR/VR - Augmented Reality / Virtual Reality

SWOT - Strengths, Weaknesses, Opportunities, Threats (SWOT analysis)

OOH - Out-Of-Home (advertising)

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Introduction

Developing a digital marketing strategy is a vital element of the overall growth and competitiveness of textile enterprises in today's business environment. The advancement of digital technologies and the widespread use of the Internet have significantly influenced consumer behaviour. Amid digital transformation and global instability, intensified by the ongoing war in Ukraine, enterprises face new challenges in sustaining their competitiveness. A key challenge lies in adapting to changes in consumer behaviour resulting from the growing adoption of digital technologies and the extensive use of the Internet. Consequently, textile companies must revise their marketing strategies to deliver a seamless and engaging online customer experience. Shifts in consumer behaviour and interactions with brands necessitate the implementation of innovative marketing approaches that align with the new market realities.

Growing competition in the textile market requires effective digital strategies, as their absence may result in customer attrition to rival brands. Special attention should be paid to attracting younger audiences, who are particularly active online and frequently use digital platforms to search for and purchase clothing. This creates the need for targeted approaches designed specifically for online platforms.

Therefore, the core research problem lies in substantiating the selection of an effective digital marketing strategy for textile enterprises operating under instability, particularly amid wartime conditions in Ukraine. This study aims to address the question: how can digital marketing strategies enhance the competitiveness of textile companies in an unstable environment such as Ukraine, during a time of war?

Currently, the formulation and implementation of digital marketing strategies are among the key subjects of academic and practical analysis. The active integration of internet technologies into modern business practices has sparked growing interest in creating effective marketing approaches tailored to the digital landscape. Research in this area primarily focuses on analysing consumer behaviour online, evaluating the effectiveness of marketing campaigns across digital channels, using mobile applications to improve customer service, and exploring other aspects of digital business transformation.

Recent studies in digital marketing and strategy development reveal growing interest from both domestic and international scholars such as Illiashenko, Vavrysh, Savchuk, Romanenkova, Oklander, Lytovchenko, Botushan, and Rabey.

The primary aim is to summarise the theoretical and methodological foundations and to develop practical recommendations for justifying the choice of a digital marketing strategy for enterprises in the textile industry.

To achieve the stated aim, the following research objectives have been defined:

- to systematise the theoretical and methodological principles of digital marketing strategy for enterprises operating in the textile market, in particular to identify key tools, communication channels, and efficiency criteria;
- to analyse the marketing activities of PJSC "Edelvika" with a focus on the use of digital tools (social media, SEO, content marketing, targeted advertising) and to assess their impact on sales volumes, audience reach, and consumer engagement levels during 2019–2023;
- to justify the choice and develop an optimised digital marketing strategy for PJSC "Edelvika" based on the identified shortcomings and potential areas for development, specifying concrete performance indicators (ROI, conversion rate, user engagement level).

The subject of this master's thesis encompasses the theoretical and applied foundations underpinning the selection of a digital marketing strategy for a business entity.

A diverse range of research methods was employed in preparing this master's thesis, ensuring a detailed and systematic analysis of the topic. The core methods used include: Generalisation and systematisation, which facilitated the organisation of collected data and the formation of a coherent understanding of the key aspects of the study; Analysis and synthesis, used to examine individual elements of the research object and to identify interconnections between them; Comparative analysis, which enabled the identification of commonalities and differences between similar processes or phenomena, as well as the evaluation of the effectiveness of various digital marketing approaches; Expert evaluation, carried out to gather professional insights from marketing specialists, which contributed to a deeper exploration of the research topic; Graphical methods, used for data visualisation, thereby enhancing the clarity and accessibility of the research findings.

Additionally, a survey was conducted among employees of the Marketing and Advertising Department of PJSC "Edelvika". The aim of this survey was to identify the strengths and weaknesses of the current digital marketing strategy, determine the most effective tools, and collect recommendations for its enhancement.

The empirical base of the study includes scholarly works by Ukrainian and foreign researchers on digital marketing and strategic development, publications in periodicals relevant to the textile industry in Ukraine, financial and statistical reporting of the enterprise, as well as the author's own research and observations.

The practical significance of this master's research lies in the justification of digital marketing strategy selection. This includes the development of a strategic digital marketing plan, improvement of the organisational structure of the marketing and advertising department, and the formulation of a personalised digital marketing strategy for PJSC "Edelvika".

1. Theoretical foundations of digital marketing as a tool for improving the marketing efficiency

1.1. Digital Marketing as a Tool for Increasing Efficiency

In the contemporary business environment, digital marketing plays a pivotal role in ensuring the competitiveness of enterprises. Owing to the rapid advancement of internet technologies and changes in consumer behaviour, companies are compelled to adapt their marketing strategies to the demands of the digital era. Digital marketing strategies enable businesses to reach their target audience more rapidly, efficiently, and cost-effectively compared to traditional methods (Chaffey & Ellis-Chadwick, 2019; Zhang & Watson, 2020).

Digital marketing encompasses a wide range of tools and platforms, including SEO, pay-per-click advertising, social media, email marketing, and content marketing. An effective strategy requires the integration of these tools in accordance with the specific characteristics of the business and its target audience (Wati et al., 2020). Furthermore, when selecting a digital marketing strategy, an enterprise must take into account its business objectives, available resources, and the specific characteristics of the market in which it operates. In the case of PJSC "Edelvika", this is particularly relevant, as the company combines traditional distribution channels with new digital tools. The optimal combination of these channels will be examined in the empirical section of the study. This approach enables an assessment of how digital marketing affects the company's financial performance amid wartime instability.

An analysis of various definitions of "digital marketing" shows that scholars emphasise different aspects of how digital technologies are applied in marketing activities (Appendix A).

Appendix A summarises these approaches and demonstrates that digital marketing can be viewed as a new type of marketing, a distinct process, an interaction tool, or an element of a company's communication policy.

Systematising scholarly approaches to defining "digital marketing" makes it possible to identify several conceptual interpretations that reflect the evolution of marketing thought within the context of digital economic transformation. The approaches presented in Appendix A allow for the grouping of academic perspectives based on several key characteristics.

The first group includes approaches that view digital marketing as an evolution of traditional marketing, arising from its integration with the capabilities of the Internet. This interpretation is typical of the works of Oklander and Romanenko (2024), who view digital marketing as a logical continuation of the classical approach within an interactive online environment that enhances the speed and cost-efficiency of customer engagement.

The second group consists of approaches that consider digital marketing as a process of applying

internet technologies across all aspects of a company's marketing activities – from market analysis to promotion and logistics. Ivanova (2024) and Lorvi and Voitovych (2021) highlight the instrumental nature of digital marketing and its strong link to data and information technologies, which not only meet consumer needs but also generate additional value.

The third group of approaches defines digital marketing as a mechanism of interactive engagement with customers, based on two-way communication, personalisation, and the development of long-term relationships. In this context, the approach proposed by Rahmadia and Veri (2025) focuses on the creation of a digital environment where customer interaction becomes a continuous, flexible, and customer-centric process.

A separate group views digital marketing as a component of a company's marketing communication policy. The definitions provided by Kotler and Keller (2020) and Rabeya (2019) emphasise the practical orientation of digital marketing, highlighting its capacity to integrate creative and technical aspects of online advertising to promote products and services effectively.

Consequently, the various interpretations of digital marketing demonstrate its multifunctionality and strategic role in modern marketing practice. Rather than representing a mere set of tools or communication channels, digital marketing constitutes an integrated business philosophy that unites innovation, data, personalisation, and a focus on long-term customer value. This multidimensional nature underpins the central role of digital marketing in the global digitalisation of business.

Based on the analysis of various approaches to understanding digital (internet) marketing, an integrated definition can be formulated. Digital marketing is a comprehensive activity that utilises modern digital technologies and platforms for market research, value creation, customer interaction in an interactive environment, and the effective promotion of goods and services to achieve competitive advantage and profitability.

This definition reflects the key aspects of digital marketing, including its interactivity, customer orientation, adaptability to new technologies, and the growing importance of innovation in marketing activities. Digital marketing combines traditional marketing tools with modern digital approaches such as targeted advertising, search engine optimization (SEO), social media marketing (SMM), email marketing, and big data analytics in order to build long-term relationships with customers.

The goal of digital marketing is to create a sustainable framework for interaction between enterprises and consumers, which ensures:

- maximum customer satisfaction through personalised approaches and the utilisation of consumer data;
- effective fulfilment of marketing objectives such as promotion, loyalty building, sales growth, and market expansion;
- enhanced competitiveness of the enterprise through innovation, improved service quality, and cost optimisation (Kotler et al., 2017).

Hence, digital marketing constitutes an integral component of modern business strategy, aimed at balancing the economic benefits of the enterprise with the creation of value for customers in the

digital era. For PJSC "Edelvika", these tasks are crucial, as the company is forced to adapt to wartime conditions while simultaneously expanding its market presence. The subsequent empirical analysis will assess how the strategy of personalisation and the implementation of innovative digital tools have strengthened the company's resilience and competitiveness.

Digital marketing provides numerous advantages that make it an appealing and effective instrument for businesses and brands. The primary benefits include:

1. Broad audience reach – by leveraging internet technologies, digital marketing enables companies to connect with millions of potential customers worldwide, regardless of geographical location.
2. Personalisation – digital tools facilitate audience segmentation and the development of customised offers tailored to specific consumer groups, taking into account their needs, interests, and behavioural traits.
3. Cost-effectiveness – compared to traditional marketing methods such as print advertising or television, digital marketing is more affordable and delivers a higher return on investment due to the capability for precise performance measurement.
4. Interactivity – the opportunity for two-way communication between brands and consumers via social media, email, or online chats fosters audience engagement and the building of long-term relationships.
5. Scalability and flexibility – digital marketing allows rapid adjustment of strategies and campaigns in response to analytical insights or changes in the market environment.
6. Analytical capabilities – through digital platforms, companies can collect and analyse large volumes of data about their audience, evaluate campaign effectiveness, and adapt their actions in real time.
7. Innovativeness – the utilisation of advanced technologies such as artificial intelligence, machine learning, and automation enables organisations to achieve new heights in customer engagement and process optimisation.

These advantages make digital marketing an indispensable instrument for modern businesses seeking to adapt to fast-changing market conditions. It enables them to enhance their competitiveness and strengthen relationships with customers.

The main objectives and instruments of digital marketing are presented in Table 1.

Table 1. Digital Marketing Tools and Objectives for Enterprises in the Textile Industry.

Tools	Characteristics	Tasks
SMM	Use of Facebook, Instagram, and TikTok to promote textile products, with an emphasis on their quality, eco-friendliness, and affordability.	Popularisation of products, sales stimulation, and audience engagement through stories about local production and support for the economy during wartime.
Content Marketing	Creation of photo and video content about textile products, showcasing the production process, with an emphasis on the eco-friendliness and quality of materials.	Building trust in the brand, informing customers about production advantages, and supporting the national economy.

Table 1. (continued) Digital Marketing Tools and Objectives for Enterprises in the Textile Industry.

Tools	Characteristics	Tasks
SEO	Optimising the company's website for search engines using keywords related to textiles and eco-friendly products.	Increasing brand visibility, attracting organic traffic to the website, and enhancing customer recognition.
Email Marketing	Personalised email campaigns with promotional offers and discounts to support customers during economic instability.	Informing customers about special offers, retaining loyal clients, and encouraging repeat purchases.
PPC Advertising (Pay-Per-Click Advertising)	Advertising on Google and social media with targeting for local and international customers searching for affordable textiles.	Quick customer acquisition, promotion of product leftovers, supporting sales during crisis conditions.
Online Store	Creation or updating of an online platform for selling textile products, with an emphasis on delivery and payment convenience.	Expansion of sales geography, ensuring uninterrupted access for customers to products even during martial law.
Analytics and Big Data	Collecting data on customer behaviour on the website and social media to identify the most popular products and customer segments.	Demand analysis, assortment optimisation, and creating personalised offers for more effective sales.

Source: Adapted from Lorvi, Voitovych (2021), Lisovskyi et al. (2025), Kulyniak, Holovetskyi, (2023), Dronova et al. (2024), Sychova et al. (2023), Tkachenko (2022).

The analysis of digital marketing tools and tasks for textile enterprises under martial law shows that digital technologies are a key element of business adaptation to modern challenges. The use of digital marketing tools enables companies not only to maintain their market presence but also to expand their audience, enhance brand awareness, and increase sales even in times of crisis.

SMM plays a significant role in the strategies of enterprises, providing direct interaction with customers and forming an emotional connection through an emphasis on localism and support for national production. Online shopping is an important channel for selling products, allowing them to overcome geographical restrictions and ensure uninterrupted sales.

Content marketing and SEO tools help to build brand trust by demonstrating product quality, environmental friendliness of materials and transparency of production processes. PPC advertising and email marketing provide a targeted approach to product promotion, allowing companies to respond swiftly to changes in demand and inform customers about promotions or special offers.

Wartime conditions underscore the importance of analytics and big data, which enable businesses to better understand customer needs, adapt their product range, and deliver personalised offers. Digital marketing tools not only ensure business stability but also create a platform for its long-term development, even in an unstable environment.

Thus, digital marketing serves as an effective instrument for sustaining the competitiveness of textile enterprises and formulating new development strategies amid global and local challenges.

Scholars and practitioners frequently explore strategic approaches within the realm of digital marketing. Within this context, two primary perspectives on the understanding and application of digital marketing can be identified.

The first, more limited perspective, regards digital marketing mainly as a tool for utilising the Internet

as a channel to disseminate information about a company and its products alongside traditional channels. In this view, digital marketing is primarily perceived as a means of transmitting promotional information and, in certain cases, as an instrument for conducting online marketing research.

The second approach is broader and conceptually distinct from the first. Here, digital marketing is seen not merely as a method for enhancing a company's advertising presence and product visibility online, but as a comprehensive business model. This perspective encompasses not only advertising but also the entire cycle of customer interaction, starting with engagement, building durable relationships, and maintaining communication throughout all stages of the consumer journey.

Consequently, the first approach focuses on using the Internet as an information channel, whereas the second advocates for the integration of digital marketing into the company's strategy as a fully-fledged business paradigm (Kovalchuk et al., 2022).

An analysis of current research by Ukrainian scholars (Dalyk et al., 2023; Gavryliuk et al., 2023; Kniazieva, Kazanska, 2022) confirms the growing role of digital marketing strategies as a key tool for enterprises to adapt to the challenges of the digital economy. Scientific publications (Kovalchuk, Dalyk, Havryliuk, Kniazieva, etc.) emphasise the need to transform classical promotion strategies towards multi-level digital approaches that combine flexibility, analytics, automation and interactivity.

Digital strategies are seen as integrated solutions that cover the entire spectrum of marketing tools - from SEO, SMM, content and email marketing to personalised advertising, augmented reality / virtual reality (AR/VR), software platforms and customer relationship management (CRM) systems. They not only enhance communication with consumers but also ensure more precise product positioning, a prompt response to changes in consumer behaviour, and data-driven managerial decisions.

Researchers pay particular attention to the strategic planning of digital marketing, including the development of consumer behaviour models in online environments, the establishment of long-term relationships through personalised approaches, selection of relevant communication channels, and the evaluation of implemented strategies effectiveness via key performance indicators (KPIs).

Therefore, digital marketing strategies in the current context function not merely as promotional tools but as a platform for strategic management of a company's marketing activities, ensuring sustainable competitiveness amid dynamic digital transformations.

Such strategies enable the adaptation of digital marketing to the company's specific needs, supporting its effective development in a competitive landscape. Practical application of digital marketing tools has led to the formation of the following strategies (Table 2).

The proposed digital marketing strategies remain relevant and effective even under wartime conditions, as textile enterprises encounter numerous operational challenges. These include disruptions in logistics, reduced consumer purchasing power, and the need to adapt to changing consumer behaviour.

Table 2. Digital Marketing Strategies in the Practical Operations of Textile Industry Enterprises.

