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## FORMING A DIGITAL MARKETING STRATEGY

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**INTRODUCTION.** This article examines the theoretical and methodological foundations for developing a digital marketing strategy in the context of the economy's deep digitalization, the transformation of consumer behavior, and the growing role of online communication channels in business-consumer interactions.

**THE PURPOSE OF THE STUDY IS** stems from the fact that digital marketing has evolved from a supporting tool into one of the key elements of corporate marketing strategies, and the market volume of online advertising and digital marketing in Ukraine has reached approximately \$1.2 billion, with an internet penetration rate of 82.4% of the population.

**RESEARCH METHODS.** The methodological basis of the study consists of methods of analysis, synthesis, comparison, scientific generalization, and a systematic approach, applied to the analysis of scientific sources by foreign and domestic authors, as well as practical reports from analytical companies. Elements of structural-functional analysis were used to distinguish between the levels of business, brand, marketing, and digital marketing strategies, and methods of classification and content analysis –to systematize types of digital strategies by duration, type of interaction, geography, media type, level of channel integration, and digital directions.

**RESALTS.** This paper summarizes various methodological approaches to the interpretation of digital marketing and

formulates an integrated definition of marketing strategy as a comprehensive system of goals and long-term decisions that combines an action plan and a set of measures for achieving marketing objectives. The content of a digital marketing strategy is revealed as an evolutionary continuation of the classical marketing strategy, based on data, adaptability, multichannel communication, and personalization. The basic methodological frameworks for developing a digital strategy (SOSTAC, RACE, STP) are systematized, and the role of the key performance indicator (KPI) system in ensuring the continuous optimization of marketing activities is defined.

**CONCLUSIONS.** The practical value of this work lies in the fact that the results obtained can be used by companies to build well-founded digital marketing strategies, develop a set of metrics to evaluate their effectiveness, and select the optimal combination of digital marketing tools depending on the type of interaction, planning horizon, and available resources. The proposed generalizations provide a methodological foundation for further applied research in the field of digital marketing, particularly for the B2B segment.

**KEYWORDS.** classification of digital strategies; key performance indicators (KPIs); marketing strategy; digital marketing strategy; digital marketing; SOSTAC, RACE, and STP frameworks; digital transformation of businesses.

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## ФОРМУВАННЯ СТРАТЕГІЇ ЦИФРОВОГО МАРКЕТИНГУ

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**Вступ.** У статті розглянуто теоретико-методологічні засади формування стратегії цифрового маркетингу в умовах глибокої цифровізації економіки, трансформації споживчої поведінки та зростання ролі онлайн-каналів комунікації у взаємодії бізнесу зі споживачем.

**Мета дослідження.** Актуальність дослідження зумовлена тим, що цифровий маркетинг з допоміжного інструмента перетворився на один із ключових елементів маркетингових стратегій підприємств, а обсяг ринку онлайн-реклами та цифрового маркетингу в Україні сягнув близько 1,2 млрд дол. США за рівня проникнення інтернету у 82,4% населення.

**Методи дослідження.** Методологічну основу дослідження становлять методи аналізу, синтезу, порівняння, наукового узагальнення та системного підходу, застосовані до опрацювання наукових джерел зарубіжних і вітчизняних авторів, а також практичних звітів аналітичних компаній. Використано елементи структурно-функціонального аналізу для розмежування рівнів бізнесової, бренд-, маркетингової та цифрової маркетингової стратегій, методи класифікації та контент-аналізу – для систематизації видів цифрових стратегій за тривалістю, типом взаємодії, географією, типом медіа, рівнем інтеграції каналів та цифровими напрямками.

**Результати.** У роботі узагальнено різні методологічні позиції щодо трактування цифрового маркетингу та сформульовано інтегроване визначення маркетингової

стратегії як комплексної системи цілей і довгострокових рішень, що поєднує план дій і сукупність заходів для досягнення маркетингових цілей. Розкрито зміст стратегії цифрового маркетингу як еволюційного продовження класичної маркетингової стратегії, але з адаптивністю, мультиканальністю та персоналізацією комунікацій. Систематизовано базові методологічні фреймворки розробки цифрової стратегії (SOSTAC, RACE, STP) та визначено роль системи ключових показників ефективності (KPI) у забезпеченні безперервної оптимізації маркетингових заходів.

