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PROBLEMS OF MODERN MARKETING OF GOODS AND SERVICES: DIGITAL AND TECHNOLOGICAL INNOVATIONS

The relevance of the outlined research is обусловлена by the fact that the modern development of market relations is associated with a high level of competition, saturation of goods and service offerings, and rapid changes in consumer behavior. Under these conditions, traditional approaches to marketing goods and services (focused on the classical competition for a share of the existing market) are increasingly losing their effectiveness. Thus, the aim of the article is to examine the problems of modern marketing of goods and services in the context of the need to overcome the influence of intense competition and market saturation. The study confirmed that entering a 'blue ocean' is a key strategic task of modern marketing. The results showed that the successful creation of new market spaces is possible through the combination of digital and technological innovation with the innovative rethinking of products and services. This rethinking transforms functionality, usage methods, and the logic of product consumption, creating a new experience for the consumer».

Keywords: competition, marketing, consumer needs, consumption logic, market spaces, innovation

JEL classification: Q01, L83, Q13.

ПРОБЛЕМИ СУЧАСНОГО МАРКЕТИНГУ ТОВАРІВ ТА ПОСЛУГ: ЦИФРОВІ ТА ТЕХНОЛОГІЧНІ ІННОВАЦІЇ

Актуальність дослідження зумовлена тим, що сучасний розвиток ринкових відносин пов'язаний з високим рівнем конкуренції, насиченістю товарних і сервісних пропозицій, а також швидкою зміною споживчої поведінки. У цих умовах традиційні підходи до маркетингу товарів та послуг (орієнтовані на класичну боротьбу за частку вже наявного ринку), дедалі частіше втрачають ефективність. Мета статті полягає у дослідженні проблем сучасного маркетингу товарів і послуг в умовах необхідності виходу з-під впливу високої конкуренції та подолання насиченості ринку. Дослідження підтвердило, що вихід у «блакитний океан» є ключовим завданням сучасного маркетингу товарів та послуг. Результати показали, що успішне формування нових ринкових просторів можливе завдяки поєднанню цифрової та технологічної інноваційності з інноваційним переосмисленням продуктів і послуг. Це переосмислення змінює функціонал, способи використання та логіку споживання

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продукту, створюючи для споживача новий досвід. Цінність дослідження полягає у систематизації ключових проблем та формалізації ознак маркетингу товарів і послуг у «блакитному океані». Серед них: орієнтація на усвідомлені латентних потреб, обмежене переосмислення споживчого досвіду, складність інтеграції технологій у цінність продукту, ризик неприйняття нових рішень споживачами, відсутність стратегічного бачення, інерційність споживчого мислення та труднощі трансформації бізнес-моделей. Результатом дослідження стало визначення ключових ознак маркетингу у «блакитному океані», серед яких: створення принципово нової цінності; виявлення та задоволення ще неусвідомлених потреб споживачів; трансформація функціоналу, способів використання та логіки споживання продукту; перехід на нові моделі функціонування систем розподілу; персоналізація взаємодії, емоційного, соціального зв'язку; інтеграція продуктових, сервісних, комунікаційних та технологічних складників у єдину екосистему взаємодії зі споживачем. Практична значущість дослідження полягає у визначенні шляхів ефективного поєднання цифрової та технологічної інноваційності у межах інноваційного переосмислення продуктів і послуг.

Ключові слова: конкуренція, маркетинг, потреба споживачів, логіка споживання продукту, ринкові простори, інновації.

Problem statement. The relevance of the research stems from the fact that modern market development is characterized by a high level of competition, oversaturation of goods and service offerings, and rapid changes in consumer behavior. In such circumstances, traditional approaches to marketing goods and services (focused on the classical competition for a share of the existing market) are increasingly losing their effectiveness. Actually, most economic entities are forced to operate in so-called 'red oceans,' where competition is intense, and opportunities for growth are limited.

For instance, competitive markets such as mobile operators or highly competitive retail markets are both characterized by a large number of nearly identical offerings (including similar mobile service plans, standardized supermarket formats, and typical loyalty programs). As a result, players primarily compete through price, promotional offers, and minor differences in services. Consequently, there is a gradual decline in profitability, a loss of long-term competitive advantages, and an increased risk of being pushed out of the market. In the mobile communications sector, certain operators, such as Digital Cellular Communications and CDMA Ukraine, lost their positions and ceased operations as independent market players due to technological changes and intensified competition [7]. In retail, networks such as «Eldorado» have significantly shrunk, and the activities of some brands, such as Incity and «BILLA», have been suspended or limited. A similar experience is observed in the banking services market, where standard products (loans, deposits, payment cards) are minimally differentiated, forcing institutions to continuously compete for customers due to short-term incentives.