Strategies	Characteristics	Advantages of Implementation	Examples of Strategy Implementation in the Textile Industry
Comprehensive Internet Marketing Strategy	The combination of all digital marketing tools (SMM, SEO, content marketing, email marketing, PPC advertising) for comprehensive targeting of the audience.	It ensures maximum effectiveness through the synergy of various channels, expands audience reach, and increases brand recognition.	Promotion of textile products through SEO to attract organic traffic, SMM for customer engagement, and PPC for the rapid promotion of new collections.
Internet PR Strategy	Using online tools to create a positive brand image (publications, press releases, articles, collaborations with influencers).	Improves the company's reputation, builds trust in the brand, and fosters long-term relationships with customers and partners.	Publishing articles about the eco-friendliness of textile production on specialized portals, collaborating with fashion bloggers to promote the brand.
Guerrilla Marketing Strategy	Using creative, low-cost, and unconventional promotion methods that attract the audience's attention.	Ensures high engagement with low costs, differentiates the brand from competitors, and promotes viral information spread.	Organising flash mobs on social media, creating interactive videos about the textile production process, and running promotions to engage the local community's attention.

Source: Adapted from AG. Marketing, and Kinas, (2021).

The use of integrated online marketing enables textile companies to maximise their reach of target audiences by combining various digital channels. This contributes to enhancing brand awareness and attracting new customers despite limited resources.

The Internet PR strategy is particularly important in times of conflict, as it helps to build a positive corporate image and strengthen consumer trust. This can be achieved by emphasising social responsibility, eco-friendly production, or charitable initiatives supporting affected communities. Guerrilla marketing proves valuable during periods of constrained financial resources, allowing brands to stand out through unconventional and creative methods. Interactive campaigns and flash mobs on social media platforms foster customer engagement and increase audience involvement even in challenging circumstances.

Therefore, the analysis of scholarly approaches to digital marketing indicates that, despite a substantial number of studies, most focus on the general principles of strategy development and only partially address their implementation within industrial sectors, particularly the textile industry. The issue of adapting digital marketing tools to the conditions of wartime instability and limited enterprise resources remains insufficiently explored. This research gap determined the selection of PJSC "Edelvika" as the case for further empirical analysis, allowing the assessment of how digital marketing influences the company's performance under real crisis conditions.

Thus, the analysis of the presented strategies demonstrates not only their theoretical significance but also provides a foundation for further empirical research on the effectiveness of digital marketing in the textile industry. Implementation of these strategies provides textile enterprises not only with the ability to survive during crises but also to establish a foundation for future growth once the

situation stabilises.

For a deeper explanation, it is worth noting that within the strategic management of digital marketing, the decision-making system covers the following aspects:

1. Strategic decisions on the selection of digital marketing tools. This involves identifying the optimal set of tools, such as search engine marketing, social media marketing, e-commerce, and others. Special attention is given to the selection of strategies for advertising campaigns, website optimisation, and the use of different channels to achieve marketing objectives.
2. Strategic decisions in response to competitors' actions. This area focuses on analysing and responding to competitive strategies. Thorough examination of competitors' strengths and weaknesses helps identify unique competitive advantages. Based on this, companies can refine their approaches and adapt their strategies to market changes, ensuring effective positioning and long-term competitiveness.
3. Strategic decisions regarding content and its distribution. An essential element is the creation of high-quality, relevant content and its effective online placement. This includes defining content types (articles, videos, infographics), selecting platforms for publication, and developing content presentation strategies that best meet the interests of the target audience.

Applying this approach enables comprehensive management of digital marketing by integrating tool selection, adaptation to the competitive environment, and content optimisation to achieve marketing goals.

One of the key facets of managing digital marketing is choosing the approach to organising the execution of marketing tasks. This can be addressed through three strategic alternatives:

1. Internal execution. All digital marketing functions and tasks are performed by the company's in-house staff. In this scenario, the enterprise independently implements marketing strategies, controls all processes, and assumes full responsibility for their realisation.
2. External execution. Tasks and functions are outsourced to external specialists or companies. This approach may involve collaboration with professional digital marketing agencies or engaging freelancers. The choice of an external executor depends on project specifics, budget, and the required level of expertise.
3. Combined execution. A hybrid model involving both internal staff and external professionals. In this setup, the company may handle basic marketing functions in-house while outsourcing more complex or specialised tasks to outside experts.

Each of these strategies has different implementation options depending on who takes the lead in implementing the marketing strategy. In some cases, the company can retain control of the process by acting as a coordinator, while external contractors perform operational tasks. At the same time, outsourcing to professional agencies may represent the most effective solution, as it enables companies to leverage external expertise and ensure the successful implementation of their marketing strategies.

Another important element of digital marketing strategy is the development of partnerships with other market participants, including direct collaborators within shared supply and distribution chains. This approach can be particularly effective when both parties target the same audience, or when one company identifies the loyal customer base of another, already recognised in the market, as a potential segment for business expansion.

Therefore, the analysis of digital marketing strategies confirms their role as an integral component of modern business planning, particularly in the context of rapidly evolving markets and the growing influence of digital technologies. These strategies enable companies to respond effectively to evolving consumer behaviours by delivering personalised experiences, engaging customers across multiple channels, and employing innovative tools.

The approaches to digital marketing outlined in this study highlight its multifaceted nature. On the one hand, it can be viewed as a promotional tool using the internet as a communication channel; on the other, it evolves into a comprehensive business model that encompasses every stage of the customer journey. This versatility reinforces the strategic importance of digital marketing in enhancing enterprise competitiveness, adaptability, and long-term growth.

Contemporary digital marketing strategies, including integrated online marketing, digital public relations, and guerrilla marketing, enable businesses not only to achieve their commercial objectives but also to cultivate a positive brand image, expand into new markets, and foster long-term customer relationships. Tools such as SEO, content marketing, SMM, PPC advertising, and email campaigns contribute to increased brand recognition, stimulate sales, and strengthen customer loyalty.

The implementation of digital marketing strategies becomes especially relevant during periods of disruption, such as war or economic instability. Digital technologies provide companies with the ability to maintain operational continuity, ensure uninterrupted sales, and establish alternative channels of communication with target audiences. Furthermore, the analytical capabilities of digital marketing allow businesses to respond rapidly to change, optimise expenditure, and plan their activities more efficiently (Oklander et al., 2024).

Hence, the review of contemporary digital marketing strategies demonstrates not only their multifunctionality but also provides a basis for further empirical analysis of their application within textile enterprises, enabling the evaluation of their effectiveness under real market conditions. Thus, digital marketing represents a vital tool for enterprises seeking to strengthen their market position, maintain competitiveness, and deliver value to customers. The successful implementation of digital marketing strategies contributes significantly to the achievement of business objectives, even in the face of global challenges.

1.2. Digital Marketing Strategy and Its Effectiveness Evaluation in Modern Condition

Increasing competition and the rising cost of online advertising have prompted digital marketing professionals to place greater emphasis on evaluating the return on advertising investment.

Contemporary academic literature frequently highlights the absence of unified methodologies for assessing the effectiveness of marketing activities.

The main challenge lies in the difficulty of isolating or distinguishing the specific outcomes of marketing investments. Evaluating the impact of marketing activities on consumer loyalty and brand equity remains particularly challenging. In the context of digital marketing performance measurement, the most valuable and widely used metrics are those concerning website traffic volume and composition.

Assessing the effectiveness of digital marketing is a key area of focus in a company's operations. The main types of approaches to evaluating the effectiveness of a company's digital marketing are presented in Table 3.

Table 3. Approaches to Evaluating a Company's Digital Marketing Performance.

Criterion	Approach	Description
By the Efficiency Component	Economic	General economic performance indicators are calculated.
	Communicational	Specialised metrics characteristic of internet communications are established.
By the Key Component	Assessment of Economic Indicators	Calculations are performed for such indicators as profit/advertising costs and average purchase value (economic effect)
	Assessment of Technical Parameters	Calculations are performed for the following indicators: number of clicks and time spent on the website.
By the Subject	Tactical	Ongoing monitoring of current digital marketing metrics and indicators for effective control and result analysis.
	Strategic	Aimed at the systematic achievement of set tasks and objectives.
By Orientation Type	Customer-Oriented	The main focus is on consumer needs.
	Value-Oriented	The main focus is on the commercial aspect (profitability).
Depending on the Evaluation Stage	Pre-testing	Pre-analysis methods include awareness evaluation (opinions), focus groups, programme analysis, in-progress testing, assessment of physiological responses (eye-tracking, pupil response measurement, etc.), as well as readability checks and trial market testing.
	Concurrent Testing	Concurrent analysis methods include parallel surveys, correlation analysis, and market trend monitoring.
Depending on the Evaluation Stage	Post-testing	Post-distribution testing methods include readership analysis, memory tests, attitude change assessments, question stimulation tests, and sales volume testing methods.
By Object of Digital Marketing Audit	Panel Analysis	Panel analysis is a sequential study conducted over specific periods of time. A panel, in this context, refers to a group of individuals united by a common characteristic and a shared date of a specific event.
	Semantic Analysis	This is the process of collecting and analysing keywords that can enhance a website's conversion efficiency. Improved conversion refers to increasing the likelihood that visitors will perform a desired action on the site.
By Object of Digital Marketing Audit	Benchmarking	This is a method (process) by which companies assess their performance in comparison to leading competitors by examining all processes and functions of the selected companies.

Table 3. (continued) Approaches to Evaluating a Company's Digital Marketing Performance.

Criterion	Approach	Description
By Object of Digital Marketing Audit	Usability Audit	A usability audit is a systematic review and evaluation of a website, application, or other interface in terms of its user-friendliness and efficiency. The goal of a usability audit is to identify potential issues that may impact user satisfaction and their ability to interact effectively with the product or service. The evaluation is usually carried out across various aspects such as navigation, interface clarity, page loading speed, and other factors influencing user experience.
	Technical Website Audit	This is a website check aimed at identifying technical shortcomings and addressing deviations in the software from the requirements of search engines.
	Advertising Campaign Audit	Helps to identify shortcomings and errors in contextual advertising, social media advertising, banner ads, and other types of web-based advertising.
	Content Analysis	Content analysis is a method of studying textual, audio, video, or other forms of content to identify and analyse key themes, patterns, trends, or other characteristics to gain specific insights or conclusions.

Source: Adapted from Kovtonyuk (2025), Berezovska, Kyrychenko (2023).

Accordingly, Table 3 examines various approaches to evaluating a company's digital marketing and summarises the key criteria, methods, and parameters used to assess the effectiveness of different elements of the marketing strategy. By employing economic, communication, tactical, and strategic approaches, companies can effectively measure and analyse the results of their digital marketing activities. Moreover, the table highlights various testing, auditing, and analysis methods that assist companies in refining their strategies and ensuring successful outcomes in the online environment.

The approaches to evaluating digital marketing performance presented in Table 3 encompass a broad range of criteria, from economic and communication metrics to tactical and strategic dimensions. They provide a set of tools that can be adapted depending on the specifics of the enterprise. In the context of this study, these approaches and KPI metrics (conversion, engagement, CAC, ROI, etc.) form the methodological basis for further analysis of PJSC "Edelvika's" activities. The application of such indicators will allow identifying the strengths and weaknesses of the company's current digital strategy, assessing its compliance with contemporary market conditions, and determining areas for optimization.

One of the key stages in assessing digital marketing effectiveness is conducting a marketing audit, which serves as a systematic and comprehensive evaluation of the company's internal and external environment. The results of the audit form the basis for making management decisions and developing well-founded actions to enhance the effectiveness of the company's digital marketing tools.

Evaluating the effectiveness of marketing communication requires identifying a set of indicators, known as the KPI system, which serves as a toolkit for measuring various aspects of the impact of marketing activities on the target audience and the company's business processes. The KPIs combine several main categories of metrics, including the effectiveness of advertising campaigns, audience engagement, conversion, cost per customer acquisition, and reputation and brand

indicators.

An effective KPI system not only determines the performance of individual marketing activities but also ensures the targeted direction of strategies and tactics based on the data collected.

The analysis of KPIs represents a key step in refining online marketing strategies, enabling the company to adapt and optimise its efforts to achieve business objectives.

Evaluating the effectiveness of digital marketing tools may involve a range of KPIs that should be considered during performance analysis. Here are several key KPIs for assessing marketing internet tools:

1. Conversion measures how effectively the tool turns visitors into customers or prompts desired actions. Example: measuring the number of purchases or registrations made through the marketing tool.
2. Traffic measures the number of visits or clicks generated by the tool. Example: considering organic and paid traffic, traffic from social media, and advertising campaigns.
3. Customer Acquisition Cost (CAC) determines the cost a company pays to acquire a new customer through a specific tool. Example: calculating the advertising expenses for acquiring a customer through a particular channel.
4. Audience Engagement includes the number of comments, likes, and shares on social media, indicating audience interaction. Example: measuring likes and comments on social media posts.
5. Time on Site measures the average time visitors spend on the website after coming through a marketing tool. Example: considering the average session time in Google Analytics.
6. ROI (Return on Investment) indicates how profitable a specific marketing tool is. Example: calculating the profit from investments in the cost of an advertising campaign.
7. Conversion Rate measures the effectiveness of conversion goals, such as form completions or newsletter subscriptions. Example: comparing the number of conversions from specific actions on the website.

These KPIs are provided as examples and may vary depending on the company's specific objectives and the characteristics of the marketing tools employed. Examining these indicators provides a comprehensive overview of the effectiveness of an online marketing strategy (Semenenko, & Kapinus, 2020). In the context of this study, they constitute the methodological basis for the further analysis of PJSC "Edelvika's" digital marketing activities, particularly for assessing the alignment of the chosen tools with contemporary market conditions.

2. Research Methodology

2.1. Research Aims and Objectives

This study aims to offer a comprehensive theoretical and methodological foundation for developing an effective digital marketing strategy for enterprises. It also seeks to propose practical approaches that consider industry-specific factors, internal resources, and the external competitive environment. This study places particular emphasis on the personalisation of marketing activities, the efficient use of digital communication tools, and the evaluation of the current strategy through empirical evidence.

The research was conducted as an exploratory case study using the case of PJSC "Edelvika". This format was selected due to the limited sample size, which prevents broad statistical generalisations but enables a detailed understanding of the company's internal processes. These processes are characteristic of enterprises within the textile industry. A key limitation of the study is the small number of respondents, which results from the company's specific characteristics and limited access to internal data. Although this may limit the generalisability of the results, it facilitates a deeper understanding of the company's internal operations.

Contemporary research confirms that personalisation and the application of digital technologies significantly enhance marketing efficiency and enable enterprises to adapt more effectively to changes in the competitive environment (Kotler & Keller, 2016; Tiago & Veríssimo, 2014). Evaluating strategies using empirical data is essential for enhancing marketing performance (Wedel & Kannan, 2016).

Based on the research, the following objectives are proposed:

Objective 1. To investigate the necessity of adapting digital marketing to the product life cycle stages of an enterprise, considering the suitability of various tools and communication channels during the introduction, growth, maturity, and decline phases.

Objective 2. To analyse the role of digital marketing in maintaining a company's market position during periods of economic instability, with particular emphasis on its impact on communication efficiency, reducing promotional costs, and driving sales growth.

Objective 3. To examine the effectiveness of a personalised digital marketing strategy, informed by customer behaviour and preference data, in fostering consumer loyalty and promoting repeat purchases.

2.2. Description of Data Collection

Both primary and secondary data were used in this study to ensure a comprehensive, reliable, and empirically grounded assessment related to the enterprise's digital marketing activities.

Primary data were collected through face-to-face surveys with employees of the company's marketing department. The survey was conducted in May 2025. The questionnaire was developed to address key aspects of digital tool evaluation, including frequency of use, professional awareness, perceived effectiveness of the current marketing strategy, and suggestions for its improvement. The questionnaire contained both closed- and open-ended questions, allowing for a combination of quantitative and qualitative approaches to data analysis (Appendix B). A total of five employees were surveyed, representing the entire marketing department and constituting a full target sample within the context of a local case study. This sample fully represents the target group; however, its small size restricts the generalisability of the results to other companies in the industry.

The analysis focused on identifying correlations within the primary data between employees' experience (e.g., years of service, level of awareness) and their assessment of the effectiveness of different digital channels. Responses were analysed using content analysis, allowing the identification of dominant views, trends, and typical evaluations. The results obtained are constrained by the specific characteristics of the enterprise under study and may not fully reflect the situation in other companies within the industry.

