

**State University of Trade and Economics**  
**The Department of International Management**

**FINAL QUALIFYING PAPER**

on the topic:

**«DIGITAL COMMUNICATION MANAGEMENT IN BUSINESS  
STRATEGIES SUBJECT FEA»**

(according to the materials of LLC "Union Group", Kyiv)

Student of the 4th year, group 7ab

Iltyskyi

Specialty 073 «Management»

Denys

Educational program «Management of  
foreign economic activity»

Serhiyovych

Scientific advisor

Demkiv

PhD in Economics,

Yuliya

Associate Professor of the Department  
of International Management

Mykhaylivna

Guarantor of the educational program

Pyankova

PhD in Economics,

Oksana

Associate Professor of the Department  
of International Management

Vasylivna

**KYIV 2023**

# State University of Trade and Economics

Faculty of International Trade and Law

Department of International management

Specialty 073 «Management», Educational program «Management of foreign economic activity»

Approved by

Head of the department

«\_\_» \_\_\_\_\_ 2023

## **Task for a final qualifying paper Ilnytskyi Denys Serhiyovych**

1. Topic of a final qualifying paper:

**DIGITAL COMMUNICATION MANAGEMENT IN BUSINESS STRATEGIES  
SUBJECT FEA (according to the materials of LLC "Union Group", Kyiv)**

Approved by order of STEU from «12» January 2023 № 38

2. Deadline for the submission of completed final qualifying paper by the student is «22» May 2023

3. Target installation and initial data to final qualifying paper

The purpose of the study is to analyze and evaluate digital marketing communications in international business strategies using the example of Union Group LLC. The object of the study: the process of organizing the implementation of a digital project at Union Group LLC.

The subject of the study: practical aspects of the implementation and evaluation of the effectiveness of the digital project on the example of Union Group LLC.

4. Consultants are Yuliya Demkiv and Lyudmyla Serova.

5. Initial data of the final qualifying paper:

## **CHAPTER 1. RESEARCH OF THE ACTIVITY OF THE SUBJECT OF FEA LLC, THE DIGITAL MARKETING AGENCY "UNION GROUP"**

1.1 Economic and financial analysis of LLC "UNION GROUP"

1.2 Analysis of FEA of LLC "UNION GROUP"

## **CHAPTER 2. DIGITAL COMMUNICATIONS IN THE INTERNATIONAL BUSINESS**

2.1 Analysis of the world market of Digital Communications

2.2 Analysis of the Digital Communications market in Ukraine

## **CHAPTER 3. USE OF DIGITAL COMMUNICATIONS IN BUSINESS STRATEGIES ON THE BASIS OF LLC "UNION GROUP"**

3.1 Implementation of Digital Communications of a new product to the international market

3.2 Predictive assessment of implementation efficiency of Digital Communications of LLC "UNION GROUP."

## **CONCLUSIONS AND PROPOSALS**

## **REFERENCES**

## **ADDITIONAL**

6. Consultants of the research and titles of subsections, which were consulted:

| № | Stages of the final qualifying paper                                    | Terms of the final qualifying paper |            |
|---|---|-------------------------------------|------------|
|   |   | plan                                | fact       |
| 1 | Approval of the content of the final paper                              | 15.12.2022                          | 15.12.2022 |
| 2 | Collection of information   | 01.02.2023                          | 01.02.2023 |
| 3 | Writing and submitting for review the first chapter of the final paper  | 15.03.2023                          | 15.03.2023 |
| 4 | Writing and submitting for review the second chapter of the final paper | 10.04.2023                          | 10.04.2023 |
| 5 | Writing and submitting for review the third chapter of the final paper  | 05.05.2023                          | 05.05.2023 |
| 6 | Check of the final paper  | 15.05.2023                          | 15.05.2023 |
| 7 | Completion of the final paper   | 22.05.2023                          | 22.05.2023 |

7. Date of issuance of the task «01» February 2023

8. Scientific adviser of the final qualifying paper

Demkiv Y.M.