To this end, approaches to creating competitive advantages that enable the formation of new market spaces through digital and technological innovation and that ensure the innovative rethinking of products and services become particularly relevant.

Actual scientific researches and issues analysis. Within the scope of the outlined research, the authors referred not only to the analysis of classical works addressing general problems of modern marketing of goods and services, including domestic studies devoted to digital and technological innovations in marketing (represented by Bilous S., Suprun D., Perepelytsia Ye. [1], Buga N.Yu., Pelkhaty D.O. [2]), but also to the works of:

— domestic scholars (Poznanska I.V., Titok V.V., Usenko A.O. [5]) focused on the specifics of innovative rethinking of products and services;

— famous foreign theorists — W. Chan Kim and Renée Mauborgne [4], who study the foundations of marketing in new market spaces.

Note that, collectively, the works considered [1–2, 4–5] form the theoretical foundation for understanding the basic problems of creating new consumer value and propose approaches to addressing them within the framework of 'blue marketing,' which is based on the 'blue ocean' concept. The aforementioned studies have served as the theoretical basis upon which the authors rely in examining the problems of modern marketing of goods and services under conditions of high competition and market saturation.

Despite a significant number of scientific works, the issues of comprehensively integrating digital and technological innovation into the process of innovative rethinking of products and services, as well as their practical application in highly competitive and saturated markets, remain insufficiently addressed.

Thus, the aspects of innovative rethinking of products and services, the specifics of addressing consumer needs, the implementation of consumption models, and the provision of a personalized and unique consumer experience within the 'blue ocean' framework require further clarification.

Research aim. Thus, the aim of the article is to examine the problems of modern marketing of goods and services in the context of the need to overcome the influence of intense competition and market saturation. The achievement of this aim is realized through addressing the following research objectives:

1. To study the role of digital and technological innovations in shaping the innovative rethinking of products and services.
2. To analyze the current dimensions of innovative rethinking of products and services and their impact on creating new consumer value.
3. To identify the characteristics of marketing goods and services within the 'blue ocean' framework.

Research methods. Within the scope of the outlined research, the following general scientific methods were used: analysis method in order both to determine the features of innovative rethinking of products and services and to prove

the impact of innovative rethinking on the value formats of goods and services; comparative method to identify the dimensions of innovative rethinking of products and services and to develop a generalized theoretical model. The authors also employed logical and structural analysis to highlight the characteristics of marketing goods and services within the 'blue ocean' framework.

Main results of the research. The authors view digital and technological innovation in marketing of goods and services as a process involving the implementation of cutting-edge digital solutions, technologies, and tools to create, promote, and deliver new value to consumers.

Note that the aforementioned perspective is somewhat limited. However, pushing for expansion and refinement in accordance with the requirements of modern marketing theory, the research focused on:

1. The general understanding of the outlined process. According to Bilous S., Suprun D., and

Perepelytsia Ye. [1, p. 156], digital and technological innovation is identified through the use of technologies and artificial intelligence systems, big data analytics, digital platforms, marketing process automation, omnichannel communications, personalized consumer interactions, and the Internet of Things to implement new or significantly improved goods and services.

2. The narrow context of digital innovation. According to Telnov A., Zhumela A., and Zozulia O. [6], digital and technological innovation is identified as the targeted application of digital tools within technological improvements, with an emphasis on information and communication, and digital solutions.

Under this, it is possible to distinguish between the concepts of digital and technological innovation in the marketing of goods and services (Table 1), as well as how they influence their innovative rethinking.

Table 1

Distinction between digital and technological innovation in the marketing of goods and services

Type of innovation	Defining focus	Tools driving innovation	Impact on innovative rethinking	Role in marketing of goods and services
Digital innovation	Implementation and use of digital technologies based on data processing and digital platforms	AI, Big Data, CRM systems, digital communication channels, social media, mobile applications, marketing automation	Transformation of consumer interaction (personalization of offers and optimization of marketing communication processes)	Creation of fundamentally new value, which can manifest in various dimensions
Technological innovation	Implementation of any new technologies — not limited to digital	New materials, production processes, logistics solutions, engineering developments, including digital technologies as a component	Creation of new products or significant improvement of their characteristics, generating new consumer value	

Source: compiled according to the [1-2; 6; 8].