**Висновки.** Практична цінність роботи полягає у тому, що отримані результати можуть бути використані підприємствами для побудови обґрунтованих цифрових маркетингових стратегій, формування комплексу метрик оцінювання їх результативності та обрання оптимального поєднання інструментів цифрового маркетингу, залежно від: типу взаємодії, горизонту планування та доступних ресурсів. Запропоновані узагальнення створюють методичне підґрунтя для подальших прикладних досліджень у сфері цифрового маркетингу, зокрема для B2B-сегменту.

**Ключові слова:** класифікація цифрових стратегій; ключові показники ефективності (KPI); маркетингова стратегія; стратегія цифрового маркетингу; цифровий маркетинг; фреймворки SOSTAC, RACE, STP; цифровізація підприємств.

**Introduction.** In today's environment of deepening digitalization, growing data volumes, and shifting consumer behavior patterns, digital communication channels are becoming a key arena for business-market interaction, evolving from a supplementary promotional tool into the core of marketing strategies (Kannan & Li, 2017; Chaffey et al., 2012; Kotler, 2019). Changes in behavioral patterns are accompanied by a reallocation of marketing budgets toward online channels, as evidenced by annual market analytical reviews and reports from specialized agencies (DataReportal, 2025; Ken Research, 2024). For the Ukrainian economy, which is simultaneously influenced by digital transformation processes and structural shocks, the development of well-founded digital marketing strategies is becoming particularly relevant as a factor in maintaining competitiveness and ensuring business sustainability.

An analysis of the current body of research reveals a significant number of studies devoted to specific aspects of digital marketing: defining its nature and functions (Desai, 2019; Marchuk, 2018; Chemorda, 2020), the use of digital communication tools (Bilyk et al., 2020; Holovchuk et al., 2018), the specifics of the hybrid online and offline environment (Harmatiuk, 2021), as well as the role of digital marketing in corporate branding and communication strategies (Yatsiuk, 2015; Liulchak, 2012). At the same time, a narrower range of publications is devoted to the formation of the strategic level of digital marketing (Bondarenko & Riabchyk, 2023; Huynh & Nguyen, 2025; Liu, 2025), and a number of issues remain methodologically debatable. In particular, the terminological distinction between digital marketing strategy and related concepts, the systematization of its classification criteria, the justification for selecting development frameworks, and the integration of a performance metrics system.

A separate gap is the insufficient synthesis of integrated approaches to combining classical strategic frameworks (SOSTAC, RACE, STP) with modern digital trends – personalization, data-driven decision-making, omnichannel approaches, and innovative content creation (Sharafuddin & Janarthanam, 2025; Protsenko, 2025). There is also a lack of critical comparison between foreign and domestic interpretations, which would allow for the formation of a balanced understanding of digital marketing strategy as an evolutionary continuation of classical marketing strategy.

The purpose of this article is to summarize the theoretical and methodological foundations for developing a digital marketing strategy and to systematize its classification criteria, methodological frameworks for development, and performance metrics within the context of the digital economy. To achieve this goal, the following is envisaged: to clarify the conceptual content of the terms "digital marketing", "marketing strategy", and "digital marketing strategy"; to determine the place of the digital marketing

strategy within the structure of strategic enterprise management; systematize the classification criteria of digital strategies; characterize the key methodological frameworks for their development (SOSTAC, RACE, STP) and the integrated KPI system; outline practical guidelines for the integrated use of these tools.

The scientific novelty of this work lies in the combination of foreign and domestic approaches to interpreting digital marketing strategy, the formulation of an integrated definition, and the justification of the comprehensive application of the SOSTAC, RACE, and STP frameworks in conjunction with the KPI system as the basis for the methodology of developing a company's digital marketing strategy.

**Materials and Methods.** The study employed a combination of theoretical and methodological approaches, which enabled a comprehensive examination of digital marketing strategy as a subject of scientific analysis. The logic of the work involved a sequential progression from clarifying basic concepts to systematizing classification criteria, methodological frameworks, and approaches to evaluating the effectiveness of digital marketing strategies.

In the first stage, methods of analysis, synthesis, and theoretical generalization were applied to review scientific sources that reveal the essence of marketing, digital marketing, and marketing strategy. A sample of scientific publications was formed, covering works by foreign authors and domestic researchers. The criteria for selecting sources were: thematic relevance, year of publication, the presence of a DOI or indexing in scientometric databases, as well as citations in professional publications. This allowed for the formation of a balanced source base, which presents both classical and the latest approaches to the problem under study.

