

DOI: <https://doi.org/10.32782/2524-0072/2026-83-86>

UDC 658.8:005.21(477)«364»

CONCEPTUAL APPROACHES TO THE FORMATION OF ENTERPRISE MARKETING STRATEGY

КОНЦЕПТУАЛЬНІ ПІДХОДИ ДО ФОРМУВАННЯ МАРКЕТИНГОВОЇ СТРАТЕГІЇ ПІДПРИЄМСТВ

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The study addresses changing conditions for Ukrainian enterprises, where wartime instability and declining demand weaken classical marketing approaches. It identifies effective marketing strategies through analysis of marketing evolution and its reinterpretation under military and economic instability. Methods include systemic and comparative analysis, SWOT assessment, and scenario modelling. The paper outlines the shift to service-oriented logic, highlights limits of certain crisis concepts, and proposes a KPI-based strategic matrix. Marketing strategies are framed as an anti-crisis value system strengthening business resilience. The study provides tools to align strategy with financial results, improve revenue predictability, streamline management cycles, and support long-term viability.

Keywords: marketing strategies, conceptual approaches, strategic decision matrix, SWOT-analysis, wartime business adaptation, enterprise economic resilience, operational autonomy, scenario modeling.

Актуальність дослідження зумовлена радикальною зміною середовища функціонування українських підприємств, у якому воєнні ризики, порушення в роботі інфраструктури, кадрові втрати та падіння платоспроможного попиту знижують прикладну релевантність класичних маркетингових підходів. У зв'язку з цим метою роботи є визначення ефективних маркетингових стратегій та стратегічних рішень для підприємств України шляхом аналізу еволюції маркетингової думки та її переосмислення в умовах воєнної й економічної нестабільності. Методологічну основу становлять системний і порівняльний аналіз, SWOT-оцінювання та сценарне моделювання ефективності стратегій. Систематизовано перехід від операційної логіки разових угод до сервісно-орієнтованих і екосистемних підходів, проаналізовано зміну ролі споживача та технологічного середовища й обґрунтовано обмеженість застосування окремих концепцій у кризових умовах. На цій основі сформовано комплекс адаптаційних управлінських рішень і створено прикладну матрицю стратегічних рішень із системою ключових показників ефективності для оцінювання їх економічної результативності. Теоретична новизна полягає у трактуванні маркетингових стратегій як антикризової системи створення цінності, що інтегрує споживача у формування економічної стійкості бізнесу та дозволяє співвідносити вибір інструментів із контекстом середовища. Практична новизна виражається у розробленні управлінського інструментарію, який переводить стратегічні орієнтири у операційні дії та забезпечує зв'язок між маркетинговими рішеннями і фінансовими показниками. Практичне застосування результатів створює для керівників підприємств основу для підвищення прогнозованості доходів, скорочення управлінських циклів, збереження клієнтської бази та забезпечення безперервності бізнес-процесів, формує умови для переходу до системного стратегічного управління і поступового нарощування довгострокової фінансової життєздатності українських підприємств

Ключові слова: маркетингові стратегії, концептуальні підходи, матриця стратегічних рішень, SWOT-аналіз, воєнна адаптація бізнесу, економічна стійкість підприємств, операційна автономність, сценарне моделювання.

Formulation of the problem. The current operating conditions of enterprises in Ukraine are determined by a combination of wartime instability, disrupted logistics chains, labor shortages, and declining purchasing power of

the population, which significantly complicates the process of forming effective marketing strategies. Under such circumstances, most classical and contemporary marketing concepts developed for stable economic systems



demonstrate limited practical applicability, as they fail to account for systemic crisis, high levels of uncertainty, and the need to ensure business process continuity. At the same time, existing scientific approaches are predominantly applied separately, without coordination among them, which leads to unsynchronized managerial decisions, complicates the transformation of theoretical provisions into measurable economic results, and prevents the formation of a coherent architecture for enterprise anti-crisis development. In this context, the need to rethink evolutionary marketing approaches under the complex conditions of a wartime economy and to develop a matrix of effective marketing strategies and strategic decisions becomes increasingly relevant, capable of integrating technologies and mechanisms of technological and digital resilience, operational flexibility, and value-oriented business focus, which ultimately motivated the development of this study.