Thus, we agree with the view of Poznanska I.V., Titok V.V., and Ustenko A.O. [5] that digital and technological innovation, only in combination, enable such an innovative rethinking of products and services that creates fundamentally new value for consumers. This is because this value can theoretically manifest in several dimensions: (i) functional (e.g. new product capabilities); (ii) economic

(e.g. cost reduction or a new payment model); (iii) emotional (a new interaction experience); (iv) social (e.g. a change in consumer lifestyle or behavior).

If the above statement is formalized mathematically, the formula for the innovative rethinking of a product/service (IP) is as follows [3-4]:

$$IP=X+f(\Delta F,\Delta E,\Delta EM,\Delta S)\cdot g(CI, TI) \tag{1}$$

where:

X — the base product/service;

$\Delta F, \Delta E, \Delta EM, \Delta S$ — increments of value in the functional, economic, emotional, and social dimensions, respectively;

CI, TI — digital and technological innovation that stimulate value transformation;

f — integrated function of value increment;

$g(CI, TI)$ — coefficient representing the impact of digital and technological innovation on the creation of new value.

Actually, IP consists of several dimensions (Table 2) and thus represents an index that can be converted into a

percentage-based system and adjusted by $g(CI, TI)$.

Table 2

**Practical aspects of innovative rethinking of hroducts and services
that create fundamentally new value for consumers**

Components of innovative product/service rethinking					g(CI, TI)*
Parameters	ΔF-functional	ΔE- economic	ΔEM - emotional	ΔS- social	
Dimensions	<i>number of new product features, performance or efficiency indicators, technical characteristics</i>	<i>reduction of consumer costs, time savings, profitability of a new payment model.</i>	<i>satisfaction indices (NPS, CSAT), user experience (UX) evaluations, loyalty level</i>	<i>changes in consumer behavior, impact on lifestyle, number of community or social media participants</i>	It indicates the extent to which digital and technological innovations amplify the value increment
Units:	<i>number of features, percentage improvement, performance scores.</i>	<i>currency (UAH/USD), percentage of savings, savings points</i>	<i>points, percentages, ratings</i>	<i>points, number of people, engagement percentages</i>	It can be expressed as an index ranging from 0–1 or 0–100%.

Note:

*Dimensionless coefficient reflecting the extent to which digital (CI) and technological (TI) innovations enhance the value increment effect (ΔF, ΔE, ΔEM, ΔS). CI and TI can be measured in points (e.g., 0–10) or as a percentage of innovation implementation in the product.

Source: compiled by the authors.

From the perspective of practical application of the proposed model, the priority is not only to achieve maximum increments across all dimensions (ΔF, ΔE, ΔEM, ΔS) but

also to further amplify them using the coefficient g(CI, TI), which is defined as [3-4]:

$$g(CI, TI) = \alpha \cdot CI + \beta \cdot TI, \quad (2);$$

where:

α , β are the weighting coefficients representing the impact of each type of innovation.

Of course, the higher the value of IP (innovative rethinking of a product/service), the greater the likelihood of creating fundamentally new value for consumers and enabling the company to enter a 'blue ocean' (which, according to Kim W.C., and Mauborgne R., represents market spaces free from competitive saturation).

Considering the potential variation in IP, it is evident that not every innovative rethinking guarantees the creation of new value. Such enhancement is possible only:

1. Through changes in the product's functionality, i.e., adding new features or integrating it with other services (as systematically demonstrated in his research by Ichak Adizes [3]). An example is the integration of multiple functions into a single product (for instance, the concept of a smartphone as a communication device, camera, payment tool, and platform for accessing digital services) or the incorporation of 'smart' technologies into a product (for example, a platform or product that automatically adapts to consumer preferences).

2. By introducing changes in the way of use, i.e., when a product or service begins to be used differently than before (as noted by Poznanska I.V., Titok V.V., and Ustenko A.O. [5]). Examples include the shift from physical to digital formats (online services replacing offline services) or from individual use to shared use (the sharing economy, where rental is preferred over purchase).