In the second stage, a comparative analysis method was used to compare academic perspectives on the definition of digital marketing and marketing strategy. The approaches were classified according to focus criteria (strategic, instrumental, communicative, resource-based, and optimization-based), which made it possible to identify a common core of meaning and differences in interpretations. Based on this, an integrated definition of marketing strategy and digital marketing strategy was formulated, taking into account the conceptual unity and functional specificity of the categories.

The third stage involved the application of classification methods and structural-functional analysis to systematize types of digital marketing strategies. The classification criteria were: duration (short-, medium-, and long-term strategies); type of interaction (B2C, B2B, C2C, C2B); strategic goals (conversion, image, reputation); geography (local, national, international, global); media type (owned, paid, earned, POEM); level of channel integration (fragmented, integrated); number of channels (single-channel, multi-channel); digital approaches (personalization, data-driven, optimization, innovation,

partnership, risk management). The results of the systematization are summarized in the form of comparative tables and compiled into a single typological scheme.

In the fourth stage, a systematic approach and content analysis method were applied to examine methodological frameworks for developing digital marketing strategies – SOSTAC, RACE, and STP – as well as approaches to establishing a system of key performance indicators (KPIs). Each framework was analyzed based on parameters such as structural elements, purpose, typical implementation tools, and areas of effective application. On this basis, a comparative analysis of the frameworks was developed, and the feasibility of their combined use in comprehensive digital strategies for enterprises was substantiated.

The empirical basis of the study is formed from three groups of sources: scientific publications by foreign and domestic authors, presented in professional journals and scientometric databases; analytical reports from specialized agencies reflecting quantitative parameters of Ukraine's digital marketing market; methodological materials from international professional organizations, in particular the American Marketing Association and Smart Insights. The descriptive statistics presented in the study are drawn from primary analytical reports and used to contextualize the analytical conclusions.

The chosen methodology is reproducible: the sequential implementation of the four stages described, using the appropriate methods and source materials, allows other researchers to replicate the logic of the analysis and verify the results obtained. A limitation of the study is its theoretical and methodological nature – further research should focus on the empirical verification of the proposed generalizations using data from specific companies, primarily in the B2B segment.

**Results and Discussion.** The deepening digitalization of the economy and sweeping changes in consumer behavior have created a fundamentally new environment in which modern businesses operate. The internet is no longer merely a supplementary channel for information; it has become the primary arena for purchasing decisions, building brand trust, and communication among market participants. According to an analytical report (DataReportal, 2025), as of early 2025, Ukraine had approximately 31.5 million internet users, representing 82.4% of the population, while the number of active mobile connections reached 56.4 million (147% of the population). Such levels of digital technology penetration create the objective conditions for restructuring business-consumer interactions and, consequently, for increasing the importance of digital tools in marketing activities.

The economic impact of these processes is reflected in the structure and size of the advertising market. According to the results of a five-year analysis (Ken Research, 2024), the online advertising and digital marketing market in Ukraine is estimated at approximately \$1.2 billion, with Display Advertising,

Search Engine Marketing, Social Media Advertising, and Video Advertising holding the leading positions. The shift in marketing budgets toward digital channels demonstrates that digital marketing has evolved from a supporting tool to one of the leading elements of corporate marketing strategies. This is also underscored by empirical studies (Oklander & Romanenko, 2015), which emphasize that the digital environment creates a qualitatively different space for marketing interaction compared to traditional internet marketing, and (Poliakh, 2020), which highlights the methodological distinction between the tools and functions of digital marketing in modern business.

The conceptual foundation of digital marketing research is based on an understanding of marketing itself as a broader category. According to the American Marketing Association's approach, marketing is viewed as a set of activities, institutions, and processes aimed at creating, communicating, delivering, and exchanging offerings that provide value to consumers, customers, partners, and society at large. The application of this logic to the digital environment has led to the emergence of a new field – digital marketing – which has become the subject of separate academic research. Thus, P. Kotler (2019) proposes viewing it as a process of planning, implementing, and controlling marketing activities using digital channels, focused on attracting customers and building long-term relationships with them. This approach emphasizes the managerial and strategic role of digital channels in the system of consumer relations.