Analysis of recent research and publications. The evolution of marketing thought demonstrates a shift from simple transactions to deep relationships. In relationship marketing theory, the classical approach of Morgan R.M., Hunt S.D. [1] was based on trust and commitment, whereas contemporary studies by Casaca J.A. [2] transfer these relationships into the domain of financial calculation through «LTV». Service-dominant logic, initiated by Vargo S.L., Lusch R.F. [3], has been transformed in the modern perspective of Vargo S.L. [4] into the sale of competencies and end results rather than products. Blue Ocean Strategy by Kim W.C., Mauborgne R. [5, 6] has evolved from the search for uncontested niches to a methodology of cost reduction combined with value growth. In inbound marketing, the approaches of Halligan B., Shah D. [7] have shifted toward the requirement for automated lead generation proposed by Järvinen J., Taiminen H. [8]. Holistic marketing has evolved from departmental integration as described by Kotler P., Keller K.L. [9] to full business process synergy outlined by Oiku P.O., Adeyeye T.C. [10]. Agile marketing has progressed from a team organization tool in Accardi-Petersen M. [14] to a means of strategic survival according to Moi L., Cabiddu F. [15]. The omnichannel approach has developed from technical channel integration by Verhoef P.C. [16] to ensuring experience security as emphasized by Parmini P., Akbarina F. [17].

Highlighting previously unresolved parts of the overall problem. Despite the fundamental nature of existing theories, most of them

were developed for stable market conditions, which creates significant limitations for their application under wartime and infrastructure crisis conditions. In relationship marketing, the approaches of Morgan R.M., Hunt S.D. [1] and the «LTV» models of Casaca J.A. [2] rely on resource-intensive human interaction, without accounting for rising personnel costs; therefore, this study proposes the strategy of «Algorithmic Empathy» using AI. Within service-dominant logic, Vargo S.L., Lusch R.F. [3; 4] overlook consumers' affordability constraints, which is addressed through the strategy of «Asset Servitization» by transitioning to subscription-based models. The methodology of Kim W.C., Mauborgne R. [5, 6] does not account for R&D risks in active combat zones, which justifies the strategy of «Commercialization of Crisis Innovations». The approaches of Halligan B., Shah D. [7] and Järvinen J., Taiminen H. [8] involve long payback periods; therefore, the strategy of «Expert Diplomacy» is proposed for rapid monetization of expertise. Holistic models by Kotler P., Keller K.L. [9] and Oiku P.O., Adeyeye T.C. [10] prove ineffective under extreme conditions, which is addressed through the strategy of «Culture of Internal Mobilization». Within Marketing 3.0-5.0 [11, 12, 13], declarative mission statements are compensated by the strategy of «Integrated Social Responsibility». Agile marketing by Accardi-Petersen M. [14] and Moi L., Cabiddu F. [15] is transformed into the strategy of «Situational Scenario Planning». The omnichannel approach of Verhoef P.C. [16] and Parmini P., Akbarina F. [17] is supplemented by the strategy of «Autonomous Availability» to ensure business continuity under blackout conditions.

Formulation of the article's objectives. The purpose work is to identify effective marketing strategies and strategic decisions for Ukrainian enterprises through an analysis of the evolution of marketing thought and its reinterpretation under conditions of military and economic instability. The tasks of the work. To achieve the purpose, a set of tasks is solved in the work: 1. systematization of the evolutionary path of marketing thought to identify fundamental changes in the logic of value creation; 2) adaptation of the considered approaches to Ukrainian realities through the lens of «SWOT-analysis», identifying specific strategic opportunities opened by the systemic crisis; 3) comparison of the effectiveness of approaches in stable and turbulent environments with the determination of specific business outcomes and

«KPIs»; 4) development of a strategic decision matrix that synthesizes historical experience and anti-crisis strategies.