3. Via a change in the logic of consumption, which involves transforming the very model of consumer interaction with the product (as noted by Buga N.Yu., and Pelkhatyky D.O. [2]). Examples include the shift from one-time purchase to subscription, from physical ownership to access, or the creation of ecosystems where the product is

only part of a comprehensive service.

So, new value lies not only in better quality or lower price but also in changing how the consumer receives, uses, and perceives a product or service. In this context, it can be clarified that essentially digital and technological innovations in marketing of goods and services can be viewed as a mechanism that accelerates and optimizes the process of innovative rethinking of products and services.

Note that a high level of digital and technological innovation plays a key role in enabling companies to enter a 'blue ocean' [4]. At the same time, the process of 'entry' in modern marketing has a dual nature.

From one perspective, it provides clarity regarding priority marketing actions: the company clearly understands where to focus efforts to enter the 'blue ocean' — creating new ways to satisfy needs, implementing alternative consumption models, and offering a personalized and unique experience for consumers.

From another perspective, these priorities give rise to a number of related challenges: the need to transform the business model, change consumer behavior, make significant investments in digital and technological innovations, integrate innovations into products and services, and ensure consistent quality of experience across all touchpoints.

That is, the approach simultaneously provides strategic clarity and creates new challenges, and it is the ability of an economic entity to effectively manage this balance through innovation that determines its success in creating its own 'blue ocean'.

Thus, the problem of modern marketing of goods and services in the context of creating new ways to satisfy needs arises because economic entities, despite having

digital and technological innovation tools, are not always able to effectively implement them in new consumer value models. Specifically, this is manifested in aspects such as (Fig. 1): (1) concentrate on existing rather than latent needs; (2) incremental nature of innovations; (3) limited rethinking of consumption methods; (4) difficulty integrating technologies into value; (4) risk of consumer rejection of new solutions; (5) lack of strategic vision for creating new markets.

The systematization of these aspects allows us to conclude that their occurrence is caused by management's

insufficient understanding of the shift from the logic of 'better satisfying existing needs' to the logic of 'creating a new way to satisfy them,' which forms the basis for developing a 'blue ocean'.

Tackling the identified problems presupposes not merely the expansion of technological capabilities but also a reorientation of marketing thinking, changing it toward innovative value and the transformation of the consumer experience. Put differently, the priority is a situation in which the company iteratively innovates the product to achieve maximum value for consumers.