Other authors shift the focus toward an instrumental interpretation. D. Chaffey et al. (2012) define digital marketing as the use of digital technologies in marketing activities to inform consumers about products and services and ensure that the offerings meet their needs. A more applied perspective is offered by V. Desai (2019), who links digital marketing to the use of the Internet, mobile phones, display advertising, and other digital media as a medium for promoting products and services. In contrast, P.K. Kannan & H. Li (2017) offer a broader perspective, interpreting digital marketing as an adaptive, technology-enabled process of collaboration between companies, customers, and partners to jointly create, deliver, and sustain value for all stakeholders. This logic reinforces the idea of networked interaction and co-creation of value, which aligns with the contemporary challenges of the digital economy.

The work of Ukrainian scholars reflects a conceptual affinity with international approaches, while also demonstrating certain distinctive emphases. For example, V. Bilyk et al. (2020) define digital marketing as the marketing of goods and services, the methods and technologies of which involve the use of digital tools at all stages of interaction with consumers. O. Harmatiuk (2021) emphasizes the hybrid nature of the phenomenon, highlighting the combination of online and offline environments. O.O. Marchuk (2018) broadly defines digital

marketing as a term describing the marketing of goods and services using digital channels to attract and retain customers. P.O. Chemorda (2020) views digital marketing as an activity aimed at shaping a specific image of a company or product and eliciting a corresponding response from the audience. A more comprehensive terminological foundation is also provided by the works of V.V. Ruban (2017), which describe the characteristics and functions of digital marketing in domestic practice, as well as the research (Holovchuk et al. 2018) on the communicative potential of digital marketing. Z.S. Liulchak (2012) characterizes the state and prospects of digital marketing development, while D.V. Yatsiuk (2015) emphasizes its role in the future of marketing communications in branding.

A synthesis of the approaches outlined above demonstrates that digital marketing constitutes a multifaceted category, the common core of which lies in attracting and retaining customers while simultaneously creating value for both consumers and businesses. Differences lie primarily in the area of focus: foreign scholars tend toward strategic, process-oriented, and adaptive interpretations, while Ukrainian authors focus more on tools, the hybrid nature of online and offline spaces, and the communicative aspect. This forms the methodological basis for further consideration of marketing strategy as a key tool of digital marketing.

Marketing strategy is a concept with a distinctly heterogeneous interpretation, due to its multifaceted nature. In the academic literature, it is viewed as a program or action plan, a system of goals, a set of strategic measures, a tool for market analysis, a method of influencing consumers, and sometimes even as a company philosophy. In particular, N.V. Kuzmynchuk et al. (2023) interpret it as a comprehensive action plan for product promotion and corporate profit growth. D.L. Melnyk (2009) interprets marketing strategy as a rational logical structure through which a company aims to solve its marketing challenges. S.S. Harkavenko (2010) defines it as a detailed, comprehensive plan for achieving marketing goals. S.Ya. Voitovych & I.P. Potapiuk (2011) emphasize strategic orientation, describing marketing strategy as a course of action that aligns the company's capabilities with market conditions and includes medium- and long-term decisions regarding target segments and the level of marketing expenditures. D.L. Kobets (2017) focuses on competitive logic, viewing marketing strategy as a formalized plan for developing the company's interaction with the external environment to secure competitive advantages.

This diversity of interpretations underscores the methodological complexity of the category and, at the same time, calls for an integrated definition. At a general level, it is appropriate to view a marketing strategy as a comprehensive, logically structured system of goals and long-term decisions based on the business's strategic objectives and comprising an action plan and a set of

measures to align the company's internal capabilities with market conditions, the selection of target segments, promotional tools, and the level of marketing expenditures to achieve marketing goals and ensure profit growth. As noted by N. Struk & O. Kapral (2023), marketing strategy is inextricably linked to the company's overall objective, is consumer-oriented, involves forecasting the market environment, establishing a sustainable competitive position, and serves as the foundation for other functional strategies. N.M. Buniak (2019) and O. Nikolaichuk (2019) develop a similar line of reasoning, emphasizing the methodological role of marketing strategy in forming a comprehensive enterprise management system, while K.A. Levchenko (2018) highlights the specifics of its development in industrial markets and the associated strategic risks.

The digitalization of the business environment is significantly transforming classical marketing strategy, not by eliminating its key features, but by changing their substantive content. This gives rise to a separate category – digital marketing strategy – which adapts the basic principles of marketing to the digital space. A summary of the main approaches to its definition is presented in Table 1.