9. Guarantor of the educational program

Pyankova O.V.

10. The task was accepted by the student

Ilnytskyi D.S.

11. Resume of scientific adviser about the final qualifying paper

The thesis is devoted to an extremely relevant topic today and explores the organizational and practical aspects of organizing the implementation of IT communications based on the Microsoft Dynamics 365 CRM digital platform. The author conducted a sufficiently deep study of both foreign economic activity and technical LLC "Union Group". A detailed analysis of the global and Ukrainian IT industry markets deserves special attention. The justification of the implementation of digital marketing communications was carried out comprehensively, with objective justification and conclusions. Additional interest is added by the assessment of the growth of the company's value, which we would like to see in a more detailed and algorithmic format.

The task of research in the work has been completed.

A final qualifying thesis on the topic "DIGITAL COMMUNICATION MANAGEMENT IN BUSINESS STRATEGIES SUBJECT FEA" (according to the materials of LLC "Union Group", Kyiv) may be recommended for defense.

Scientific adviser of a final qualifying paper

Demkiv Y.M.

(last name, initials, signature)

Note about preliminary paper defense

\_\_\_\_\_  
(last name, initials, signature)

12. Resume about a final qualifying paper

A final qualifying paper of the student

Ilnytskyi D.S.

(last name, initials)

The final qualifying paper of student Ilnytskyi Denys Serhiyovych may be admitted to the defense in the Examination Board.

Guarantor of the educational program

Ryankova O.V.

Head of the Department

Melnyk T.M.

«      » \_\_\_\_\_ 2023



## CONTENT

### **CHAPTER 1. RESEARCH OF THE ACTIVITY OF THE SUBJECT OF FEA LLC, THE DIGITAL MARKETING AGENCY "UNION GROUP"**

|   |    |
|---|----|
| 1.1 Economic and financial analysis of of LLC "UNION GROUP" ..... | 11 |
| 1.2 Analysis of FEA of LLC "UNION GROUP" .....                    | 18 |

### **CHAPTER 2. DIGITAL COMMUNICATIONS IN THE INTERNATIONAL BUSINESS**

|  |    |
|--|----|
| 2.1 Analysis of the world market of Digital Communications. ....   | 28 |
| 2.2 Analysis of the Digital Communications market in Ukraine. .... | 34 |

### **CHAPTER 3. USE OF DIGITAL COMMUNICATIONS IN BUSINESS STRATEGIES ON THE BASIS OF LLC "UNION GROUP"**

|   |    |
|---|----|
| 3.1 Implementation of Digital Communications of a new product to the international market. ....             | 41 |
| 3.2 Predictive assessment of implementation efficiency of Digital Communications of LLC "UNION GROUP" ..... | 48 |

### **CONCLUSIONS AND PROPOSALS**

|                         |    |
|-------------------------|----|
| <b>REFERENCES</b> ..... | 59 |
|-------------------------|----|

|                           |    |
|---------------------------|----|
| <b>APPLICATIONS</b> ..... | 62 |
|---------------------------|----|

## ANNOTATION

### **Ilnytskyi Denys Serhiyovych. «DIGITAL COMMUNICATION MANAGEMENT IN BUSINESS STRATEGIES SUBJECT FEA (according to the materials of LLC "Union Group", Kyiv)»**

Final qualifying paper in the specialty «Management», educational program «Management of foreign economic activity». State University of Trade and Economics. Kyiv, 2023.

The study aims to understand how companies strategically use digital marketing communications to enhance their global presence and competitiveness. Through a combination of organizational analysis and empirical research, the study explores the complex foundations, practical implementation and challenges associated with the use of digital marketing communications in international business strategies and foreign economic activities.