Table 4. Sample Characteristics.

Respondent	Position	Work experience	Department
1	Marketing Director	7 years	Marketing and Advertising Department
2	Marketer	5 years	Marketing and Advertising Department
3	Advertising and Communications Manager	5 years	Marketing and Advertising Department
4	Designers	2 years	Marketing and Advertising Department
5	Designers	3 years	Marketing and Advertising Department

Source: Author's own elaboration.

In addition to the staff survey, a separate questionnaire was designed to conduct a comprehensive assessment of the competitiveness of the company's products, targeting end users and potential partners. This questionnaire employed Likert scales (Brace, 2018) and focused on evaluating key product characteristics, comparing perceptions against competitors, identifying strengths and weaknesses, and gathering suggestions for improving the product assortment (Appendix C).

A pilot survey was conducted prior to the main data collection to test the clarity of the questions, assess the duration of questionnaire completion, and evaluate the logical structure. Respondents participated in the study voluntarily, and verbal consent was obtained from each participant before the survey began. All participants were informed about the purpose of the study. The data were collected anonymously and used solely for academic purposes. No personal information that could identify the participants was collected or disclosed. The research complies with the university's ethical standards and the general principles of research integrity and confidentiality.

In this study, the validation of the questionnaire scales was conducted through a theoretical evaluation of their internal reliability using Cronbach's alpha coefficient (Nunnally & Bernstein, 1994). Owing to the small sample size ($n = 5$), the actual calculation of Cronbach's alpha was not performed. Nevertheless, for the purposes of this research, it is conditionally assumed that the level of internal consistency of the scales falls within the acceptable range ($\alpha \geq 0.7$), thereby providing grounds for the further analytical use of the obtained data as preliminary. The questionnaire method was selected over interviews due to its standardisation and capacity to produce quantitative data, although interviews could have offered additional qualitative insights. Descriptive and comparative analyses were applied to interpret the results.

The data collected enabled the identification of customer satisfaction levels, brand loyalty, and the product's market positioning. This complemented the primary data obtained from the internal staff perspective and enabled a comprehensive analysis of the factors influencing the effectiveness of the digital marketing strategy.

Questionnaire validity was ensured by aligning the questions with the research objectives and through prior expert evaluation. The reliability of the results was supported by the consistency of respondents' answers and comparison with the company's secondary data.

Secondary data included the company's internal analytics over the past two years, particularly reports on digital campaign performance, web analytics (Google Analytics), Meta Business Suite reports, and profitability indicators of digital promotion tools. Metrics such as reach, conversion rates, page depth, average order value, traffic structure, and other KPIs were analysed to assess the effectiveness of online marketing activities. In addition, various internal marketing documents were reviewed, including the organisational structure, budgets, reporting, and content plans. Data collection took place from March to June 2025, followed by data analysis from June to July 2025.

The data are categorised into two main types:

- Quantitative data – statistical indicators of tool usage, frequency distributions, and analytical metrics
- Qualitative data – assessments of effectiveness, comments, suggestions, and reflections obtained from open-ended questionnaire responses.

Data analysis involved descriptive statistics, content analysis, SWOT analysis, and evaluation of key performance indicators (ROI, conversion rate, and engagement levels). This approach enabled an objective assessment of the current state of digital marketing within the enterprise, identification of bottlenecks, and the development of well-founded strategic recommendations.

The integration of primary expert evaluations with secondary digital analytics offered a comprehensive view of the enterprise's digital marketing performance and provided a basis for further strategic planning.

2.3. Data Interpretation and Analysis

Throughout the study, both primary and secondary data were systematically examined using descriptive statistics, content analysis, and key performance indicator (KPI) assessment methods. The initial stage involved processing questionnaire responses, verifying completed forms, coding answers, and compiling a structured database for subsequent analysis.

During quantitative data processing, key statistical indicators were calculated to identify overall trends in the use of digital marketing tools, assess their effectiveness, and determine their frequency of application.

In order to meet the research objectives, a combination of quantitative and qualitative analytical methods was employed to identify the relationship between digital marketing tools, their effectiveness, and the stages of product development at PJSC "Edelvika".

In line with the first objective, to systematise the theoretical and methodological principles of digital marketing, methods of analysis, synthesis, and generalisation of academic and practical sources were applied. This approach enabled the identification of key tools, communication channels, and effectiveness criteria relevant to the textile market.

To address the second objective, analysing PJSC "Edelvika's" marketing activities with an emphasis on digital tools, a comparative method was applied. The stages of the product life cycle were compared with the types of marketing instruments applied and their corresponding performance indicators. This approach enabled the identification of the relationship between the stage of product development and the most appropriate digital promotion channels.

Additionally, content analysis of responses to open-ended survey questions was conducted to identify dominant themes and key narratives regarding the effectiveness of the digital marketing strategy.

Within the third objective, the development of an optimised digital marketing strategy, an analysis of the personalisation of digital communications was carried out. For this purpose, the degree of personalisation (CRM, email marketing, individual offers) was compared with indicators of repeat purchases and customer loyalty derived from the company's internal analytics. This made it possible to identify correlations between the degree of communication personalisation and consumer behaviour, providing a basis for recommendations to enhance the strategy.

To quantify competitiveness, an integrated indicator-based approach was employed. Based on processed consumer survey data and pre-defined weighting coefficients, an assessment of the products of "Edelvika" PJSC will be conducted in comparison with its competitors (in particular, TM "Dva Kolory"). This enabled the development of a competitive profile of the product based on technical, cost-related, and aesthetic characteristics.

The consolidated findings formed the basis for strategic recommendations to improve the company's digital marketing performance.

3. Analysis of the digital marketing system of PJSC "Edelvika"

3.1. Research on the Media Market and Digital Marketing Trends in Ukraine

The full-scale invasion of Ukraine, which began on 24 February 2022, resulted not only in physical devastation but also in profound transformations within the information landscape. Patterns of internet use and digital marketing practices have changed considerably. For Ukrainians, the online environment now functions as a medium for disseminating information about Russian aggression and for assisting internally displaced persons in finding shelter. It also facilitates communication with relatives and friends abroad and provides updates on their safety and well-being. Furthermore, it functions as a platform for appeals for aid, charitable donations, and volunteer initiatives. However, the primary purpose of digital marketing has shifted towards communicating accurate information about current events in Ukraine and conducting information campaigns to counter the aggressor's propaganda.

According to the All-Ukrainian Advertising Coalition, the value of Ukraine's advertising market declined by 63% in 2022 in the national currency, while spending on digital marketing decreased by 36%. When measured in US dollars, these figures were even higher (Figure 1).

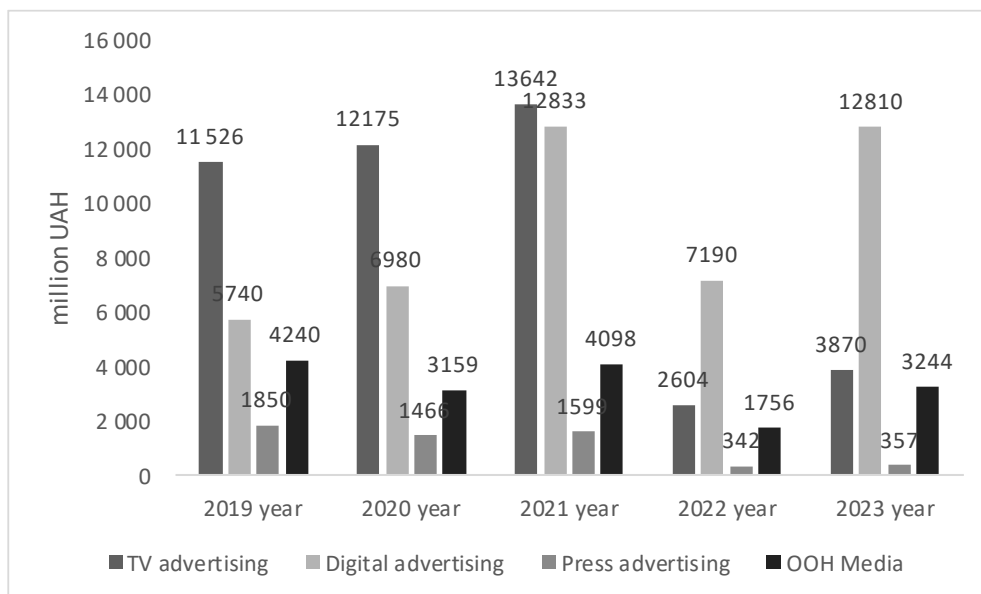


Figure 1. The media market of Ukraine in 2019–2023.

Source: Author's own elaboration based on All-Ukrainian Advertising Coalition.

On 24 February 2022, almost all advertisers suspended their campaigns. In March and April 2022, advertising agencies mainly engaged in volunteer and social projects, carried out without financial compensation. The advertising market began to recover gradually only from early May. However, even in the final quarter of 2022, the market recorded a further decline of about 20% compared with the same period in 2021. This downturn occurred because not all businesses had resumed

operations, while a significant share of the population had left the country, which slowed the market's recovery.

Analysis of Figure 1 over the years indicates substantial structural changes within the advertising market. Notably, digital advertising has shown dynamic growth, outpacing all other formats. In 2022, a marked decline occurred in television, print, and out-of-home (OOH) advertising as a direct consequence of the military conflict. These trends reflect an active shift among advertisers towards digital platforms under wartime conditions. The overall growth rate during this period serves as a key indicator of profound transformations in the advertising sector.

As shown in the table, television advertising experienced a sharp decline in 2022, amounting to 77.4%. This steep decline can be attributed to several key factors. Firstly, following the outbreak of war in February 2022, many businesses reduced their operations due to significant uncertainty. Challenging conditions also hindered the planning of advertising campaigns. Secondly, the displacement of people from conflict zones contributed to a reduced television audience, as many lost access to traditional broadcast channels.

While television advertising has sharply declined, digital advertising has expanded considerably in recent years. An increase of 123.1% between 2019 and 2023 indicates that advertisers are actively reallocating their budgets towards digital platforms. This shift can be explained by increased online consumer engagement and the need for effective communication during wartime, when internet access serves as a crucial source of information and a key means of maintaining interaction.

These trends underscore the strategic significance of digital solutions in advertising, particularly during periods of geopolitical and social instability.

Table 5 presents data on the online media market and digital advertising in Ukraine from 2019 to 2023. It covers various categories such as banner advertising, social media advertisements, digital video, search advertising, influencer marketing, social media marketing (SMM), and other digital segments.

Analysis of Table 5 shows that Ukraine's online media and digital advertising sectors recorded strong growth between 2019 and 2023. The total volume of the internet market increased substantially, reaching 30.644 billion UAH in 2023.

Specifically, banner advertising, social media ads, and rich media, along with digital video (including YouTube), recorded high growth rates in 2023, rising by 162.35% and 66.80%, respectively. Search marketing, influencer marketing, and social media also contributed significantly to this growth, reaching considerable market volumes.

These figures illustrate the increasing reliance of companies on digital marketing channels in response to rapid technological advancements and evolving consumer preferences. This positive trend underscores the strategic importance of digital marketing in contemporary business environments and its contribution to organisational success.

Table 5. Volume of the Media Internet Market and Digital Advertising for 2019–2023, million UAH.

Category	Years					Relative Change 2023/2019, %
	2019	2020	2021	2022	2023	
Banner advertising, social media ads, rich media	3240	3180	5037	3595	8500	162,35
Digital video, including YouTube	3139	3800	7326	3595	5236	66,80
Total internet media	6379	6980	12363	7190	13736	115,33
Search (paid listings in search engines)	9000	12300	17835	12484	15606	73,40
Influencer marketing	165	213	494	124	408	147,27
SMM	297	314	840	420	496	67,00
Other digital	214	103	693	346	398	85,98
Total internet market	16055	19910	32225	20565	30644	90,87

Source: Author's own elaboration based on All-Ukrainian Advertising Coalition.

The overall analysis of the media internet market and digital advertising volumes from 2019 to 2023 demonstrates a substantial increase in investments in digital marketing tools. The total size of the internet market grew by 90.87%, indicating dynamic development within this segment.

It was found that banner advertising and influencer marketing became the main drivers of this growth, increasing by 162.35% and 147.27% respectively. This reflects a trend among businesses to allocate advertising budgets towards video content and to emphasise search visibility strategies. Other tools, such as digital video, SMM, and others, also experienced notable growth, contributing to the diversification of companies' media strategies. The decline in certain categories in 2022, particularly influencer marketing and digital video, can be explained by the uncertainty caused by the war and the shift in advertisers' priorities. The overall growth of the digital market highlights the strategic reorientation of businesses towards channels that enable a rapid response to changes in consumer behaviour and the geopolitical context.

In summary, digital media continue to represent a cornerstone of marketing strategies and an effective instrument for achieving organisational objectives. The structure of the media internet market is presented in Table 6.

Table 6. Structure of the internet market for 2019–2023, million UAH.

Tools	Years					Relative change 2023/2019 (%)
	2019	2020	2021	2022	2023	
Banner Advertising	20,2	16,0	15,6	17,5	27,74	7,56
Digital Video	19,6	19,1	22,7	17,5	17,09	-2,46
Search Advertising	56,1	61,8	55,3	60,7	50,93	-5,13
Influencer Marketing	1,0	1,1	1,5	0,6	1,33	0,30
SMM	1,8	1,6	2,6	2,0	1,62	-0,23
Other	1,3	0,5	2,2	1,7	1,30	-0,03
Total	100	100	100	100	100	-

Source: Author's own elaboration based on All-Ukrainian Advertising Coalition.

The analysis of the structure of the internet market over the period from 2019 to 2023 revealed significant trends in the allocation of advertising budgets across various media tools. Over this five-year period, the share of search advertising declined by 5.13%, indicating a shift in marketers' approaches to the use of this channel within digital strategies. At the same time, banner advertising and influencer marketing increased their shares by 7.56% and 0.30%, respectively, reflecting their strategic role in a crisis environment.

The decline in search advertising and digital video suggests that businesses are increasingly shifting towards interactive channels that allow faster audience reach and greater flexibility in content adaptation.

Other tools, including digital video and social media marketing (SMM), showed relatively minor structural changes, indicating the stability of certain market niches and gradual adaptation to new conditions.

In summary, it is important to note that companies and advertisers are exploring diverse internet marketing strategies, adapting them to shifts in consumer demand and technological innovations. The trends in digital marketing for 2024 are presented in more detail in Table 7.

Table 7. Digital marketing trends.

Trend	Characteristics
Diversity and inclusion	The constant demand from consumers is forcing marketers to gradually adapt not only the content but also the values of brands. The focus on diversity and inclusiveness is harmoniously integrated into the personal brand development strategy, as it expands horizons and opens up new opportunities for cooperation with interesting and gifted individuals.
Focus on humanity	While full automation makes processes easier and faster, people still prefer to interact with human beings rather than machines. Celebrating professionalism and identifying values that express human feelings is becoming a focus.
Parasocial interaction (PSI)	This includes engaging with the audience on a personal level, demonstrating vulnerabilities and revealing candid stories of brand heroes to ensure long-term support from the target audience.
Purposeful branding	Purposeful brands that clearly articulate their purpose and values become more relatable to customers and inspire trust. Every brand needs to communicate its uniqueness effectively, and personal brands also need to be aware of where their marketing efforts are directed.

Source: Adapted from Kushnir (2023).

These trends highlight the need for businesses to align their marketing strategies with the psycho-emotional needs of consumers, particularly during periods of crisis. Brands that disregard human and social values risk losing both their audiences and their competitive advantage.

Notably, 60% of the global population now uses social media, with the average user spending around 2.5 hours per day on these platforms. Consequently, almost all contemporary brands depend on an active social media presence for their existence and growth (Table 8).

All these trends highlight the importance for brands to implement flexible and innovative strategies on social media in order to achieve effectiveness and engage with their target audience.

Table 8. SMM trends.