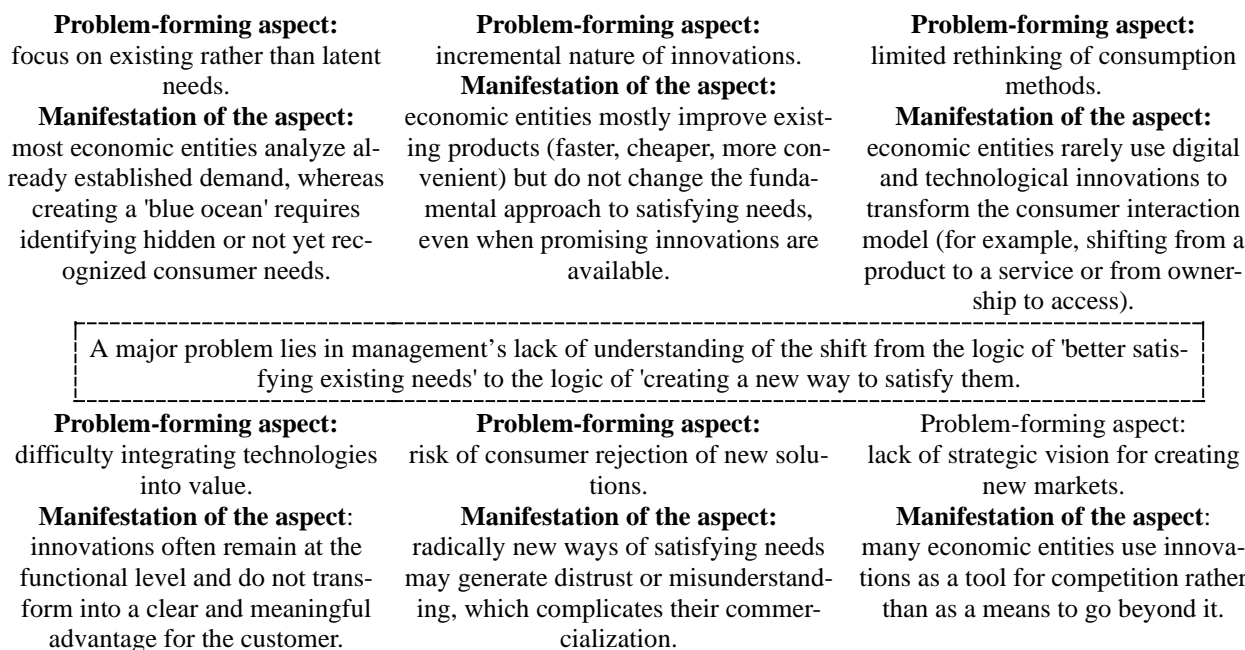


Figure 1. Manifestation of contemporary marketing problems of goods and services in the context of creating new ways to satisfy consumer needs
Source: compiled according to the [4, 6].

The issues in modern marketing of goods and services in creating alternative consumption models lie in the difficulty companies face in shifting from traditional approaches (ownership, one-time purchase) to new transformed formats of consumer interaction (enabled by digital and technological innovations), such as subscription, shared use, service-based, or ecosystem models. Specifically, this is manifested in aspects such as: (1) inertia of consumer thinking; (2) difficulties in forming a value proposition within new models; (3) complexity of business model transformation; (4) risks of financial instability; (5) a issues of trust and perceived value. The content of these aspects (Fig. 2) leads to the conclusion that creating alternative consumption models represents a significant challenge for modern marketing.

Solving the problem requires not only the implementation of new tools but also changes in consumer behavior, transformation of business logic, and the creation of a new value system [5]. For example, this problem has been

addressed by Netflix, whose marketing team, instead of offering the traditional one-time purchase of films on the platform, introduced a subscription model for its streaming video service.

The problem of modern marketing of goods and services in offering a unique company experience lie in the difficulty of creating value that, through digital or technological means, distinguishes a product or service from competitors while simultaneously establishing an emotional, social, or personalized connection with the consumer. Specifically, this is manifested in aspects such as: (1) difficulty in defining true uniqueness; (2) heterogeneity of consumer expectations; (3) complexity of integrating innovations into the experience; (4) lack of deep personalization; (4) ensuring consistent quality of value creation across all touchpoints. The content of these aspects (Fig. 3) leads to the conclusion that transforming a product or service into a comprehensive, cohesive, and personalized experience is quite labor-intensive.

<p>Problem-forming aspect: inertia of consumer thinking.</p> <p>Manifestation of the aspect: most consumers are accustomed to the traditional ownership model, so new formats may be met with distrust or misunderstanding.</p>	<p>Problem-forming aspect: difficulties in creating a value proposition within new models.</p> <p>Manifestation of the aspect: it is not enough to simply change the method of selling — the benefits for the consumer must be clearly justified, which requires a deep understanding of their behavior.</p>	<p>Problem-forming aspect: complexity of business model transformation.</p> <p>Manifestation of the aspect: the transition to alternative consumption models requires changes across all business processes.</p>
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A major problem is that the creation of alternative consumption models represents a significant challenge for modern marketing.

<p>Problem-forming aspect: risks of financial instability.</p> <p>Manifestation of the aspect: subscription or usage-based models instead of outright purchase involve longer payback periods and reliance on customer retention, which increases demands on the marketing strategy.</p>	<p>Problem-forming aspect: issues of trust and perceived value.</p> <p>Manifestation of the aspect: the consumer must clearly understand what they are paying for in the new model and perceive real benefits; otherwise, the model (even with high digital and technological innovation) will not be accepted by the market.</p>
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Figure 2. The problem of modern marketing of goods and services in creating alternative consumption models
 Source: compiled according to the [3-5].