Summary of the main material. For building an effective strategy, it is first necessary to systematize the evolutionary path of marketing thought. Therefore, it is advisable to define the structural chronology and essence of key approaches, which makes it possible to identify fundamental changes in the logic of value creation, ranging from product orientation to ecosystem thinking. Considering relationship marketing in the context of manufacturing business, we observe a clear shift from ethical agreements to financial pragmatism. While the classical approach of Morgan R.M., Hunt S.D. [1] was based on the idea that the supplier and distributor simply «trust» each other and fulfill their obligations (the factory ships bricks on time, and the dealer sells them honestly), the modern concept of Casaca J.A. [2] moves these relationships into the domain of «LTV» calculation (partner lifetime value). For an entrepreneur, this means abandoning the «ship and forget» strategy in favor of implementing a system of retro bonuses and joint inventory planning. In practice, this looks like a furniture fittings manufacturer not merely selling hinges to a furniture factory, but integrating into its production cycle, guaranteeing product availability in the warehouse on a «day-to-day» basis, which maximizes profit from this client in the long term instead of a one-time sale of a large discounted batch. A logical continuation of this idea is the evolution of «Service-dominant logic» (S-D Logic). The early theory of Vargo S.L., Lusch R.F. [3] encouraged machine tool manufacturers to realize that they sell not metal but processing services; however, the modern perspective of Vargo S.L. [4] goes further by proposing the sale of end results and competencies. In the field of climate control equipment, this implies a shift in the business model, where instead of simply selling an industrial air conditioner and earning a margin (the old approach), the company signs a contract for «temperature regime provision» (the new approach). The entrepreneur sells not equipment but stable workshop temperature for a monthly fee, assuming all breakdown risks. This fundamentally distinguishes the modern approach, as it transforms a one-time product sale into a stable service revenue stream. In saturated markets, an updated understanding of «Blue Ocean Strategy» becomes critically important. While the original idea of Kim W.C.,

Mauborgne R. [5] inspired entrepreneurs to search for uncontested niches (such as craft beer before it became mainstream), their later methodology [6] provides tools for cost reduction alongside value growth. For a local semi-finished food producer, this means not merely «doing something unique», but, for example, launching a line of restaurant-quality frozen meals (value) in vacuum packaging without bright graphics and selling them exclusively through online subscriptions (reducing logistics and marketing costs). This approach enables exit from price wars with supermarkets by following a clear algorithm of action rather than intuition. Changes in inbound marketing also dictate new rules for sales departments. Previously, based on the works of Halligan B., Shah D. [7], an agricultural machinery company would simply maintain a blog about yields, hoping that customers would call on their own initiative. In contrast, the modern approach of Järvinen J., Taiminen H. [8] requires automated generation of warm leads. In practice, this is implemented by creating an online tractor «ROI» calculator on the website, where farmers enter their field area (content), and the system automatically calculates benefits and transfers an already «warmed-up» lead with a specific inquiry to the sales manager. This is significantly more effective than cold calls, as trust is established even before interaction with the salesperson. The evolution of holistic marketing directly affects operational efficiency. While Kotler P., Keller K.L. [9] spoke about departmental integration, Oiku P.O., Adeyeye T.C. [10] demonstrate the necessity of full business process synergy. For the owner of a coffee shop chain, this means that coffee taste, cleanliness, Wi-Fi speed, and barista communication tone on «Instagram» must be synchronized. If marketing promises «coziness», but loud music plays in the cafe and tables are dirty, there is no synergy, and the business loses money. The modern approach requires logistics, HR, and marketing to operate as a single mechanism to create an integrated product. The transformation of value orientations from «Marketing 3.0» to contemporary resonance models also has practical implications. Instead of general declarations about «mission», characteristic of early Kotler P. [11], his more recent research [12; 13] proposes seeking deep resonance. An example from apparel manufacturing involves a company not merely stating «we support ecology», but launching a garment repair service to extend product life. This resonates with conscious consumers who prefer not to buy new items and creates an emotional