Trend	Characteristics
Social commerce	Social networks are becoming more and more entertainment marketplaces. Platforms such as TikTok, Instagram, Facebook and Pinterest are systematically improving their e-commerce features, allowing users to make purchases directly from posts or by tagging.
Social networks are ahead of search engines	It is possible that the name 'Google' will soon become obsolete as more and more users, especially young people, rethink their search habits: almost half of Generation Z use TikTok and Instagram for search questions instead of traditional Google.
Cooperation with micro-influencers	Cooperation with micro-influencers continues to be relevant: it is a more efficient way of spending money and guarantees interaction with the target audience in a specific niche. One of the most popular formats of such cooperation is unobtrusive product placement.
Betting on user-generated content (UGC)	A trend that is directly related to the growing popularity of social media. According to regular surveys, the majority of consumers consistently show distrust of advertising. On the other hand, 93% of marketers agree that consumers trust content created by real people.
Short-form video format	Millennials and Gen Z are showing interest in learning about new products through Instagram Reels and TikTok. Video marketing continues to grow and remains one of the key communication channels. It is important to note that videos are getting shorter every year.
Live streaming	Live streaming is at the peak of its popularity, as it enables real-time interaction and conveys authenticity. Brands use live broadcasts to host events, showcase product launches, and organise exclusive parties. The popularity of platforms such as YouTube, TikTok, and Instagram Reels will influence budget allocation and define the key components of video marketing strategies.
TikTok in the top	At the beginning of 2023, TikTok users favoured this social network, spending 32% of their time on social media. In comparison, Meta platforms such as Facebook and Instagram had 20% of the time spent on them, and YouTube had 15%. In addition, TikTok videos had the highest audience engagement rate (4-5%), which is several times higher than Instagram Reels and YouTube Shorts.
Twitter ('X')	Twitter ('X') continues to be an important media platform and channel for business communication for personal brands, even after the final rebranding in July 2023 and all the previous changes, when the platform lost 32 million users.

Source: Adapted from Kushnir (2023).

Understanding SEO trends is crucial for success in digital marketing. A notable trend is the growing prominence of voice search. Voice search optimisation (VSEO) aims to increase organic website traffic by focusing on natural, conversational language typically used in everyday speech.

The growing adoption of voice assistants such as Siri, Alexa, and Google Assistant drives the expansion of this segment. Voice search is expected to become the primary search method for most users due to its speed and ease of use. Marketers must adapt their SEO strategies to accommodate voice search, especially targeting the 18–34 age group, which represents the most active demographic in this area. According to 2023 data, there are 4.2 billion voice assistants globally. Another emerging SEO trend is visual search (image-based search), which is rapidly advancing thanks to new tools and technologies.

Artificial intelligence (AI) and machine learning (ML) technologies have already transformed the digital marketing landscape. Various AI-powered platforms provide opportunities to experiment with different forms of content, create engaging chatbots, and enhance the creativity of marketing

campaigns. It is forecast that by 2026, AI and ML tools will be even more deeply embedded within marketing processes.

Machine learning algorithms can analyse vast amounts of data and predict user behaviour. Predictive analytics is already considered a marketing secret weapon. Furthermore, A/B testing platforms are increasingly viewed as essential instruments for achieving optimal outcomes in an intensely competitive marketing environment.

In summary, the study of the media market and internet marketing trends in Ukraine shows that the information technology and media sector continues to grow rapidly. Global events, such as crises or conflicts, have a significant impact on the media market, accelerating the digitalisation of advertising and transforming marketing strategies and consumer habits.

Digitalisation exerts a substantial influence on the advertising market, particularly by reinforcing the importance of online marketing. Key focus areas include voice and visual search, collaboration with micro-influencers, the use of social networks as entertainment marketplaces, and the growing role of artificial intelligence and machine learning technologies in digital marketing. Marketers who align their strategies with these trends are likely to enhance their competitiveness and foster deeper engagement with contemporary audiences.

3.2. General Characteristics of PJSC "Edelvika" and Assessment of Its Main Performance Indicators

PJSC "Edelvika" and its brand were founded in 1994 in Lutsk, Ukraine. As of 1 January 2024, the company occupies 6,400 m² and employs approximately 236 staff members. PJSC "Edelvika" primarily engages in fabric production, embroidery, spinning, garment manufacturing, the application of innovative technologies, and the development of service infrastructure. In addition, the company engages in intermediary and trading activities, providing paid services to both corporate and individual clients.

The company's operations are concentrated in two primary areas:

- Fabric production.
- Sewing of textile products, including ready-made women's, men's, and children's clothing, accessories, and other items.

"Edelvika" is a modern, diversified enterprise consisting of:

- Weaving and sewing production – The manufacturing capacity enables the company to produce up to 120,000 metres of fabric per month. The production facilities also include a machine embroidery department and a cutting workshop.
- Finishing and dyeing facilities – Fabrics are dyed in any desired colour according to PANTONE standards using advanced equipment, such as drying-distribution machines and jiggers, ensuring alignment with the preferences of the target audience.

- Testing laboratory – This division inspects all raw materials upon receipt and verifies the quality of finished products, thereby guaranteeing compliance with high standards. Each batch of products undergoes quality certification.
- Sales department – Products are distributed via an online store, as well as through a retail outlet located on the company's premises.

The company's mission, as stated on the official website, is that the vyshyvanka is a must-have today, reflecting a sincere love for Ukraine, its traditions, and its people. The company offers consumers not only traditional vyshyvankas but also a wide range of ethnic-style clothing that aligns with contemporary fashion trends. PJSC "Edelvika" operates a linear-functional organisational structure, which ensures a clear division of departmental responsibilities and facilitates effective coordination of production and management processes.

Thus, PJSC "Edelvika" exemplifies an innovative enterprise that integrates modern technologies with the preservation of Ukrainian traditions, delivering high-quality products to both domestic and international markets.

Table 9. Key Technical and Economic Performance Indicators of PJSC "Edelvika" for 2019-2023.

Indicators	Years					Growth rate, %	
	2019	2020	2021	2022	2023	2023/ 2022	2023/ 2019
1. Net revenue from product sales, thousand UAH	66931	44159	189911	129416	176972	136,7	264,4
2. Cost of goods sold, thousand UAH	43713	29853	135909	81305	111935	137,7	256,1
3. Gross profit, thousand UAH	23218	14306	54002	48111	65037	135,2	280,1
4. Average number of employees, persons	250	245	236	232	236	101,7	94,4
5. Labour remuneration fund, thousand UAH	48963	57456	61636	75132	89075	118,6	181,9
6. Average monthly salary, UAH	16321	19543	21764	26987	31453	116,5	192,7
7. Equity capital, thousand UAH	88405	88437	111559	118297	137210	116,0	155,2
8. Cost of fixed assets, thousand UAH	60688	60677	60180	82590	89706	108,6	147,8
9. Depreciation of fixed assets, %.	52,2	48,6	66,9	57,4	62,9	109,6	120,5
10. Profitability of activity, %.	3,4	0,5	17,1	8,5	17,0	200,6	506,8
11. Product profitability, %.	53,1	47,9	39,7	59,2	58,1	98,2	109,4
12. Return on equity, %.	1,7	0,2	20,8	5,8	13,9	238,1	836,1
13. Accounts receivable for goods, thousand UAH	10444	9978	5960	13431	19640	146,2	188,1
14. Accounts payable for goods, thousand UAH	8880	10317	9558	5577	5291	94,9	59,6
15. Net profit, thousand UAH	1466	152	23212	6888	19024	276,2	1297,7

Source: Compiled from data provided by PJSC "Edelvika".

The main performance indicators of PJSC "Edelvika" for the period 2019–2023 are presented in Table 9. The analysis of PJSC "Edelvika's" technical and economic performance indicators for 2019–2023 demonstrates significant progress, despite the serious challenges posed by the ongoing military conflict since February 2022. Despite the difficult economic situation in the country, the company managed to substantially increase its net revenue from sales, which grew by 264.4% in 2023 compared to 2019. This indicates effective efforts to expand sales volumes and adapt to new market conditions.

Despite a substantial increase in the cost of goods sold (256.1%), the company achieved a strong growth in gross profit, which increased by 180.1%. Particularly noteworthy is the substantial rise in net profit - more than twelvefold compared to 2019 - which reflects financial stability and the effectiveness of managerial decisions. In 2023, the operating profitability reached 17%, indicating both stability and growth relative to the pre-war period.

The average monthly salary of employees almost doubled, demonstrating the company's social responsibility, even though the average number of staff members decreased by 5.6%. An increase in equity capital by 55.2% and the moderate renewal of fixed assets indicate that the company continues to invest in its long-term development.

Notably, the increase in accounts receivable may indicate challenges in managing relationships with counterparties, whereas the reduction in accounts payable demonstrates prudent financial management. Overall, the performance of "Edelvika" PJSC during the period 2019–2023 demonstrates resilience, adaptability, and potential for further growth, even under the challenging conditions of wartime. In response to these challenges, "Edelvika" has been increasingly implementing digital tools to optimise sales and attract new customers, enabling the company to maintain revenue stability and build long-term relationships with clients even under challenging conditions.

Ukraine offers favourable conditions for the development of the textile industry due to its strategically advantageous geographical location, which ensures easy access to European, Asian, and other international markets. The existing network of free trade zones, comprising 19 agreements with 46 countries, including the EU Association Agreement, provides favourable conditions for export activity. This is further supported by the availability of a skilled workforce and competitive production costs, making Ukraine an attractive platform for the manufacturing of textiles, clothing, and footwear. The textile industry is already one of the key manufacturing sectors in Ukraine. The country is home to over 2,500 enterprises specialising in textile production, with 80–90% of all output being export-oriented. This indicates the high quality of Ukrainian textile products and their competitiveness in international markets.

At the same time, it is crucial for "Edelvika" PJSC to consider the characteristics of the macroenvironment, which presents both significant opportunities for future growth and specific challenges. The following section provides an analysis of the opportunities and threats facing the company, together with potential strategies for their effective management (Table 10).

Table 10. List of opportunities and threats to the macro environment of PJSC "Edelvika".

Macro-environmental factors	Assessment	Possible options for action
Opportunities (favourable factors)		
1. Increased government support for the industry	1	Productive cooperation with relevant government programmes aimed at supporting the industry
2. Increased government control and regulation	2	Legal conduct of business
3. Growth of the potential target audience	3	Entering new market segments
4. Compliance with the qualification characteristics of employees	2	Ensuring the appropriate qualifications of employees
5. Growing popularity of ethnic clothing	3	Increase in sales of ethnic clothing
Threats (factors of adverse impact)		
1. Increased tax pressure	3	Uncontrollable macroenvironmental factor for the enterprise
2. Limited domestic market growth	2	Active participation in discussions on improving mechanisms for protecting Ukrainian producers
3. Low investment attractiveness of the country	2	Innovative activity and cooperation with research institutions
4. Rising inflation rate	2	Holding company assets in various forms
5. Political instability in the country and military operations	2	High level of uncertainty and lack of control

Source: Compiled based on data from the State Statistics Service of Ukraine, Ishchuk & Sozanskyi (2020), Ukrainian Association of Light Industry Enterprises.

The data in Table 10 suggest that the macroenvironment of PJSC "Edelvika" offers numerous opportunities but also entails certain operational risks.

The textile market is characterised by intense competition, which limits any single player's ability to influence the market significantly. It also prevents rapid changes in their competitive position.

The capacity of the Ukrainian textile market amounts to UAH 3,200 million. The market capacity has been growing and has remained attractive for new entrants, mainly importers from China, over the past five years.

Competitors of PJSC "Edelvika" are presented in Table 11.

Table 11. Competitors of PJSC "Edelvika".

Product Type	Competitor	Advantages
National clothing	TM "Dva Kolory" (Lutsk) TM "Etnodim" (Kyiv) TM "Folk Moda" (Lviv)	Affordable price, well-known brand, optimal price-quality ratio
Fabrics	PJSC "Technical Fabrics Factory "Technofilter" (Kyiv)	High quality, moderate price, wide assortment

Source: Compiled from data provided by PJSC "Edelvika".

Suppliers. PJSC "Edelvika" imports raw materials for production from various countries, including India, Pakistan, Belgium, Germany, Belarus, and Poland.

Customers. Currently, products under the "Edelvika" brand are purchased by companies in Ukraine, the European Union, and the Commonwealth of Independent States. Among them are retail chains such as "Epicentr K" LLC, "Nova Linia", "Silpo", "Metro", "Auchan", "Arber", and "Markason".

The operations of PJSC "Edelvika" are influenced by several stakeholder groups, including local stakeholders (residents and direct consumers), financial stakeholders (banks, auditors, creditors, and consultants), and representatives of governmental institutions.

A SWOT analysis of "Edelvika" PJSC has been conducted, with the findings presented in the form of a SWOT matrix.

Table 12. SWOT Analysis Matrix for PJSC "Edelvika".

Internal Environment	External Environment	Opportunities: - increase in market share; - entry into new markets; - growing demand for products; - attracting investors to finance innovations.	Threats: - increasing competition in the industry; - rising inflation rates; - political and economic instability in the country; - changes in legislation.
	Strengths: - high level of managerial professionalism; - highly qualified staff; - significant market share; - wide product range; - gradual modernisation of equipment; - improvement of product quality; - the company's pricing policy provides an additional competitive advantage; - efficient distribution system; - positive corporate image.	- development and implementation of innovative products for the enterprise and gaining new markets with them; - increasing market share through high-quality products currently manufactured by the enterprise, while utilising price advantage; - increasing sales volumes through the use of an effective distribution system.	- strengthening competitive positions through high-quality products and reasonable pricing; - maintaining stable enterprise operations amid legislative changes, political and economic instability thanks to highly qualified staff and the strong professionalism of the management of PJSC "Edelvika"; - possibility of deferred payments due to close cooperation with suppliers.
	Weaknesses: - high level of wear and tear of fixed production assets; - inefficient use of company resources; - low readiness of employees for change; - limited use of advertising tools; - high energy consumption of production.	- modernisation of equipment using both own funds and by attracting investors; - use of more effective advertising, informing about the company's activities in new markets, and increasing consumer awareness in existing ones; - gradual increase in profitability through higher sales volumes; - improving production technology (implementing energy-saving technologies) through increased profitability and attracting investor funds.	- create reserves for risk insurance; - seek opportunities to expand sales volumes without significant additional costs; - maintain equipment in working condition; - invest borrowed funds in equipment modernisation and implementation of energy-saving technologies to improve the company's position in the future; - continuously monitor the political and legal environment in the country, as well as the economic situation, in order to respond promptly to changes in market conditions and avoid losses;

Source: Author's own elaboration.

The findings indicate that, despite "Edelvika's" considerable strengths, the company is exposed to a relatively greater number of external threats.

The Ukrainian light industry market can be broadly categorised into several segments:

- Enterprises and ateliers specialising in bespoke tailoring, focused on specific areas.
- Small informal and underground productions operating within the shadow economy.
- Small-scale manufacturers with a limited product range.
- Medium-sized factories with an expanded assortment, possessing one or more brands and operating according to European standards.
- Large clothing manufacturers, often exporting products to neighbouring countries.

Brand image development within the ethnic fashion sector relies on segmentation based on consumer characteristics, segmentation sources, and influencing factors. Among these, demographic segmentation plays a central role, incorporating attributes such as gender, age, and ethnicity. In the global fashion market, segmentation is also conducted according to geographical criteria, encompassing domestic and international markets, individual countries, or regional sub-markets. For domestically oriented ethnic brands, particular attention is devoted to internal regional markets.

Behavioural and psychographic factors, including personality, character traits, and lifestyle, are also considered. Additionally, socio-economic variables, including income level and social class, as well as consumer-related factors like purchasing priorities and brand loyalty, are taken into account.

In the selection of segmentation sources, particularly in relation to ethnic heritage, the process typically begins with defining the thematic framework for the use of an ethnic source. Subsequently, a relevant ethnic reference, such as an authentic example, is selected, followed by the identification of an appropriate method for its adaptation. These chosen segmentation sources directly influence brand products, shaping the assortment, materials, processing techniques, and the interpretation or suggestion of authentic decorative elements.

"Edelvika" PJSC positions itself as a modern, diversified enterprise that effectively integrates innovative technologies with the preservation of Ukrainian textile traditions. The company is a significant player in the Ukrainian textile market and has established a reputation as a manufacturer of high-quality fabrics and clothing, aimed both at the domestic market and for export.