<p>Problem-forming aspect: difficulty in defining true uniqueness.</p> <p>Manifestation of the aspect: in a saturated market, most products and services have similar characteristics, making it difficult to identify an element that genuinely distinguishes the company and creates a meaningful experience for the customer.</p>	<p>Problem-forming aspect: heterogeneity of consumer expectations.</p> <p>Manifestation of the aspect: consumers have different needs, levels of digital literacy, lifestyles, and values, which complicates the creation of an experience perceived as unique.</p>	<p>Problem-forming aspect: difficulty integrating innovations into the experience.</p> <p>Manifestation of the aspect: even with digital and technological innovations available, companies find it challenging to combine them into a coherent and understandable experience for the consumer.</p>
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A major problem is that transforming a product or service into a comprehensive, cohesive, and personalized experience is quite labor-intensive.

<p>Problem-forming aspect: lack of deep personalization.</p> <p>Manifestation of the aspect: it is not enough to add a new feature or service; a unique experience is created by adapting the product or service to the individual consumer..</p>	<p>Problem-forming aspect: consistent quality of value creation across all touchpoints.</p> <p>Manifestation of the aspect: a created unique experience may be misperceived if the company fails to ensure consistent value delivery.</p>
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Figure 3. The problem of modern marketing of goods and services in offering a unique company experience
 Source: compiled according to the [3, 5-6].

To tackle the identified problem, the end value must not only satisfy needs but also create an emotional connection with the consumer (through active use of digital or technological innovations) [3]. An example is Apple: its products combine high-tech functionality, aesthetic design, an intuitive interface, and a service ecosystem (e.g., iCloud, Apple Music, App Store [6]), which enables the creation of a comprehensive and personalized user experience. Essentially, the customer does not just purchase a device; they gain an integrated ecosystem that adapts to their needs, ensures ease of interaction, and fosters an emotional connection with the brand.

It is precisely the economic entities' ability to create unique ways of satisfying needs, implement alternative

consumption models, and offer a personalized, emotionally meaningful experience that allows it to move beyond traditional competition and establish its own 'blue ocean'.

Thus, it can be noted that the critical features of marketing in a 'blue ocean' (which we put forward as 'blue marketing' or marketing of supply-free market niches) are manifested through: (1) concentrate on creating fundamentally new value rather than copying competitors; (2) identification and satisfaction of latent or not yet recognized consumer needs; (3) changes in functionality, usage methods, and consumption logic, providing a new experience; (4) use of subscription, sharing, or access-based models instead of ownership, creating new market opportunities; (5) personalization of interaction, which ensures emotional

and social connection and enhances loyalty; (6) integration of product, service, communication, and technology into a unified ecosystem of consumer interaction.

Actually, the goal of modern marketing of goods and services in a 'blue ocean' is to shift the focus from competing for existing customers to creating a new market segment or space where competition is minimal or absent, allowing the company to establish its own unique market and long-term competitive advantages.

Conclusions. The study confirmed that entering a 'blue ocean' is a key strategic task of modern marketing. The research confirmed that successfully creating new market spaces is possible through the combination of digital and technological innovation with the innovative rethinking of products and services.

This rethinking alters the product's functionality, usage methods, and consumption logic, thereby creating a new experience for the consumer. Implementing these approaches allows a company to: create unique ways of satisfying customer needs; implement alternative consumption models; provide a personalized, emotionally meaningful experience of interaction with the product.

The value of the study lies in the systematization of key problems in modern marketing and the formalization of the features of goods and services marketing in a 'blue ocean.' Among these are: focus on recognized rather than latent needs, incremental nature of innovations, limited rethinking of the consumer experience, difficulty integrating

technologies into product value, risk of consumer rejection of new solutions, lack of strategic vision, inertia of consumer thinking, and challenges in transforming business models.

The findings of the study reveal the critical features of marketing in a 'blue ocean,' expressed through: the creation of fundamentally new value; identification and satisfaction of latent or not yet recognized consumer needs; transformation of functionality, usage methods, and consumption logic of the product; transition to new operational models of distribution systems; personalization of interaction and the formation of emotional and social connections; and the integration of product, service, communication, and technological components into a unified ecosystem of consumer interaction.

Prospects for further research lie in identifying ways to effectively combine digital and technological innovation for the innovative rethinking of products and services.

Declaration on the Use of Artificial Intelligence Tools. During the preparation of this article, artificial intelligence tools, in particular ChatGPT-4, were used. It should be noted that the use of AI was limited to editing the English-language abstract and structuring/organizing texts and table data. All results were thoroughly reviewed and approved by the authors. The authors take full responsibility for the scientific validity, content, data, conclusions, and the accuracy of the reference list.

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