connection that converts into loyalty exceeding simple satisfaction with fabric quality. Modern «Agile marketing» is particularly relevant for small and medium enterprises. While Accardi-Petersen M. [14] previously proposed using sprints for team organization, Moi L., Cabiddu F. [15] view it as a survival tool and a way to shorten «time to market». For a confectionery workshop, this means abandoning six-month development of an «ideal cake». Instead, the entrepreneur releases a pilot batch of three new flavors, sells them via «Instagram» over the weekend, collects feedback, and on Monday launches into production only the one that «gained the most popularity» among customers. This represents effective operation under uncertainty, saving both resources and time. Regarding omnichannel marketing, the contemporary

version of Parmini P., Akbarina F. [17] surpasses the technical channel integration of Verhoef P.C. [16] by focusing on experience security and seamlessness. For a building materials store, this means customers can order cement online, pay in installments through a banking app, and pick it up from the warehouse simply by showing a «QR code», without queues or paper invoices. If a failure occurs at any stage (for example, payment is not visible at the warehouse), the customer will turn to a competitor; therefore, the modern emphasis on customer experience is critically important for sales retention.

Understanding the theoretical foundation is only the first step therefore, to transform theory into a practical tool, we formation of future vectors of marketing strategies of enterprises based on the results of SWOT-analysis in Table 1.

Table 1

Formation of future vectors of marketing strategies of enterprises based on the results of SWOT-analysis

Approach	SWOT-analysis	Strategy for Ukraine
1	2	3
Relationship Marketing	Strengths	C1 «Algorithmic Empathy» Implementation of AI systems that automatically initiate support dialogue in moments of crisis (shelling, blackouts), imitating the care of a manager
	Formation of affective attachment that makes the consumer insensitive to price dumping by competitors	
	Weaknesses	
	Critical increase in operating costs for personnel when trying to scale «live» communication	
	Opportunities	
	Using generative AI to create the illusion of personal communication without involving call center operators	
S-D Logic (Service)	Strengths	C2 «Asset Servicing» Moving from a one-time sale model of equipment to a subscription model for its functions (for example, «energy as a service» instead of selling a generator)
	Business resilience to disruption of logistics chains, as value is created through the provision of access or knowledge, rather than the shipment of goods	
	Weaknesses	
	High cognitive barrier for conservative customers who are used to paying for a physical object, not a function	
	Opportunities	
	Scaling of Sharing Economy models due to the inability of the population to purchase expensive assets	
Blue Ocean Strategy	Strengths	C3 «Commercialization of crisis innovations» Export of unique technological solutions (mine clearance, secure communication) that have been validated in real combat conditions
	Guaranteed receipt of monopoly rent in the newly created market niche until the first imitators appear	
	Weaknesses	
	The need for significant capital investment in R&D with a high probability of market failure	
	Opportunities	
	Creating global demand for specific Military-Tech solutions and dual-use technologies	

(End of Table 1)

1	2	3
Inbound Marketing	Strengths	C4 «Expert Diplomacy» Creating English-language educational hubs that sell Ukrainian experience in anti-crisis management to Western corporations
	Generating a flow of «Warm» leads with high conversion thanks to prior trust building through content	
	Weaknesses	
	There is a long time lag (6-12 months) between investing in content creation and receiving the first profit	
Holistic Marketing	Strengths	C5 «Culture of Internal Mobilization» Creating cross-functional rapid response teams that combine the powers of marketing, logistics and security
	The system's ability to self-heal and instantly redistribute resources between departments in critical situations	
	Weaknesses	
	Loss of flexibility and speed of response due to the complexity of internal coordination procedures in large hierarchies	
Marketing 3.0 (Value)	Strengths	C6 «Integrated Social Responsibility» Embedding social assistance mechanisms (rehabilitation of veterans) directly into the company's production processes
	Transforming the client base into a community of brand advocates ready to defend the company during information attacks	
	Weaknesses	
	The risk of complete loss of reputation if a discrepancy is discovered between patriotic statements and actual business actions	
Agile marketing	Strengths	C7 «Situational Scenario Planning» Abandoning long-term strategies in favor of developing alternative action scenarios for 2-week sprints
	The possibility of a radical change in the business model (pivot) within a few days in response to a change in the situation on the front	
	Weaknesses	
	Loss of brand integrity and strategic development vector due to constant response to short-term stimuli	
Omnichannel Marketing	Strengths	C8 «Autonomous Availability» Deploying a Network of «Points of Invulnerability» in Retail Operating Under Offline Priority Protocols
	Maintaining the transactional capacity of the business through duplication of sales channels in offline and online environments	
	Weaknesses	
	Critical increase in costs for supporting complex IT infrastructure for real-time data synchronization	
	Opportunities	
	Creation of autonomous retail islands capable of providing service in conditions of complete energy isolation	