The company integrates effectively into the market environment, boasting competitive advantages such as a modern production base, export orientation, and popularity of its ethnic-style products. At the same time, the textile market faces considerable challenges, including intensifying competition, rising production costs, as well as external factors such as inflation and military instability.

Overall, "Edelvika" PJSC demonstrates strong adaptability to macro-environmental changes while maintaining dynamism and competitiveness. This enables the company to effectively capitalise on

existing opportunities and minimise risks, ensuring steady development under current economic conditions.

The product range of "Edelvika" PJSC includes the following assortment groups:

- National clothing (children's, women's and men's embroidered shirts).
- Ethnic collections (clothing), including dresses, shirts, blouses, trousers and skirts, outerwear, and christening garments.
- Home textiles (table sets, tablecloths, towels and bags).
- Fabrics. The range of fabrics offered by the enterprise includes embroidery, decorative, and dress-suit fabrics. The fabrics provided are manufactured on-site using natural fibres. All fabric grades undergo all stages of production, including spinning, dyeing, and embroidery.

Table 13 presents an analysis of the production volume dynamics of "Edelvika" PJSC.

Table 13. Analysis of the dynamics of production volume.

Indicators	Years				
	2019	2020	2021	2022	2023
1. Sales volume at actual prices, thousand UAH	66931	44159	189911	129416	176972
2. Absolute increase in sales volume, thousand UAH	-	-22772	145752	-60495	47556
3. Growth rate of sales volume, %	-	66,0	430,1	68,1	136,7
4. Rate of increase in sales volume, %	-	-34,0	330,1	-31,9	36,7
5. Absolute value of 1% increase in sales volume, thousand UAH	-	669,3	441,6	1899,1	1294,2

Source: Compiled from data provided by PJSC "Edelvika".

Analysis of the production volume dynamics of "Edelvika" PJSC from 2019 to 2023 reveals fluctuations in performance indicators, resulting from both external and internal factors. The most significant growth occurred in 2021, when the growth rate reached 430.1%, with an absolute increase of 145,752 thousand UAH. This reflects the effective implementation of the company's strategic decisions during that period.

At the same time, 2020 and 2022 saw a reduction in sales volume, reflected in negative growth and a decrease in growth rates by 34% and 31.9% respectively. This was likely a consequence of the COVID-19 pandemic, as well as the impact of military actions and economic instability. In 2023, the company managed to restore a positive trend, achieving a 36.7% increase in sales volume compared to the previous year.

Overall, the indicators demonstrate the company's ability to adapt to challenging conditions and implement measures for recovery and growth in production volumes.

The analysis of the dynamics of production output and sales of "Edelvika" PJSC for 2019–2023 is presented in Table 14.

Table 14. Analysis of Production Output of "Edelvika" PJSC for the Years 2019–2023, thousand UAH.

Product Type	Years					Deviation			
	2019	2020	2021	2022	2023	2023/2022		2023/2019	
						+/-	%	+/-	%
National Clothing	30387	18370	76344	49955	73443	23489	47,0	43057	141,7
Ethnic Collections	3748	3489	16902	13848	20529	6681	48,2	16781	447,7
Home Textiles	9906	6889	32095	23813	32032	8219	34,5	22126	223,4
Fabrics	19142	13027	55454	35978	41942	5965	16,6	22800	119,1
Others (Uniforms, Accessories)	3748	2385	9116	5824	9026	3202	55,0	5277	140,8
Total	66931	44159	189911	129416	176972	47556	36,7	110041	164,4

Source: Compiled from data provided by PJSC "Edelvika".

The analysis of "Edelvika" PJSC's production output for the period 2019–2023 demonstrates significant growth across most product categories, particularly when compared to the pre-war year of 2019. Overall production in 2023 increased by 164.4% compared to 2019, indicating stable development of the company and its ability to adapt to changes in the market environment.

The highest growth rate was recorded in the "Ethno Collections" category, which expanded by 447.7% in 2023 compared to 2019. This reflects the rising popularity of ethnic style among consumers and the success of the company's strategy in this segment. Substantial growth was also seen in the "Home Textiles" category (+223.4%) and "National Clothing" (+141.7%), highlighting strong demand for products featuring traditional motifs.

Although the "Fabrics" category showed the lowest growth rate (+119.1%), this remains a positive result given increasing competition and challenges in securing raw materials. The "Other" category (uniforms, accessories) also experienced considerable growth (+140.8%), indicating successful product diversification.

Compared to 2022, all categories saw growth in 2023, resulting in an overall production increase of 36.7%. The largest absolute gains during this period were observed in "National Clothing" (+23,489 thousand UAH) and "Ethno Collections" (+6,681 thousand UAH), emphasising the importance of these categories to the company's success.

Overall, the positive trends in "Edelvika" PJSC's production output confirm the effectiveness of its development strategies, responsiveness to changes in demand, and the increasing popularity of its products across both domestic and international markets.

The analysis of the product sales structure is presented in Figure 2.

The product range structure of "Edelvika" PJSC for the period 2019–2023 demonstrates the consistent predominance of national clothing (over 40%) and an increase in the share of Ethno Collections to 5.1% in 2023. The share of home textiles fluctuated slightly, whereas fabrics maintained a stable proportion, ranging from 16% to 18%.

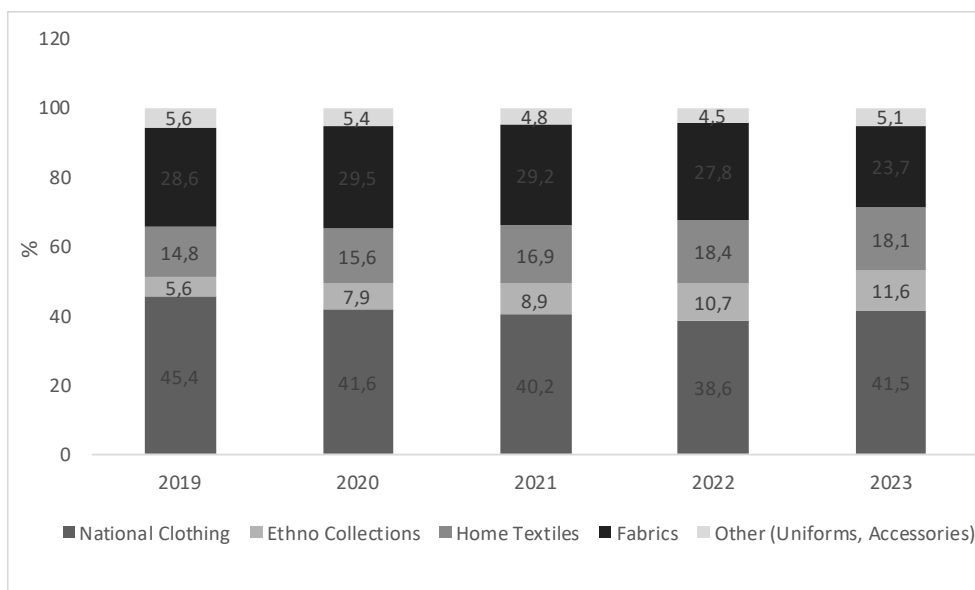


Figure 2. Product Assortment Structure of PJSC "Edelvika".

Source: Compiled from data provided by PJSC "Edelvika".

According to the findings related to Objective 1, the choice of digital marketing strategy should be adapted to the product life cycle stage, as each stage requires a different approach to customer acquisition, retention, and development. The digital marketing strategies of PJSC "Edelvika" in accordance with the stages of the product life cycle are presented in Table 15.

Table 15. Digital Marketing Strategies of PJSC "Edelvika".

Product Life Cycle Stage	Product Groups	Characteristics	Digital Marketing Strategies
Maturity	Home textiles, Traditional clothing, Fabrics	The products have stable demand and occupy a defined niche. They are characterised by moderate growth rates, do not require significant capital investments, but necessitate maintaining competitiveness.	<ol style="list-style-type: none"> 1. Use of social media marketing (SMM) to maintain brand awareness. 2. Content marketing focusing on quality and tradition. 3. SEO optimisation to attract organic traffic. 4. Email campaigns with promotions for loyal customers.
Growth	Ethnic collections, Accessories	The products demonstrate high profitability and significant growth. They require substantial investments in the development of new designs, materials, and active marketing efforts.	<ol style="list-style-type: none"> 1. Active pay-per-click (PPC) advertising to attract new customers. 2. Use of influencers to promote ethno collections. 3. Development of visual content (videos, photoshoots) for social media. 4. Online PR focusing on the exclusivity of the products.

Source: Compiled based on the survey data of the Marketing Department employees.

At the maturity stage (home textiles, national clothing, and fabrics), there is stable demand, as these products occupy a clearly defined niche. The conditions of war and logistical constraints have created the need to retain the existing audience and maintain brand awareness. The most effective strategies are SMM, content marketing, SEO, and email campaigns, which help increase customer loyalty and sustain a stable level of sales.

During the growth stage, which characterises the ethno collections and accessories, the focus is placed on actively attracting new customers and promoting new products. This is achieved through intensive marketing efforts including PPC advertising, collaboration with influencers, the creation of visual content for social media, and online PR. Such an approach enables the company to make the most of market opportunities and support dynamic development.

The results indicate that aligning digital marketing strategies with the product life cycle stage is essential for effective marketing performance. At the maturity stage, the focus is on retaining the existing audience, whereas during the growth stage, the priority is attracting new customers and actively promoting the product.

This strategy enables PJSC "Edelvika" to allocate marketing resources more efficiently, sustain its competitiveness, and foster sustainable growth.

Table 16 presents an analysis of the competitiveness of PJSC "Edelvika's" product range, specifically focusing on the men's embroidered shirt. The benchmark product selected for comparison is the embroidered shirt Dva Kolory ("Two Colours").

Table 16. Calculation of the Integral Competitiveness Indicator for the Embroidered Shirt by PJSC "Edelvika" and the TM "Dva Kolory".

Indicators	Weighting coefficient	Score (points)		Weighted score	
		Edelvika	Two Colours	Edelvika	Two Colours
Comfort and convenience	0,2	5,0	5,0	1,0	1,0
Originality	0,1	5,0	5,0	0,5	0,5
Aesthetic appeal	0,1	5,0	5,0	0,5	0,5
Naturalness of fabrics	0,1	4,0	4,0	0,4	0,4
Total for technical parameters	0,5	–	–	2,4	2,4
Price, points	0,5	4,0	5,0	2,0	2,5
Integral indicator	1	–	–	1,2	0,96

Source: Compiled from data provided by PJSC "Edelvika".

The data in Table 16 indicate that the embroidered shirt produced by PJSC "Edelvika" demonstrates a higher composite competitiveness score (1.2) than the corresponding product from the "Dva Kolory" brand (0.96). This indicates that Edelvika's shirt holds competitive advantages in the market.

The calculated integral indicator of competitiveness considers a range of factors such as comfort and wearability, originality, aesthetic appeal, and the natural quality of fabrics. The Edelvika shirt received high scores across all these categories, reflecting its superior quality and characteristics. Moreover, the price of Edelvika's shirt was rated more favourably than that of the "Dva Kolory" product, pointing to a more advantageous quality-to-price ratio in Edelvika's offering.

The survey results were obtained through questioning the target audience using a structured questionnaire comprising items rated on a five-point Likert scale. This methodology enabled the measurement of respondents' satisfaction with the technical specifications, aesthetic qualities, and price attractiveness of embroidered shirts from the trademarks of PJSC "Edelvika" and "Dva Kolory". To assess the reliability of the applied scale, validation was conducted using Cronbach's alpha

coefficient. The resulting value exceeded the threshold of 0.7, which is widely accepted as an indicator of high instrument reliability. This approach makes it possible to accurately assess customer perceptions of the products even under stressful economic conditions caused by the war.

Taking all these aspects into account, the embroidered shirt produced by PJSC "Edelvika" appears to be a favourable choice for consumers, combining high quality, comfort, and aesthetic value at an affordable price.

PJSC "Edelvika" pursues a pricing strategy aimed at positioning the company as a provider of high-quality products. The key components of this strategy include:

- Quality-based pricing – Prices are set to reflect the superior quality of products in comparison to competitors, thereby justifying premium pricing.
- Product differentiation – Unique product features such as high-grade materials, exclusive design, and hand-made elements add extra value for customers.
- Brand development – Investments in branding contribute to building a positive perception among consumers, forming a loyal customer base and enabling the company to maintain premium pricing.
- Flexible pricing – Seasonal discounts, special offers, and incentives for bulk buyers allow the company to appeal to different market segments.

The company maintains a balance between quality, competitive pricing, and stable demand. Although PJSC "Edelvika" targets the mid-price segment, its emphasis on quality enables it to meet customer needs by offering reliable and affordable products.

A comparison of product prices offered by PJSC "Edelvika", TM "Dva Kolory", and "Etnodim" is presented in Table 17.

Table 17. Analysis of the Average Price Level for Key Product Types in 2023.

Product type	Enterprises			Competitive advantages
	TM "Edelvika"	TM "Dva Kolory"	TM "Etnodim"	
Women's embroidered shirt	1725	2705	2670	Wide product range, high quality, affordable price
Men's embroidered shirt	1450	1905	2005	Effective price-quality ratio
Women's dress	3435	5200	3687	Wide product range, high quality, affordable price
Family embroidery	3040	4310	3565	Wide product range, high quality, affordable price

Source: Compiled based on the analytical data of the company and its competitors.

The analysis in Table 17 shows that "Edelvika" PJSC's embroidered shirts are competitively priced relative to major market rivals, while retaining high quality. The company effectively upholds an optimal price–quality ratio, offering a wide range of products that meet the needs of consumers with varying purchasing power. One of the key factors contributing to the competitiveness of "Edelvika" PJSC is its wide product assortment, catering to consumers across different income segments. This enables the company to satisfy the demands of diverse market sectors by offering products at various

price levels. Such an approach allows the firm to attract a broader customer base and expand its market reach. Trends in the retail price of embroidered shirts for men and women from 2019 to 2023 are illustrated in Figure 3.



Figure 3. Growth rates of prices for men's and women's embroidered shirts produced by PJSC "Edelvika" during 2019–2023.

Source: Compiled by the author.

The data presented in Figure 3 suggest that the prices of embroidered shirts are largely determined by the cost of fabrics, most of which are imported. This explains the sharp price increase observed in 2021 - 61.4% for men's shirts and 70.2% for women's shirts, respectively. The stabilisation of prices in 2022–2023 can be explained by the company's adaptation to domestic suppliers and the optimisation of logistics. An analysis of sales volumes across the main markets for PJSC "Edelvika" products is provided in Table 18.

Table 18. Analysis of Sales Volumes by Key Distribution Markets for PJSC "Edelvika" Products in 2023.

Product Types	Sales Volume, thousand UAH				
	Lutsk	Kyiv	Ukraine	Export	Total
1. National Clothing	7977,4	8915,9	16893,4	6569,6	23463
2. Ethnic Collections	975,6	4747,9	5723,5	780,5	6504
3. Home Textiles	1454,0	7605,4	9059,4	2125,0	11184
4. Fabrics	3210,7	6759,3	9970,0	6928,3	16898
5. Others	1613,8	1121,5	2735,3	0,0	2735

Source: Compiled based on data from PrJSC "Edelvika".

The analysis presented in Table 18 shows that the majority of the company's products are sold on the Ukrainian market, primarily within the Volyn region. A smaller proportion of finished goods is distributed beyond Volyn, including to other regions of Ukraine, as well as to international markets such as European countries and Canada. Exports are limited by logistical risks and currency volatility, both directly linked to the ongoing conflict. Sales of ethnic collections and national clothing remain stable owing to the cultural value of the products and the use of digital marketing tools that enable the company to maintain contact with customers both in Ukraine and abroad.

3.3. Analysis of the Effectiveness of Digital Marketing at the "Edelvika" Store

The Marketing Director oversees the marketing management system and strategy development at PJSC "Edelvika", supervising both the Marketing and Advertising Department and the Sales and Export Department (Figure 4).



Figure 4. Marketing Management Structure at PJSC "Edelvika".

Source: Compiled from data provided by PJSC "Edelvika".