Table 1

**Key academic approaches to defining  
the concept of "digital marketing strategy"**

Author(s)	Main thesis of the interpretation	Key focus
V. Stadnichenko, N. Chukhno	A digital marketing strategy as a system that adapts traditional marketing concepts to modern information environments and enhances a company's overall marketing impact	Adapting traditions to the digital context
V.M. Bondarenko, A. V. Ryabchik	Digital marketing strategy as a new form of marketing that combines traditional and innovative tools, methods, and technologies	A hybrid toolkit
I. Golovachov, O. Bilovodska	Marketing communications strategy in the digital environment as a component of the marketing mix that determines the nature of communicative impact through digital tools	A focus on communication
K.L. Huynh, V.K. Nguyen	Digital marketing strategy as "dynamic digital capability", aligning a company's internal resources with the external environment to achieve sustainable competitive advantages	A capability-resource approach
H. Liu	Digital marketing strategy as an optimization model based on the 4Ps, integrating dynamic pricing and omnichannel capabilities	Quantitative and optimization logic

Source: compiled by the author based on (Bondarenko & Riabchik, 2023; Kulyniak & Holovetskyi, 2023; Huynh & Nguyen, 2025; Liu, 2025; Holovachov, 2023).

A comparison of these interpretations suggests that a digital marketing strategy is an evolutionary extension of the traditional marketing strategy, shaped by the influence of digitalization. Its key distinguishing features include a high level of adaptability, reliance on data and digital interaction channels, a focus on improving efficiency, and the creation of sustainable competitive advantages (Yankovets, 2022). Within the structure of strategic enterprise management, the digital marketing strategy occupies a clear hierarchical position: it is a component of the marketing strategy, which, in turn, aligns with the brand strategy and is subordinate to the overall business strategy, reflecting a movement from the general to the specific tool (Lanet CLICK).

Digital marketing strategies are categorized based on a wide range of criteria that partly overlap with traditional classification criteria but are supplemented by specific digital parameters (Protsenko, 2025; Yankovets, 2022). Strategies are categorized by duration as short-term (3–6 months), medium-term (about one year), and long-term (over one year). Short-term strategies focus on immediate goals – rapidly driving traffic, generating leads, and increasing conversions; typical tools for these include PPC campaigns, email marketing, remarketing, and active promotion on social media. Medium-term strategies combine a focus on increasing brand awareness, customer retention, and organic traffic growth using content marketing, SEO, email marketing, and digital PR. Long-term strategies involve building a lasting reputation, developing owned media, and forming communities and strategic partnerships in the digital environment (Holovachov, 2023). At the same time, as noted by D. Protsenko (2025), an excessively short planning horizon calls into question the strategic status of such documents and effectively shifts them to the tactical level, highlighting the need for a balance between strategic and tactical planning levels.

Classification by interaction type includes B2C, B2B, C2C, and C2B strategies, each of which has its own logic for creating value. B2C strategies are focused on the mass market and consumer segments; they integrate performance marketing, content marketing, SEO/SEM, automated communication, and the concept of the consumer journey "funnel" (Kulyniak & Holovetskyi, 2023). B2B strategies operate in the realm of interorganizational interaction, characterized by rationality, duration, and the complexity of the decision-making process; they are based on personalized communications that take into account roles within the DMU (Decision-Making Unit), the use of professional platforms and expert content, as well as the active application of CRM systems, marketing automation, and account-based marketing (Bondarenko & Riabchyk, 2023). C2C strategies involve organizing interactions among consumers themselves through social networks, marketplaces, online communities, and sharing platforms, and utilize mechanisms such as UGC, ratings, and mutual

recommendations. C2B strategies involve a situation where the consumer initiates the interaction: companies use reviews, ratings, crowdsourced ideas, and user-generated content to adapt products and build brand trust (Shankar et al., 2021).