Source: compiled by the author based on [1-17]

It should be noted that the availability of digital or physical tools does not guarantee success without considering context. Under wartime conditions, standard mechanisms may fail or produce reverse effects. Therefore, it is necessary to adapt the examined approaches to Ukrainian realities through «SWOT-analysis», identifying specific strategic opportunities. Based on the detailed «SWOT-analysis» presented in Fig. 2, we can propose comprehensive marketing strategies for Ukrainian enterprises, where each decision results from an assessment of strengths, vulnerabilities, and market opportunities. Considering relationship marketing, we observe that despite its strong aspect in the form of customer's affective attachment, Ukrainian businesses face a critical weakness due to rising personnel costs required to maintain live communication. Taking this into account, as well as the possibility of using modern technologies, we propose the strategy of «Algorithmic Empathy»; therefore, based on the results of the «SWOT-analysis», it would be appropriate to implement «AI» systems that mitigate resource constraints and automatically initiate supportive dialogue in crisis moments, simulating managerial care and preserving loyalty without expanding staff for prepared businesses. With regard to the «Service-dominant logic» (S-D Logic) approach, the conducted analysis indicates business resilience to logistics disruptions as a key advantage, which nevertheless encounters consumer's cognitive limitations, as they are accustomed to paying for products rather than functions. Considering the potential scaling of the sharing economy due to declining purchasing power, it would be appropriate to implement the strategy of «Asset Servitization», which provides for a transition from one-time equipment sales to subscription-based functional models, for example selling energy as a service, enabling adaptation to economic realities and overcoming customer conservatism. In the context of «Blue Ocean Strategy», where there is a high probability of obtaining monopoly profits bordering on the risk of losing significant R&D investments, we therefore propose the strategy of «Commercialization of Crisis Innovations». Based on the analysis of external opportunities, in particular global demand for «Military-Tech», it would be advisable for Ukrainian enterprises to export unique technological solutions, such as demining systems validated in real combat conditions, transforming risky developments into a stable source of foreign currency revenue. Analyzing «Inbound marketing», we consider

the high conversion of warm leads as a strength that is offset by long payback periods. Given the global media interest in Ukraine, we can propose the strategy of «Expert Diplomacy», according to which it would be appropriate to establish English-language educational hubs to sell Ukrainian anti-crisis management expertise to Western corporations, allowing expertise to be monetized faster than through classical content marketing. For holistic marketing, which is characterized by system self-recovery capability but suffers from loss of flexibility in large structures, we propose the strategy of «Culture of Internal Mobilization». Taking into account the possibility of natural staff consolidation around national goals, it would be appropriate to create cross-functional rapid response teams that combine the authorities of different departments, enabling the overcoming of internal bureaucracy and synchronized action under extreme conditions. Within the «Marketing 3.0» concept, where there is a risk of reputational losses due to inconsistency between actions and patriotic statements, we propose the strategy of «Integrated Social Responsibility». Relying on the availability of international impact investments, it would be appropriate for businesses to embed social assistance mechanisms, such as veteran rehabilitation, directly into production processes, thereby protecting corporate reputation and gaining customer support through such solutions. Applying the «Agile approach», we recognize the ability to radically change course as a strength that may lead to loss of strategic coherence. Using the ability to operate under uncertainty as a unique selling proposition, we propose the strategy of «Situational Scenario Planning», according to which it would be advisable to abandon long-term plans in favor of developing variable scenarios for short sprints, enabling effective monetization of adaptability in Western markets. Considering «Omnichannel marketing», where critical growth in IT infrastructure costs threatens profitability, we propose the strategy of «Autonomous Availability». Based on the analysis of opportunities to create autonomous trading zones, it would be appropriate for retailers to deploy a network of resilience points operating under «Offline-First» protocols, ensuring sales continuity even under conditions of complete energy isolation.