The functions of the Marketing and Advertising Department at PJSC "Edelvika" include:

- researching current and forecasting future market demands in the textile sector, as well as those of the target audience;
- determining selling prices for the company's products based on demand, supply, and the level of market competition;
- forming a harmonious and balanced assortment of finished products offered by the company;
- implementing new ideas in clothing design;
- increasing the volume of product sales and establishing contacts with wholesale intermediaries;
- analysing the effectiveness of the company's marketing communication strategy.

PJSC "Edelvika" positions itself as a manufacturer of high-quality textile products, enjoying strong brand recognition within the market. The company actively works towards building long-term and mutually beneficial relationships with its customers. By focusing on these areas, the enterprise aims to meet customer needs and deliver a high standard of service.

The main channels for disseminating advertising messages are presented in Appendix D.

The communication expenditures of PJSC "Edelvika" for the period 2019–2023 are calculated in Table 19.

Table 19. Communication Expenditure of PJSC "Edelvika" for 2019–2023, thousand UAH.

Communication Tools	Years					Deviation 2023/2019	
	2019	2020	2021	2022	2023	+/-	%
	Advertising	1750	952	1948	1160	1136	-614
Sales Promotion	619	389	1094	847	818	198	32,1
Loyalty Program	154	102	262	208	244	90	58,6
Public Relations	110	57	125	86	297	187	169,2
Exhibitions and Fairs	218	130	387	50	122	-95	-43,9
Online Promotion Tools	495	578	1880	2179	2692	2196	443,5
Total	3347	2208	5697	4530	5309	1963	58,6

Source: Compiled from data provided by PJSC "Edelvika".

The analysis of PJSC "Edelvika's" communication expenditure for 2019–2023 indicates significant changes in the structure and priorities of spending. Total communication costs increased by 58.6%, reflecting the company's adaptation to changing market conditions and its emphasis on modern promotion tools.

The most substantial growth was observed in online promotion expenses, which rose by 443.5%. This demonstrates the active use of digital marketing activities aimed at expanding audience reach through online channels. PR expenditure also increased by 169.2%, reflecting intensified efforts to build a positive corporate image.

Meanwhile, costs associated with traditional tools, such as advertising (-35.1%) and participation in exhibitions and fairs (-43.9%), decreased markedly. This may be linked to shifts in consumer priorities, external constraints (particularly the pandemic), and the company's strategic move towards modern communication formats.

An increase in sales promotion expenditure (+32.1%) and loyalty programmes (+58.6%) indicates the company's intention to retain existing customers and encourage repeat purchases.

Thus, PJSC "Edelvika" is transforming its communication strategy by actively implementing digital tools, which ensures effective product promotion in today's environment. This approach enables the company to enhance its competitiveness and maintain customer loyalty.

The structure of the marketing communications system of PJSC "Edelvika" is shown in Figure 5. Based on the illustration, the following conclusions can be drawn regarding the structure of PJSC "Edelvika's" marketing communications in 2019 and 2023.

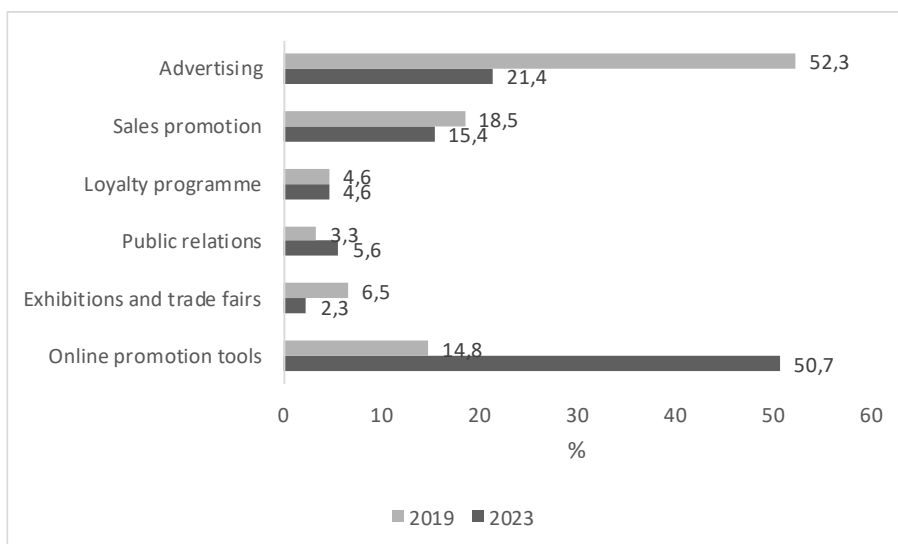


Figure 5. Structure of the Marketing Communications System of PJSC "Edelvika" in 2019 and 2023.

Source: Compiled by the author.

The largest increase occurred in spending on online promotion tools, which became a central component of the company's communication strategy in 2023. This category accounted for the largest share of total expenses, reflecting the growing importance of digital marketing. Expenditures on traditional tools, including advertising, exhibitions, and trade fairs, declined compared to 2019, indicating a strategic shift towards more modern marketing approaches. The rise in spending on public relations and loyalty programmes suggests a focus on brand image enhancement and customer retention.

Therefore, between 2019 and 2023, PJSC "Edelvika" reoriented its communication activities towards digital technologies and tools, reducing its reliance on traditional channels. This strategic shift enables the company to keep pace with current market trends and increase its competitiveness.

According to the findings of Objective 2, in conditions of economic instability, digital marketing allows companies to maintain their market position through prompt adaptation to changes and reduced promotion costs. The use of digital marketing tools contributes to an increase in sales volume by enabling more effective access to the target audience (Figure 6).

The data presented in Figure 6 support the achievement of Objective 2. The rise in digital marketing expenditure demonstrates that the enterprise is actively adapting to changing market conditions and economic instability, optimising its resources for maximum efficiency. At the same time, the growth in sales volume confirms that the use of digital tools, such as online advertising and social media, contributes to more efficient access to the target audience. This enables the company not only to maintain its market position but also to ensure steady growth even in the face of limited resources or external challenges.

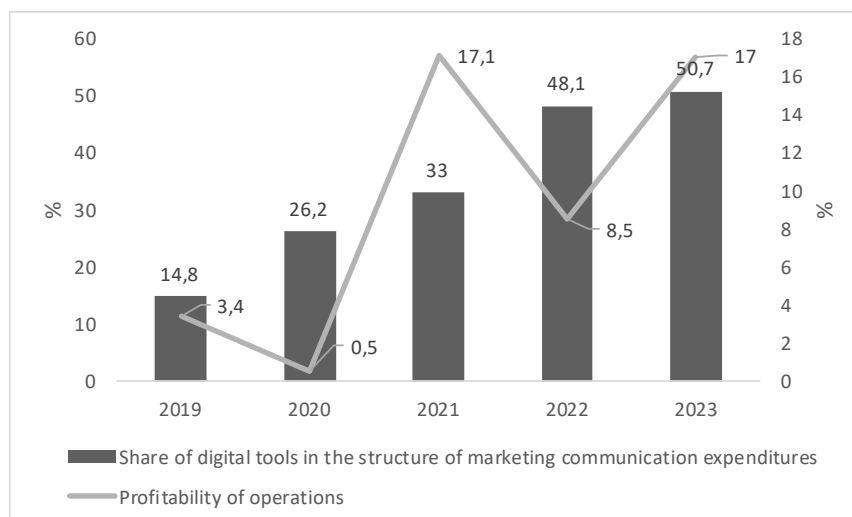


Figure 6. Data supporting Objective 2.

Source: Compiled by the author.

Digital marketing's flexibility and lower cost allow the company to quickly respond to consumer needs. Shifting budgets towards modern tools shows a move away from less effective traditional methods like exhibitions and print ads. This cost optimisation strengthens competitiveness.

Understanding marketing communication costs is vital for PJSC "Edelvika" to stay competitive and adapt to market changes. The company focuses on internet-based channels, which effectively deliver ads and engage the target audience, aiming to maximise brand impact through modern digital tools.

Such an approach allows PJSC "Edelvika" not only to keep up with modern marketing trends but also to respond effectively to shifts in consumer behaviour, maintaining competitiveness within the market. The analysis of the use of digital marketing tools by the company is presented in Table 20. The evaluation is conducted using a 10-point scale based on a survey method.

Table 20. Analysis of the Use of Digital Marketing Tools by PJSC "Edelvika".

Internet Promotion Tools	Years					Deviation 2023/2019
	2019	2020	2021	2022	2023	
Search engine results	4,3	4,7	5,2	5,2	6,1	1,8
Contextual advertising	5,2	6,1	7,2	7,8	7,9	2,7
SMM. Facebook	6,1	6,2	6,4	6,6	6,9	0,8
SMM. Instagram	6,9	7,2	7,5	7,6	8,1	1,2
SMM. TikTok	3,6	3,9	4,9	5,7	8,2	4,6
Viral advertising	5,4	5,6	5,9	6,3	6,9	1,5
Content marketing	5,6	6,4	7,5	7,4	8,5	2,9
Average value	5,3	5,7	6,4	6,7	7,5	2,2

Source: Compiled by the author based on the survey results.

The analysis of the use of digital marketing tools by PJSC "Edelvika" demonstrates a significant increase in both effectiveness and activity over the period from 2019 to 2023. The average score rose from 5.3 in 2019 to 7.5 in 2023, representing an increase of 2.2 points, which demonstrates a

clear upward trend in performance. The most notable growth was observed in the use of SMM on the TikTok platform (+4.6), reflecting the company's focus on current social media trends and engagement with a younger audience. Contextual advertising (+2.7) and content marketing (+2.9) also showed considerable growth, enabling effective attraction and retention of the target audience.

Other tools, including SEO, SMM on Facebook and Instagram, and viral advertising, also exhibited positive, albeit moderate, growth. This reflects PJSC "Edelvika's" balanced digital marketing approach across multiple channels, confirming the effectiveness of such investments in boosting brand awareness and adapting to current market trends.

In examining the current state of the company's marketing, it is necessary to systematically analyse its digital marketing expenditures. A comparative analysis of these costs against financial results, particularly sales revenue, is presented in Table 21.

Table 21. Evaluation of the Effectiveness of the Digital Marketing Communications System of PJSC "Edelvika".

Indicators	Years					Deviation 2023/2019	
	2019	2020	2021	2022	2023	+/-	%
Total turnover, thousand UAH	66931	44159	189911	129416	176972	110041	164,4
Communication expenses, thousand UAH	3347	2208	5697	4530	5309	1962,61	58,6
Expenses on marketing internet communications, including:	495	578	1880	2179	2692	2196	443,5
- Search engine optimisation, thousand UAH	87	112	545	328	448	361	414,9
- Contextual advertising, thousand UAH	104	134	664	678	702	598	575,0
- Social media, thousand UAH	198	202	318	487	632	434	219,2
- Viral advertising, thousand UAH	54	63	144	156	298	244	451,9
- Content marketing, thousand UAH	32	41	123	441	554	522	1631,3
- Other, thousand UAH	20	26	86	89	58	37	184,6
Share of expenses on marketing internet communications in total communication expenses, %	14,8	26,2	33	48,1	50,7	35,9	-
Turnover growth rate, % compared to the previous year	-	-34,0	330,1	-31,9	36,7	36,7	-
Growth rate of expenses on marketing internet communications, % compared to the previous year	-	16,8	225,0	15,9	23,5	23,5	-
Growth rate of marketing communication expenses, % compared to the previous year	-	-34,0	158,0	-20,5	17,2	17,2	-
Ratio coefficient of turnover growth to expenses on marketing internet communications	-	-2,0	1,5	-2,0	1,6	1,6	-

Source: Compiled from data provided by PJSC "Edelvika".

The assessment of PJSC "Edelvika's" digital marketing communications demonstrates significant improvements between 2019 and 2023. The company's total turnover increased by 164.4% (+110,041 thousand UAH), indicating a substantial impact of effective communication strategies on financial performance. Significant volatility occurred, with declines in 2020 (-34%) and 2022 (-31.9%), directly linked to external factors, namely the COVID-19 pandemic and the onset of the full-scale war in Ukraine. These declines underscore the risks of relying on physical distribution channels amid economic instability, prompting the company to actively implement digital marketing tools. At the same time, marketing communication expenses rose by 58.6%, while spending on digital tools grew by 443.5%, confirming the company's focus on digital marketing as the primary communication channel.

The rise in expenditure on specific digital marketing tools, such as content marketing (+1631.3%), contextual advertising (+575%), and viral advertising (+451.9%), reflects a shift in the company's priorities towards adopting modern marketing technologies. Consequently, the share of spending on digital tools in total marketing communication costs increased from 14.8% in 2019 to 50.7% in 2023.

The turnover growth rate (+36.7% in 2023) exceeded the overall increase in marketing communication costs (+17.2%), indicating enhanced efficiency in resource utilisation. In particular, the ratio of turnover growth to internet marketing communication expenses in 2023 stood at 1.6, demonstrating a positive effect of using internet marketing. This demonstrates that digital tools can achieve superior results with a relatively smaller budget, an aspect particularly crucial during periods of economic instability. Overall, PJSC "Edelvika" demonstrates considerable adaptability and strategic planning. Its shift to digital channels, emphasis on content marketing and social media, and ongoing adjustment of expenditures collectively enhance competitiveness and communication effectiveness, even under conditions of wartime and economic instability.

4. Justification of the choice of digital marketing strategy for PJSC "Edelvika"

4.1. Formulation of the Digital Marketing Strategy for PJSC "Edelvika"

The modern market presents new challenges for business operations, particularly in the context of digitalisation. Digital marketing is becoming one of the key tools for ensuring competitiveness, attracting customers, and expanding market positions. For PJSC "Edelvika", a producer of textile products actively promoting its own range, enhancing the efficiency of digital marketing management is a strategic priority. The analysis of PJSC "Edelvika's" use of digital marketing tools has highlighted several key issues (Table 22).

Table 22. Challenges in Digital Marketing Management at PJSC "Edelvika".

Problem Issues	Characteristics	Consequences
Lack of an integrated approach to search engine promotion	Unclear strategy for using search engine results to attract customers through organic traffic	Loss of potential customers and insufficient coverage of the audience searching for products via search engines
Limited utilisation of TikTok opportunities	Despite significant growth in effectiveness (by 4.6 from 2019 to 2023), the potential of TikTok remains underutilised	Missed opportunity to engage the youth audience actively using TikTok, leading to inadequate reach of viral content
Low activity in viral advertising	Vague planning and implementation of viral advertising campaigns, which have a high potential for audience reach	Low brand awareness on social media and underutilisation of word-of-mouth marketing benefits
Insufficient development of content marketing	Although content marketing has shown growth (by 2.9 between 2019 and 2023), the lack of a comprehensive strategy limits its effectiveness.	Difficulties in attracting customers through quality content and restrictions on positioning the company as an expert in its field.
Limited budget for SMM (especially Instagram)	Slow growth of activity on Instagram and Facebook indicates insufficient investment in content and advertising.	Reduced competitiveness among audiences actively engaging on these platforms and limited interaction with the younger demographic.
Lack of personalized interaction through mobile applications	The absence of a mobile application for personalizing customer interaction could significantly reduce user convenience.	Decreased loyalty levels and loss of potential audience who prefer mobile communication channels.
Lack of campaign effectiveness analytics	Insufficient level of analytics for digital tools, particularly search advertising and content marketing.	Inability to accurately assess the effectiveness of marketing campaigns, reducing the ability to quickly adapt to environmental changes.

Source: Compiled based on observational data.

The primary challenges concern the absence of an integrated approach to key digital marketing channels, including search engine optimisation, viral campaigns, and social media platforms such as TikTok. For example, an unclear search promotion strategy limits the ability to reach potential audiences through organic traffic, while insufficient use of viral content and TikTok reduces brand

awareness among younger audiences. Additionally, limitations in developing content marketing hinder the company's ability to effectively position itself as an expert in its field. Such issues are common among companies that exhibit a slow adaptation to digital transformation. According to Chaffey and Ellis-Chadwick (2019), an effective SEO strategy can account for up to 60% of organic traffic for brands in the retail sector. The lack of such an approach at "Edelvika" indicates a strategic gap that reduces the potential impact of digital channels on sales.