Strategic goals are categorized into conversion, image, and reputation strategies: the first aims to increase sales by growing the number of potential customers, the second – to disseminate information about the brand and boost its recognition, and the third – to establish feedback, manage reputation in the digital environment, and improve it (Holovachov, 2023). Geographically, strategies are divided into local, national, international, and global. Within digital classifications specifically, strategies are distinguished by media type (owned, paid, earned, as well as the mixed POEM model), by the level of channel integration (fragmented and integrated), by the number of channels (single-channel and omnichannel/multichannel), as well as by specific digital directions – personalization, data-driven, optimization, innovation, partnership, and risk management strategies (European Economic Letters, 2025). (Sharafuddin & Janarthanam, 2025), in analyzing the scientific literature in the field of digital marketing, additionally highlight the areas of new technology adoption (ANT), innovative content creation (ICC), and customer engagement innovation (CEI), which reflect the innovative nature of modern digital strategies. Highlighting these areas is important because they directly correlate with the concept of "dynamic digital capability" and competitive advantages in an unstable environment (Huynh & Nguyen, 2025).

As the literature review shows, the methodological foundation for developing a digital marketing strategy is formed by a set of complementary frameworks that integrate classic strategic analysis tools with the specific characteristics of the online environment (European Economic Letters, 2025; Shankar et al., 2021). Among the most common are the SOSTAC, RACE, and STP models, as well as the key performance indicator (KPI) system. A comparative overview of these frameworks is presented in Table 2.

The SOSTAC model remains one of the most proven tools in the field of marketing for strategic, marketing, and business planning, thanks to its versatile and logically structured six-step framework (Dudar, 2022). During the situational analysis stage, the company's internal and external environments are assessed using SWOT and PESTLE analyses, Porter's "Five Forces", a digital channel audit, and web analytics tools such as Google Analytics, SimilarWeb, SerpStat, and SEMRush. During the goal-setting stage, the SMART, OKR, and 5S approaches are applied, and a KPI system is established. The strategy stage involves the use of STP, the creation of a Customer Journey Map, and the development of a Value Proposition Canvas. At the tactical level, tools are specified through the marketing mix, content strategy, SEO/SEM, SMM, email

marketing, PPC, and the PESO model. The execution and monitoring stages integrate a media plan, content plan, agile practices, CRM, task managers, and a wide range of analytical tools (Google Analytics, Meta Ads, TikTok Ads, Power BI and Tableau dashboards, A/B testing), which ensure the monitoring and continuous optimization of implemented solutions.

Table 2

**Comparison of basic methodological frameworks  
for developing a digital marketing strategy**

Framework	Structural elements	Key purpose	Typical implementation tools
<b>SOSTAC</b>	Situation Analysis, Objectives, Strategy, Tactics, Action, Control	Full-cycle strategic planning—from analysis to monitoring	SWOT, PESTLE, Porter's Five Forces, Google Analytics, SMART, OKR, STP, media plan, A/B testing, dashboards
<b>RACE</b>	Reach, Act, Convert, Engage (+ Plan)	Managing the customer engagement funnel at every stage of the customer lifecycle	SEO, contextual and targeted advertising, landing pages, lead magnets, CRM, email marketing, loyalty programs, NPS
<b>STP</b>	Segmentation, Targeting, Positioning	Shifting from a one-size-fits-all approach to personalized marketing solutions	Cluster analysis, demographic/behavioral segmentation, USP development, Value Proposition Canvas
<b>KPI-система</b>	Reach, Act, Convert, Engage – групи показників	Measuring effectiveness and optimizing implemented initiatives	Traffic, CTR, CPC, Engagement Rate, Bounce Rate, Conversion Rate, CPL, ROMI, LTV

Source: compiled by the author based on various sources (European Economic Letters, 2025; Shankar et al., 2021; ITEXpert, 2023; Maxym, 2023).

The RACE framework, developed by Smart Insights under Chaffey's leadership, complements strategic planning with an operational level of marketing management, focusing on customer engagement throughout the entire customer lifecycle (Promodo). The classic structure consists of four stages – Reach, Act, Convert, and Engage – to which a fifth stage, Plan, is often added, responsible for defining goals and performance metrics. The Reach stage involves SEO, contextual and targeted advertising, PR, content and influencer marketing, and media advertising; the Act stage involves landing pages, UX/UI optimization, lead magnets, webinars, and email subscriptions; The Convert stage integrates CRM systems, remarketing, personalization, A/B testing, and CRO practices,

while the Engage stage relies on email newsletters, loyalty programs, push notifications, SMM, customer support, and NPS surveys (Maxym, 2023). Unlike SOSTAC, RACE is geared more toward operational optimization, which explains the value of using them together in comprehensive strategies.