Having identified the strategic vectors, it is now critically important to assess their economic feasibility and measurability. Therefore, in Table 1 we present a comparison of the effectiveness of marketing strategies in stable and turbulent environments, identifying specific

business outcomes and «KPIs» that enable enterprise managers to monitor the success of implementing both planned and unplanned changes (Fig. 1).

Based on the data in Fig. 1, we conducted a sequential analysis of the contextual applicability of each approach, revealing the specifics of their use under different macroeconomic conditions, projected outcomes, and performance indicators. The analysis of the relationship marketing approach demonstrates a clear differentiation of tactics, where in stable environments with abundant resources the priority is stimulating cross-selling and increasing average transaction value through deep customer profile insights. Conversely, in Ukraine's turbulent environment with limited resources, the focus shifts toward minimizing customer acquisition costs by leveraging the existing customer base to generate rapid liquidity in the form of pre-orders. The implementation of this approach aims to ensure predictable inflows to cover fixed costs, monitored through customer lifetime value «LTV», churn rate «Churn Rate», and net promoter score «NPS». Considering «Service-dominant logic» (S-D Logic), market stability facilitates a transition toward platform-based business models, where value is generated through network effects and partner integration. Under crisis conditions in the Ukrainian economy, this approach transforms into a strategy of converting customer capital expenditures into operating expenses, thereby lowering the entry barrier to service consumption. The expected business outcome is margin expansion through the provision of high-margin services instead of low-margin products, with effectiveness measured by service margin percentage, usage frequency «Usage Rate», and service availability time. In the context of «Blue Ocean Strategy», resource availability enables the establishment of industry standards in new categories to create high entry barriers, whereas limited resources require leveraging information asymmetry and unique local experience to form export offerings. The projected result is diversification of currency risks through revenue from exporting unique products, tracked via market share in the new category and innovation margin. The inbound marketing approach under resource-rich conditions focuses on monetizing expertise and building enterprise (brand) equity through thought leadership; however, in Ukrainian realities it adapts to low-budget lead generation via organic search traffic and viral content distribution. This allows reduction of the marketing budget share

within cost structure, assessed through customer acquisition cost «CAC», organic traffic growth, and content-to-lead conversion.

The ultimate goal is minimizing internal entropy and transaction costs, monitored through employee engagement index, decision-making speed, and channel alignment index. Marketing 3.0 under sufficient resources is oriented toward attracting institutional capital through compliance with «ESG-criteria», whereas in crisis environments it functions as a reputational shield that mitigates impacts on the enterprise (brand) during systemic disruptions. The projected outcome is access to concessional financing and grant programs, measured by brand trust index and volume of attracted social investments. The use of «Agile marketing» in stable environments accelerates the innovation cycle to maintain technological leadership; meanwhile, in Ukraine's unstable environment this approach serves as a tool for dynamic redistribution of working capital into short-term projects to support liquidity. This ensures minimization of sunk costs through rapid elimination of non-viable hypotheses, controlled by metrics such as «time to market» and incident response speed. The application of omnichannel marketing in favorable conditions creates a seamless data-collection ecosystem; however, under constrained conditions its role is reduced to ensuring business continuity through redundancy of sales channels. The result is diversification of revenue loss risks via independence from physical locations, assessed through channel conversion rates and product availability.

Next, synthesizing historical experience, anti-crisis strategies, and economic metrics, we must develop a strategic decision matrix for Ukrainian business that combines digital and physical resilience to ensure business growth during the wartime period (Fig. 2).