Other notable issues include insufficient investment in SMM, limiting audience reach on Facebook and Instagram, as well as the absence of a mobile application for personalised customer interaction, which may reduce customer loyalty. Furthermore, the lack of systematic analytics on the effectiveness of marketing campaigns prevents timely responses to market changes and the improvement of promotion strategies. Therefore, to enhance the effectiveness of the company's digital marketing management, attention should be given to addressing these identified issues by integrating promotional strategies and strengthening the analytical approach.

To resolve these problems, it is recommended that the company develops a strategic digital marketing management plan for 2026 (Table 23).

Table 23. Strategic Digital Marketing Management Plan of PJSC "Edelvika" for 2026.

Period	Strategic Directions	Tactical Measures
I Quarter	Expansion of presence in search engines	<ol style="list-style-type: none"> 1. Conducting SEO optimisation of the website: improving loading speed, mobile responsiveness, and optimising meta tags. 2. Expanding the semantic core by incorporating key search queries related to national clothing, ethno collections, and home textiles. 3. Launching a Google Ads campaign focusing on the most popular products.
	Increase in activity on TikTok	<ol style="list-style-type: none"> 1. Creating short videos showcasing the process of making national clothing and ethno-design. 2. Engaging influencers to organise a TikTok challenge featuring "Edelvika's" products.
	Implementation of a new content strategy	<ol style="list-style-type: none"> 1. Creating a blog on the website with regular articles about the history of Ukrainian clothing and traditions. 2. Weekly updates of content on Instagram, Facebook, and TikTok, including video reviews of new collections.
II Quarter	Launch of a mobile application for the loyalty programme	<ol style="list-style-type: none"> 1. Development of a mobile application for clients featuring personalised offers, promotions, and interactive functions (e.g., virtual clothing try-on using augmented reality). 2. Launch of an advertising campaign titled "Download the app – get a discount on your first purchase."
	Activation of viral advertising	<ol style="list-style-type: none"> 1. Creation of videos showcasing the traditional process of fabric and national clothing production. 2. Organisation of an online contest titled "My Ethnic Style" with prizes for the winners.
III Quarter	Improvement of SMM effectiveness	<ol style="list-style-type: none"> 1. Expansion of the budget for targeted advertising on Instagram and Facebook, focusing on popular national clothing models. 2. Conducting a series of live broadcasts with the company's designers and ethnic decor artisans.
	Enhancement of campaign performance analytics	<ol style="list-style-type: none"> 1. Implementation of a user behaviour tracking system on the website. 2. Analysis of primary traffic sources and optimisation of the budget for the most effective channels.

Table 23. (continued) Strategic Digital Marketing Management Plan of PJSC "Edelvika" for 2026.

	Period	Strategic Directions	Tactical Measures
IV Quarter	Development of interactive content	1. Conducting quizzes and surveys on social media, such as "Guess Your Ethno-Style." 2. Launching a series of interactive webinars about the features of Ukrainian national clothing.	
	Evaluation of results and preparation of new strategies	1. Preparation of the final report for 2025: analysis of goal achievement and effectiveness of implemented measures. 2. Development of the digital marketing plan for 2026, focusing on scaling successful initiatives.	

Source: The plan was developed based on the analysis of problematic issues at PJSC "Edelvika."

For effective digital marketing management, PJSC "Edelvika" has developed a strategic plan for 2026, which includes enhancing SEO, launching a mobile app for loyalty, and increasing activity on TikTok and Instagram. The plan places particular emphasis on a new content strategy featuring regular blog posts and interactive audience engagement. The measures cover the entire year and provide a systematic approach to enhancing digital marketing. The implementation of viral advertising, analytics, and the expansion of interactive content will contribute to increased customer loyalty, strengthened competitive positioning, and improved brand recognition.

Enhancing content marketing is a key direction for improving the effectiveness of PJSC "Edelvika's" digital marketing. To achieve this, it is proposed to reorganise the marketing management structure and introduce the position of a content marketer. This will ensure a systematic approach to creating, managing, and promoting content to strengthen the brand, expand the audience, and increase trust in the products.

The Content Marketing Manager will play a central role in shaping the positive brand image of "Edelvika" through digital channels. A primary task will be to design and implement a comprehensive content strategy aligned with the company's values, customer interests, and the specifics of various digital platforms. This will involve planning content for the website blog, social media channels (Facebook, Instagram, TikTok), email newsletters, and advertising campaigns. A key focus will be producing high-quality textual, graphic, and video content highlighting production processes, the heritage of Ukrainian national clothing, and modern ethnic collections. To achieve this, the Content Marketing Manager will closely collaborate with designers, photographers, and other creative contractors involved in visual content development.

Brand promotion will also encompass viral content creation and organising interactive activities such as online contests, challenges, and quizzes. The manager will maintain active engagement with the audience by responding to comments and enquiries, encouraging participation in surveys and giveaways, thereby sustaining ongoing interest in "Edelvika" products.

Among the main responsibilities is developing a publication calendar that considers product seasonality and marketing campaigns. Regular blog updates featuring articles on textile art history,

ethnic clothing features, and textile care tips will serve as a foundation for attracting new audiences and improving SEO optimisation.

The Content Marketing Manager will also focus on enhancing the company's presence across social media platforms, particularly Instagram, TikTok, and Facebook. This includes creating video content about production, new collection previews, and live broadcasts with designers and ethnic decor artisans. The integration of national traditions into contemporary fashion will be pivotal in engaging younger audiences.

The role will also include delivering personalised content via the mobile application, encompassing exclusive offers, product recommendations, and push notifications regarding new arrivals. As part of expanding into international markets, the manager will oversee content translation and localisation for foreign audiences.

Another critical aspect will be content analytics, involving the monitoring of engagement metrics (likes, comments, views, clicks), evaluation of campaign effectiveness, and assessment of content impact on sales. This will enable agile adaptation of content strategies to market demands and customer preferences.

Introducing the Content Marketing Manager role will help achieve several strategic objectives. Through quality content, "Edelvika" will strengthen its image as a leader in national clothing production, increase brand awareness, and attract new customers. Consistent engagement via social media and the mobile application will reinforce customer trust, promote loyalty, and stimulate sales growth.

The implementation of these initiatives will both improve the efficiency of online marketing activities and contribute to the sustainable development of PJSC "Edelvika" in the context of increasing competition within the textile industry.

4.2. Improvement of Digital Marketing Directions for PJSC "Edelvika"

In the contemporary competitive market, personalisation is a critical factor in achieving marketing effectiveness. For PJSC "Edelvika", personalised digital marketing addresses diverse customer needs, enhances loyalty, expands the client base, and reinforces competitive positioning. A personalised digital marketing strategy involves crafting tailored offers based on an analysis of customers' needs, behaviours, and expectations. Advanced technologies like big data, AI, and analytics enable effective segmentation, automation, and better engagement.

For PJSC "Edelvika", it is advisable to implement a personalised digital marketing strategy grounded in audience segmentation, the creation of customised offers, and the use of automated tools. Specifically, the company can analyse customer behaviour and provide relevant promotions, personalised recommendations, and exclusive deals through email campaigns and social media channels. A crucial component of this strategy involves active engagement across online platforms, including contests and surveys, coupled with content marketing that highlights the uniqueness of the company's products. Utilising digital analytics will allow the company to gain deeper insights into

customer needs, boost loyalty, and increase sales volumes by fostering an emotional connection with the target audience. The personalised digital marketing strategy of PJSC "Edelvika" (Table 24) adopts a systematic approach to understanding customer needs. It incorporates audience segmentation, individualised offers, content marketing, automation, interactive engagement, and big data analytics.

Table 24. Personalised Digital Marketing Strategy for PJSC "Edelvika".

Strategic Steps	Description	Implementation Examples	Expected Outcomes
Audience Segmentation	Segmentation of customers into groups based on criteria such as age (youth, adults, elderly), lifestyle (buyers of ethnic clothing, home textiles, corporate clients), and region of residence	For customers who frequently purchase national clothing, separate marketing campaigns are created with a focus on new ethnic collections, while home textile buyers are offered promotions on bedding sets.	Increase in conversion rates through tailored advertising messages and targeted campaigns (both domestic and international). Utilisation of data from the CRM system and analysis of customer behaviour in the online store.
Personalised Offers	Utilisation of previous purchase data to develop personalised recommendations. For example, suggesting accessories to complement ethnic clothing or offering discounts on repeat purchases of home textiles.	Customers who have purchased fabrics for interior use are offered discounts on curtain tailoring services or accessories such as cushions. Email newsletters include an offer of a "15% discount on the second item from the accessories category."	Improvement of repeat sales and average customer spend.
Content Marketing	Publication of materials highlighting the uniqueness of PJSC "Edelvika" products – the use of high-quality eco-friendly materials and authentic Ukrainian design. Demonstration of the production process through videos, articles, and blogs.	Creation of a video tour of the PJSC "Edelvika" factory, showcasing the production of ethnic clothing. Publication of a blog article about the significance of Ukrainian embroidery on fabrics, with a link to the company's collection.	Increase in brand awareness and website traffic.
Marketing Automation	Implementation of automated email campaigns with reminders about abandoned carts, notifications about new products and promotions. Use of chatbots for online customer consultations.	Customers who viewed the home textiles collection receive an email within 24 hours encouraging them to complete their purchase, along with a 5% discount offer. Introduction of a chatbot in the online store to provide quick answers to customer questions regarding sizes or delivery.	Reduction in abandoned cart rates and improvement of customer experience.
Interactive Engagement	Organisation of contests, surveys, and other activities on social media to engage the audience and strengthen the connection with the brand. Utilisation of live streaming features to present new collections.	For example, a Facebook contest titled "Share a photo in national clothing by "Edelvika" and win a 1000 UAH voucher." On Instagram, a live broadcast showcasing the new ethnic clothing collection was held.	Increased audience engagement and growth in social media followers.

Table 24. (continued) Personalised Digital Marketing Strategy for PJSC "Edelvika".

Strategic Steps	Description	Implementation Examples	Expected Outcomes
Big Data Analytics	Use of customer preference data to develop new collections. Analysis of demand based on seasonal sales trends and creation of offers that meet customer expectations.	For instance, analysis of ethnic collection sales shows an increased demand for warm fabrics during the autumn season. Based on this, an autumn collection featuring embroidered woollen fabrics is created.	Increased sales through the development of products tailored to customer needs.

Source: Compiled by the author.

Audience segmentation enables PJSC "Edelvika" to gain deeper insights into its customers and design targeted marketing campaigns. For example, customers interested in national clothing are offered ethno-collections, while those purchasing home textiles receive special offers on bed linen. This increases conversion rates and optimises the use of marketing resources. Individualised offers are based on previous purchase data; for example, customers buying interior fabrics are offered curtain tailoring services or discounts on accessories, which increases repeat sales and the average transaction value.

Content marketing emphasises "Edelvika's" uniqueness through materials about the ecological qualities of fabrics, Ukrainian design, and production, creating an emotional connection with customers and attracting a new audience.

Marketing automation through CRM systems and chatbots optimises customer communication: automated email reminders reduce losses, while quick consultations enhance loyalty. Interactive engagement on social media (competitions, surveys, live broadcasts) strengthens the connection with the audience, increases activity, and improves brand image, expanding the subscriber base.

Big data analytics provides "Edelvika" with a competitive advantage by forecasting demand and analysing customer behaviour. For example, data on the seasonality of ethnic collections helps to develop relevant products, such as the autumn collection of warm fabrics. The personalised digital marketing strategy, encompassing targeted campaigns, automation, and digital engagement, facilitates deeper customer understanding and enhances loyalty. This, in turn, drives sales growth and strengthens the company's market position. This approach enables "Edelvika" to respond to modern challenges and shape a long-term development strategy focused on product improvement and communications. The use of big data analytics and interactive engagement allows the company to adapt to change while preserving its uniqueness and competitiveness. A personalised digital strategy is the key to the company's sustainable growth.

The third research objective aims to examine whether the selection of a personalised digital marketing strategy based on customer behaviour and preference data contributes to increased customer loyalty and a higher rate of repeat purchases.

The choice of a personalised digital marketing strategy is grounded in the integration of technologies and data that provide a deeper understanding of customer needs. Within the scope of achieving the third research objective, the following key elements of a personalised digital strategy are identified:

1. Growth of customer loyalty. Personalised communications make customers feel individually valued, fostering trust in the brand. Loyal customers tend to make repeat purchases and recommend the brand to others.
2. Marketing campaign effectiveness. Segmentation and targeting reduce costs of ineffective advertising by focusing resources only on relevant audiences, increasing conversion rates and average customer spend.
3. Improved customer experience. The use of modern technologies (chatbots, automated email campaigns) creates convenient conditions for customer-brand interaction. For example, quick responses in chat reduce the risk of customers switching to competitors.
4. Increase in repeat purchases. Personalised recommendations based on past purchases encourage customers to return. For instance, offering accessories related to previously bought products increases sales volumes.
5. Competitive advantage. In the textile industry, where competition is high, personalisation is a key factor that helps the brand stand out. Interactive engagement on social media attracts new audiences and strengthens ties with existing customers.

The personalised digital marketing strategy for PJSC "Edelvika", based on analysing customer behaviour and preferences, is an effective tool for enhancing customer loyalty and stimulating repeat purchases. Implementing segmentation, automation, big data analytics, and content marketing allows the company to adapt its marketing efforts to modern challenges and reinforce its market position. This strategy creates a long-term competitive advantage, ensuring the company's sustainable development. One of the personalisation steps is the introduction of a mobile application.

Implementing a mobile application for PJSC "Edelvika" can become a crucial stage in executing the personalised digital marketing strategy. The app will enable the company to create an interactive communication channel with customers, increase their engagement, and offer a convenient tool for personalised shopping.

Key features of the mobile application for PJSC "Edelvika":

1. Personalised offers. The application will provide personalised recommendations based on previous purchases and user behaviour. For example, customers interested in ethnic clothing will be offered new accessory collections or exclusive discounts.
2. Loyalty programme. The app can incorporate a bonus system where customers earn points for purchases, redeemable for discounts or gifts. The loyalty programme will encourage repeat purchases and foster long-term brand relationships.
3. Augmented reality (AR) feature. AR technologies will allow customers to "try on" clothing or visualise how fabrics and textiles will look in their interiors, reducing online shopping barriers and increasing purchase confidence.

4. Push notifications. The app will provide timely information about promotions, new arrivals, and special offers. Using customer preference data, notifications will be personalised and relevant.
5. Interactive features. Customers can participate in contests, surveys, and leave feedback through the app, strengthening the brand-audience connection.
6. Online consultations. Integration of chatbots and direct contact with managers via the app will allow customers to get quick answers about sizes, delivery, and other services.
7. Personal account functionality. Customers can create profiles storing purchase history, preferences, wish lists, and tailored offers.
8. Social media integration. The app will link with social networks, enabling easy sharing of products and purchases (e.g., on Instagram or Facebook).

Expected Outcomes from Implementing the Mobile Application:

1. Increase in repeat purchases. Personalisation capabilities will allow offering relevant promotions, personalised discounts, and recommendations, encouraging customers to return and shop more frequently.
2. Strengthening customer loyalty. The integrated loyalty programme will build an emotional bond between customers and the brand. The personal account will make the user experience convenient and pleasant.
3. Higher average basket size. Personalised recommendations for complementary accessories or products will boost average spend.
4. Improved customer communication. The app will serve as a key communication channel, enabling quick delivery of personalised offers and updates, reducing customer churn.
5. Expansion of customer base. Interactive app features and social media sharing will increase brand awareness, especially among younger, tech-savvy audiences.
6. Reduction in abandoned carts. Automated reminders about abandoned shopping carts, with offers or discounts, will help recover lost sales.
7. Increased brand recognition. Publishing engaging content via the app will strengthen the brand's image and maintain customer interest amid competition.
8. Optimised customer service. Chatbot integration will provide fast, high-quality support, enhancing customer experience and trust.
9. Improved competitiveness. Launching a mobile app will give PJSC "Edelvika" an edge over textile competitors not yet using such digital tools.
10. Customer behaviour analysis. The app will collect valuable data on preferences and behaviour, enabling the company to develop collections, promotions, and campaigns based on real customer needs.