The STP concept serves as a methodological bridge between strategic analysis and tactical digital marketing tools, facilitating the transition from a mass-market approach to a personalized one (ITExpert). The sequence "segmentation → targeting → positioning" allows for the identification of homogeneous consumer groups based on demographic, geographic, psychological, and behavioral characteristics, select the most attractive segments based on growth potential and accessibility, and form a clear image of the product or brand in the audience's mind through a unique value proposition. In the digital environment, STP interacts with user behavior analytics, communication automation tools, and targeted advertising, enabling marketing messages to be dynamically adapted to the characteristics of each segment.

The final step in any framework is to establish a system for measuring the effectiveness of marketing activities based on key performance indicators (KPIs) (Maxym, 2023). Current practice involves grouping KPIs according to the stages of the RACE funnel: engagement metrics (Traffic, Reach, CTR, CPC), interaction metrics (Engagement Rate, Bounce Rate, Avg. Session Duration, Pages per Session), conversion (Conversion Rate, CPL, CAC, ROAS), and retention (Retention Rate, LTV, NPS, Repeat Purchase Rate). The systematic use of KPIs creates conditions for continuous strategy optimization, allows for timely responses to changes in audience behavior, and increases the overall return on marketing investment. This is particularly relevant in a turbulent external environment, where the success of a digital strategy is increasingly determined by the speed of data-driven decision-making (Huynh & Nguyen, 2025; Sharafuddin & Janarthanam, 2025).

A synthesis of the analysis conducted demonstrates that a modern digital marketing strategy is a complex, multidimensional system that combines the theoretical foundations of classical marketing, the specific characteristics of the digital environment, and strategic management tools. Its effective development involves the comprehensive application of the SOSTAC, RACE, and STP frameworks, integrated with a KPI system, which ensures the integrity of the process of planning, implementing, and monitoring marketing activities. A key role is played by the strategy's adaptability to changes in the external environment, a data-driven approach as the primary source of management decisions, multichannel communication, and personalized messaging. It is the combination of these characteristics that enables a company to build sustainable competitive advantages, effectively utilize marketing resources, and ensure long-term growth in the digital economy.

**Conclusions.** The study revealed that digital marketing has evolved from a supplementary communication tool into an independent strategic component of business management, and the quality of its implementation strategy directly influences competitiveness, the speed of entering new market segments, and the resilience of the business model in an unstable external environment. It is argued that the development of a digital marketing strategy should be viewed as a multi-level process of aligning corporate, marketing, and digital objectives with available data on consumer behavior, technological capabilities, and market constraints, which necessitates a shift from a campaign-based, tactical approach to a systematic, value-oriented one.

A review of theoretical approaches has made it possible to clarify the meaning of the term "digital marketing strategy" and distinguish it from related categories – namely, "internet marketing", "marketing strategy", and "communication strategy" – which is essential for correctly defining the object and subject of strategic planning for digital activities.

The systematization of methodological frameworks – SOSTAC, RACE, STP, and the KPI system – has made it possible to propose viewing them not as competing but as complementary tools operating at different levels of the strategic cycle: SOSTAC defines the planning logic, STP – the structure of target positioning, RACE defines the operational interaction funnel, and the KPI system defines the measurement and adjustment loop. It is demonstrated that the effectiveness of a digital marketing strategy depends on a company's ability to integrate these frameworks into a unified management loop, in which top-level objectives are systematically broken down into specific performance metrics for channels, campaigns, and consumer touchpoints.

It has been shown that the process of developing a digital marketing strategy should be viewed as a sequence of interconnected stages: assessment of digital maturity and the market environment, setting measurable goals, audience segmentation and positioning selection, selection of channels and tools, resource planning, implementation, and continuous monitoring with subsequent adjustment of decisions based on analytical data.

Systematizing modern approaches to evaluating the effectiveness of digital marketing strategies has made it possible to identify their potential for integration into the practices of Ukrainian enterprises as tools for diagnosis, benchmarking, and justifying investments in digital channels.

Prospects for further research include deepening the empirical analysis of how specific components of a digital marketing strategy affect the revenue growth, market share, and customer loyalty of domestic companies; adapting international methods for assessing digital maturity to the Ukrainian context; as well as in the development of applied methodologies for building integrated systems of strategic and operational controlling of digital marketing, taking into

account industry-specific characteristics, wartime constraints, and the potential of artificial intelligence in personalizing the customer experience.

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