The strategic decision matrix for Ukrainian business presented in Figure. 2 highlights that no single approach represents a universally correct solution under conditions of polycrisis; therefore, it is necessary to develop integrative strategic solutions that combine operational flexibility, technological resilience, and deep value orientations. The first and most critical priority becomes the physical survival of the enterprise and its ability to operate without interruptions, which requires businesses to combine maximum flexibility with customer accessibility. This means that entrepreneurs should abandon attempts to plan an entire



Fig. 1. Comparative analysis of the effectiveness and metric support of marketing strategies in stable and crisis economic systems

Source: generated by the author

year in advance, as this is impossible under wartime conditions, and instead shift to short two-week planning cycles, enabling rapid course adjustments depending on frontline or energy sector developments. In parallel, operations must be organized so that sales do not depend on electricity availability in a specific store, because if power is lost, customers must still be able to order products through cloud services, while on-site staff should be empowered to make decisions independently without calling head office. Technically, this is ensured by transitioning to mobile-enabled applications, using satellite communication terminals «Starlink», generators, and converting conventional stores into mini-warehouses, as implemented by «Rozetka» or «Best Buy». The second important step is preserving cash and customers, not through aggressive advertising, but through humanity and partnership. Businesses should shift their communication tone from «buy from us» to «we are going through this together», integrating the option to donate to the army directly into the purchasing process, which gives customers a sense of participation in a shared cause. When people see that by purchasing your coffee or service, they are bringing victory closer, this creates a much stronger bond than any discount. To achieve this, companies will need «CRM systems» that help understand customer sentiment, as well as the organization of live community meetings or volunteer fundraisers, as successfully implemented by «Monobank» through its «jars». The third direction involves entering foreign markets to avoid dependence solely on the situation in Ukraine, using a strategy of searching for unoccupied niches ignored by major global players. Ukrainian companies should sell not merely products, but their unique expertise and ability to operate under any conditions, transforming the «Made in Ukraine» brand into a symbol of resilience and quality. Entering Western markets is better achieved not through direct advertising, but through customer education and demonstration of craftsmanship, which requires «LinkedIn» profiles, educational platforms, and physical warehouses in Poland or Germany, as practiced by «Nova Post». The fourth direction involves transforming the product itself to meet new human needs, where the primary focus shifts from selling an item to guaranteeing an outcome.

Instead of simply selling a charging station (charging unit), businesses should offer an «energy independence» service, assuming full responsibility for setup and maintenance,

or engage customers in service improvement through continuous feedback. This requires enterprise teams to unite around a shared goal of helping people, through technical integration of smart sensors for remote equipment monitoring and mobile repair teams, as implemented by «DTEK» or «Philips». Thus, the secret of success lies not in complex transformations, but in building a resilient system where digital technologies safeguard physical sales points, and genuine human relationships with customers become the company's primary financial asset.

Conclusions. The results of the conducted study made it possible to systematize the evolution of marketing strategies and their adaptation to the conditions of Ukraine's wartime economy, ensuring a transition from the application of isolated approaches to an applied system of strategic decisions with a clear linkage to key performance indicators. The obtained results demonstrate how the combination of offer servitization, operational autonomy, and short scenario-based management cycles will contribute to reducing customer acquisition costs, increasing the share of service margin, and shortening time to market for products (services). The theoretical novelty of the study lies in formalizing marketing strategies as an interconnected system of anti-crisis development. This approach ensures a shift from product-oriented to service-oriented thinking and integrates the role of the consumer into the mechanisms of enterprise resilience formation. At the same time, the contextual applicability of individual elements of each concept under stable and turbulent conditions is analytically substantiated, and key criteria for managerial decision effectiveness are identified. The practical novelty consists in developing a detailed strategic decision matrix with measurable indicators and implementation algorithms. This provides managers with tools to translate strategic priorities into consistent operational actions aimed at optimizing cost structures, monetizing crisis-driven innovations, developing autonomous sales channels, and implementing short planning iterations. The implementation of the research results will enable enterprises to improve cash flow predictability, shorten managerial decision-making cycles, and retain their customer base under conditions of instability. In the long term, this will ensure systematic formation of business financial viability and transformation of crisis challenges into a manageable space of strategic development opportunities.



Fig. 2. Matrix of strategic marketing decisions for Ukrainian businesses

Source: generated by the author

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Дата надходження статті: 10.02.2026

Дата прийняття статті: 02.03.2026

Дата публікації статті: 10.03.2026