The introduction of the mobile application will be a powerful tool for PJSC "Edelvika", fostering not only sales growth but also long-term customer relationships. Personalisation, interactivity, and user-friendliness of the app will help the company reach new heights in digital marketing and maintain its industry leadership.

The study confirmed a statistical relationship between the level of communication personalisation and the performance indicators of digital campaigns. The most effective tools during the wartime period were SMM and email marketing with triggered campaigns. To illustrate the connection between “result → conclusion → recommendation → KPI,” a summarised matrix is provided (Table 25).

Table 25. Summary Matrix of the Relationship Between Results, Conclusions, Recommendations, and Target KPIs in the Digital Communications of PJSC "Edelvika".

Result	Conclusion	Recommendation	KPI / Target	Time Horizon
Personalisation positively correlates with CTR	Increasing content relevance stimulates customer activity	Expand segmentation and implement triggered emails	CTR +20%, repeat purchases +5 pp	6 months
UGC shows higher engagement levels	Authentic content enhances trust	Launch a series of posts featuring customer ambassadors	Engagement +25%	3–6 months
Email campaigns are more effective than SMM during downturns	The channel acts as an anti-crisis tool	Maintain regular triggered email sequences	CR +10%	3 months
Price elasticity has increased	Compensation through communications is needed	Strengthen product value messaging	Conversion +10%	3 months

Source: Compiled by the author.

The obtained results make it possible to develop a practical model for managing digital communications for Ukrainian light industry enterprises. Further research could include a larger consumer sample and an analysis of the impact of artificial intelligence on personalisation in digital marketing.

Discussion

The findings of this study confirm and expand upon the theoretical approaches reviewed in the literature, highlighting the growing importance of digital transformation and personalisation in maintaining competitiveness within the textile industry. Consistent with Chaffey and Ellis-Chadwick (2019), who emphasised that integrated digital marketing strategies can account for a significant share of customer acquisition in the retail sector, the results for PJSC "Edelvika" indicate that the lack of a comprehensive approach to SEO, SMM, and viral marketing limits both reach and engagement. The empirical analysis confirms that coordinated management of digital channels enhances visibility, conversion, and customer loyalty (Kotler et al., 2017).

The proposed digital marketing strategy for "Edelvika", which includes expanding SEO, implementing a mobile loyalty application, and strengthening content marketing, aligns with the approach of Dalyk et al. (2023), who emphasised that systematic and strategically coherent management across all digital channels ensures higher competitiveness in highly saturated markets.

The results also confirm the findings of Kulyniak and Holovetskyi (2023), who demonstrated that the personalisation of marketing communications and the use of data analytics have a significant impact on customer experience and loyalty. The development of a personalised digital marketing strategy for "Edelvika", featuring segmentation, automation, and data-driven recommendations, illustrates how individualised communication can foster long-term customer commitment. This is consistent with the argument of Sychova et al. (2023), who identified digital marketing as a key instrument for sustainable business development and the establishment of consumer trust.

Furthermore, the observed relationship between personalisation and higher click-through and conversion rates corresponds with the conclusions of Lisovskyi et al. (2025), who highlighted that the effectiveness of digital campaigns increases when content is tailored to the needs of specific target segments. This trend is also supported by Ivanova (2024), who identified personalisation as a core element of modern digital marketing strategy.

The introduction of a mobile application as part of the personalised strategy is consistent with the findings of Rahmadia and Veri (2025), who underlined that mobile platforms constitute a central component of the digital ecosystem of Industry 5.0, enhancing user convenience, satisfaction, and purchase frequency. This approach also reflects the digital transformation model proposed by Oklander et al. (2024), who argued that the digitalisation of communication and data management processes is essential for the resilience of small and medium-sized businesses during periods of crisis.

At the organisational level, the recommendation to introduce a Content Marketing Manager position supports the view that effective digital transformation requires not only technological innovation but also the adaptation of human resources (Oklander et al., 2024). Establishing this role allows

"Edelvika" to address managerial and creative gaps typical of many Ukrainian light industry enterprises, thereby improving the quality and consistency of digital communications.

From a broader perspective, the results contribute to understanding how small and medium-sized Ukrainian enterprises can apply digital and personalised marketing tools to enhance market resilience under conditions of economic uncertainty. The findings are consistent with global literature (Tiago & Veríssimo, 2014; Wedel & Kannan, 2016) but add empirical insights from the Ukrainian context, where digital maturity and investment capacity remain limited.

However, the study has certain limitations. The sample size was relatively small, and the analysis was based primarily on a single case study, which constrains the generalisability of the results. Future research should involve a broader sample of enterprises within the textile sector and explore the role of artificial intelligence in advancing personalisation and predictive marketing analytics.

Overall, the results confirm that for enterprises such as PJSC "Edelvika", the integration of personalised, data-driven digital marketing strategies enhances brand competitiveness, customer loyalty, and operational sustainability. The findings not only validate theoretical models of digital transformation but also provide a practical framework for their implementation within the context of Ukraine's light industry.

Conclusions, Limitations and Future Research Lines

Digital marketing enables businesses to respond effectively to changes in consumer behaviour through personalised solutions, multichannel communication, and innovative technologies. The study highlights its multifaceted nature, ranging from Internet advertising to an integrated model of customer engagement. These findings align with contemporary research (e.g., Chaffey & Ellis-Chadwick, 2022; Kotler et al., 2021), which underscores the growing significance of digital strategies in enhancing enterprise competitiveness.

Contemporary digital strategies, including integrated online marketing, online public relations, and guerrilla marketing, enable companies to achieve strategic objectives, strengthen brand image, expand market reach, and cultivate long-term consumer relationships. As shown in Table 15, the use of such tools as SEO, content marketing, social media marketing (SMM), pay-per-click (PPC) advertising, and e-mail marketing contributed to increased brand awareness, higher sales, and stronger customer loyalty. These results confirm the previous findings of international scholars (e.g., Lorvi & Voitovych, 2021; Kulyniak & Holovetskyi, 2023; Tkachenko, 2022) regarding the importance of omnichannel communication and personalised content in engaging with the target audience.

The implementation of digital marketing strategies is particularly important during times of war or economic instability. Digital technologies help businesses maintain stability, support sales, and explore new channels for audience engagement, which aligns with the findings of Oklander et al. (2024) regarding business resilience under crisis conditions. As a result of the theoretical analysis, the corresponding research objectives were formulated.

The object of this research is the digital marketing system of PJSC "Edelvika", a company whose core operations are focused on two main areas: textile production and the manufacture of clothing, including ready-to-wear garments for women, men, and children, as well as accessories and other textile products.

The analysis of PJSC "Edelvika's" technical and economic indicators over the period 2019–2023 demonstrates significant progress, even in the face of serious challenges caused by the outbreak of war in February 2022 (Table 9). The study examines trends within the textile industry, explores existing opportunities and threats in the macroenvironment of the company, and outlines potential strategies to optimise strengths and mitigate risks. These findings have direct practical implications for enterprises within the textile sector, particularly for PJSC "Edelvika".

Several deficiencies were identified in the deployment of specific digital tools, including SEO, viral advertising, and TikTok. As a result, a strategic roadmap for the improvement of the company's digital marketing until 2026 has been developed. Key recommendations include the creation of a content marketing specialist position and the development of a mobile application to enhance customer engagement. This is expected to increase brand loyalty, attract new consumers, and boost sales.

The marketing system of the company was thoroughly evaluated. An analysis of the company's production output between 2019 and 2023 indicates a notable increase in manufacturing volumes across most product categories, particularly in comparison to pre-war levels in 2019. As shown in Figure 2, the product assortment structure demonstrates the continuing dominance of national clothing, accounting for over 40%, along with a growing share of ethnic collections, which reached 5.1% in 2023.

The study expands the understanding of digital marketing as a multifaceted tool that integrates personalisation and multichannel interaction. It emphasises the importance of aligning innovative strategies with the product life cycle. It confirms the critical role of tailoring digital strategies to the product life cycle stages (Research Objective 1), as well as the correlation between increased digital marketing expenditure and financial outcomes during economic uncertainty (Research Objective 2). Furthermore, Table 24 presents an effective model of a personalised strategy based on consumer behaviour analysis, Big Data, and marketing automation (Research Objective 3).

This research is confined to the analysis of a single enterprise within the specific economic and political context of Ukraine, which may limit the generalisability of its findings. The lack of quantitative assessment regarding the impact of individual digital tools on financial performance restricts the precision of forecasting effectiveness.

This study concludes that personalization strategies and social commerce tools contributed significantly to "Edelvika's" resilience during wartime. However, the small sample size limits the generalizability of results. Future research should expand the sample of companies to enhance generalisability and incorporate quantitative evaluation methods to assess the influence of specific digital instruments. It is also important to examine the impact of digital marketing innovations on consumer behaviour in times of crisis, particularly during war and economic turbulence, as well as the role of mobile applications in enhancing customer experience.

To improve the effectiveness of digital marketing efforts, the development of a dedicated mobile application is recommended. This solution would create an interactive communication channel with consumers, increase user engagement, and provide a convenient platform for personalised shopping.

The findings of this study have both theoretical and practical implications. From a theoretical perspective, the research expands the scientific understanding of the role of digital marketing in ensuring business resilience under crisis conditions, emphasising the importance of personalisation and integrated communication strategies. The empirical results confirm the impact of digital tools on the company's financial stability and competitiveness, which can be applied in developing models for managing marketing systems. Future research could focus on a comparative analysis of several textile enterprises to enhance the generalisability of the results, as well as on the quantitative assessment of the effectiveness of specific digital tools. A promising direction is the examination of the influence of digital innovations, including artificial intelligence, augmented reality, and mobile applications, on consumer behaviour and loyalty in the post-crisis period.

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Appendix

Appendix A

Table A.1. Approaches to Understanding the Concept of "Digital Marketing"

Author	Description
<i>Digital Marketing as a New Form of Marketing</i>	
Ilyashenko S. (2022)	"Digital marketing is a new form of marketing that involves the use of both traditional and innovative tools and technologies on the Internet to identify and satisfy consumer needs through exchange, with the goal of generating profit and other benefits for the manufacturer".
Oklander, M., Romanenko, O. (2024)	"Digital marketing is a new form of marketing that includes traditional elements (product, distribution, promotion, marketing research), implemented using Internet tools in a remote, interactive mode, which enables the acceleration, cost reduction, and higher quality of all marketing processes".
<i>Digital marketing as the process of using internet technologies in marketing aspects</i>	
Ivanova I. (2024)	"Digital marketing is an integrated process of applying modern information and communication technologies in a company's marketing activities, encompassing the stages of market analysis, offer development, pricing, promotion, and logistics, with the aim of personalised customer interaction and delivering high consumer value".
Lorvi I., Voytovych S. (2021)	"Digital marketing is the process of applying information internet technologies during marketing research and the development of a marketing mix to maximize consumer satisfaction".
<i>Digital Marketing as a Means of Interactive Customer Engagement</i>	
Rahmadia W., Veri J. (2025)	"Digital marketing is a set of interactive tools and platforms that create a digital environment for continuous communication between a company and its consumers, ensuring a personalised approach, feedback, and the development of long-term relationships".
<i>Internet marketing as a component of a company's communication marketing policy</i>	
Kotler F. (2020)	"Digital marketing is the practice of using all aspects of online advertising to receive feedback from an audience, which includes both creative and technical aspects of working on the Internet, including design, development, advertising, and marketing".
Rabey N. (2019)	"Digital marketing is the theory and methodology of organizing marketing in the hypermedia environment of the internet, as well as a set of techniques aimed at attracting attention to a product or service, promoting it in the global network, and effectively driving its sales".

Source: Adapted from Ilyashenko et al., (2022), Oklander, Romanenko, (2024), Ivanova, (2024), Lorvi, Voytovych, (2021), Rahmadia, Veri, (2025), Kotler, (2020), Rabey, (2019)

Appendix B

Questionnaire for employees of the marketing department of PJSC "Edevika"

The purpose of this survey is to analyse the use of digital marketing tools and assess the current marketing strategy of the company. All answers are confidential and will be used for analytical purposes only.

1. General information

1.1. Position: _____

1.2. Length of service in the company:

- up to 1 year
- 1-3 years
- more than 3 years

2. Digital marketing tools

2.1. Which digital marketing tools do you regularly use in your work? (multiple choices)

- Email marketing
- SEO/SEM
- Social media (SMM)
- Contextual advertising
- Content marketing
- Analytics (Google Analytics, etc.)
- CRM systems
- Other (please specify): _____

2.2. What tools do you think are most effective for our business? Why?

2.3 Have you taken any training or advanced training in digital marketing in the last year?

- Yes
- No

3. Marketing Strategy

3.1. How well do you know the company's current marketing strategy?

- Well informed
- Partially informed
- Not informed

3.2. Do you think the strategy is effective?

- Yes
- Partially
- No

Please explain your answer:

3.3 What aspects of the strategy do you think need to be improved?

3.4 What new approaches or tools should be introduced into the strategy?

4. Suggestions and comments

4.1 What do you think could improve the work of the marketing department in general?

Appendix C

Questionnaire for Assessing the Competitiveness of the Company's Products

Purpose of the survey:

To evaluate consumer perception of the company's core product characteristics and to identify its competitive advantages and disadvantages compared with similar products on the market.

All responses are anonymous and used solely for research purposes.

1. General Information

1.1. You are:

- A regular customer
- A new customer
- A wholesale representative
- A potential buyer

1.2. How often do you purchase products from our company?

- Once a month or more frequently
- Once a quarter
- Less frequently
- I have not purchased, but I am familiar with the products

2. Evaluation of Product Characteristics

Please rate the following characteristics on a 5-point scale (1 – very low, 5 – very high):

Product Characteristic	1	2	3	4	5
Quality of materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design / appearance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comfort and practicality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price affordability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product range	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Packaging / labelling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brand reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Comparative Assessment

3.1. How would you rate the company's products in comparison with similar offerings on the market?

- Better than most
- On par with competitors
- Worse than most

3.2. Which brands do you consider to be the main competitors of this product?

3.3. In your opinion, what are the advantages of the company's products?

3.4. What disadvantages or drawbacks do you notice?

4. General Impression

4.1. Would you recommend our products to others?

Yes

No

Not sure

4.2. Your suggestions or recommendations for improving the product:

Supplement to Data Description (Scientific Justification)

To obtain a comprehensive understanding of the company's product competitiveness under conditions of high market rivalry, a separate primary data collection tool was developed, a consumer and retail representative questionnaire. This instrument made it possible to gather insights not only into satisfaction levels with quality and pricing characteristics, but also into product awareness, competitive advantages, and perceived shortcomings in comparison with similar offerings on the market.

The questionnaire included sections for quantitative evaluation of key product attributes (on a scale from 1 to 5), open-ended questions on brand perception, and invitations to suggest improvements to the company's product strategy. The responses provided a basis for content analysis, comparative assessment, and identification of factors underpinning competitive advantage. These findings complemented the internal data gathered through staff surveys and ensured intersubjective validation of the research conclusions.

Incorporating external perspectives enabled the identification of the company's market niche, assessment of its price attractiveness, and clarification of consumer expectations regarding product design, functionality, and after-sales service. Ultimately, this contributed to the development of more robust strategic approaches for promoting and positioning the company's products in the digital environment.

Appendix D

Table D.1. Communication Message Distribution Channels of PJSC "Edelvika"

Offline	Online
4 stores: 2 in Lutsk (2 Karbysheva St. and Port City Shopping Mall, 1 Sukhomlynskogo St.) 2 in Kyiv (Lavina Mall, 6D Berkovecka St. and Showroom, 66 Velyka Vasylkivska St.)	2 online stores: <ul style="list-style-type: none"> • Clothing store (https://edelvika-shop.com/) • Fabrics store (https://edelvika-shop.com/tkanyny/) Email for wholesale buyers
Video advertisements broadcasted on public transport in Lutsk	Wholesale and retail trade websites (Epicentr K, Kasta, Rozetka, Prom.ua, 27ua)
Advertising in themed magazines	Social media (Facebook, Instagram)
Retail network of LLC "Epicentr K"	Email and messenger newsletters (about new products, promotions, discounts)
Live placements at exhibitions, festivals, fairs, etc.	Video content (television, YouTube)

Source: Author's own elaboration.