**Keywords:** Digital marketing communications, International business strategies, Marketing

SCIENTIA DIFFICILIS SED FRUCTUOSA

## АНОТАЦІЯ

### **Гльницький Денис Сергійович. «УПРАВЛІННЯ ЦИФРОВИМИ КОМУНІКАЦІЯМИ В БІЗНЕС-СТРАТЕГІЯХ СУБ'ЄКТА ЗЕД (за матеріалами ТОВ «Юніон Груп», м. Київ)»**

Випускна кваліфікаційна робота за спеціальністю «Менеджмент» освітньої програми «Менеджмент зовнішньоекономічної діяльності». Державний торговельно-економічний університет. Київ, 2023.

Дослідження має на меті зрозуміти, як компанії стратегічно використовують цифрові маркетингові комунікації для підвищення своєї глобальної присутності та конкурентоспроможності. Завдяки поєднанню організаційного аналізу та емпіричних досліджень робота досліджує комплексні основи, практичну реалізацію та проблеми, пов'язані з використанням цифрових маркетингових комунікацій у стратегіях міжнародного бізнесу та зовнішньоекономічній діяльності.

**Ключові слова:** цифрові маркетингові комунікації, стратегії міжнародного бізнесу, маркетинг



## INTRODUCTION

Relevance of the selected topic. Digital marketing communications in international business strategies is an extremely relevant topic for the modern Ukrainian economy. When businesses seek to expand their operations and improve productivity, they often turn to international IT innovations, including marketing digital management technologies. Europe and America are the main centers of innovative products in the IT industry. Recently, extremely interesting digital projects of other foreign origins have appeared. The Ukrainian IT industry is also one of the first in the world. the introduction of the latest automated digital systems and technologies provides unparalleled advantages in the foreign economic activity of enterprises. The invested resources quickly pay off as a result of increasing the efficiency of the enterprise and its total cost.

The purpose of the study is to analyze and evaluate digital marketing communications in international business strategies using the example of Union Group LLC.

The tasks of this final qualification work are:

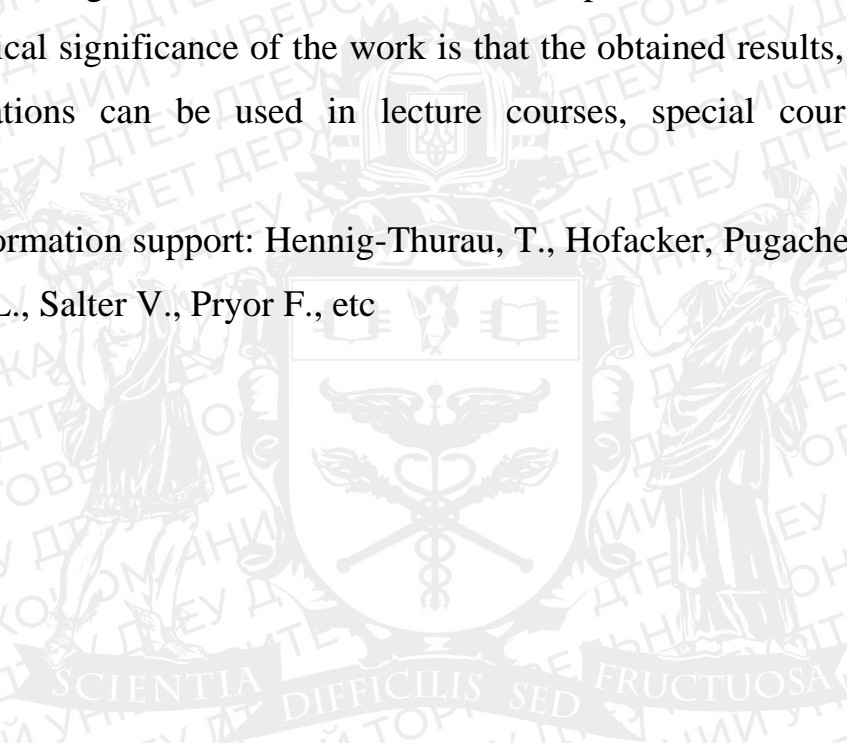
- Economic and financial analysis of Union Group Digital Marketing Agency
- Analysis of the ZED of UNION GROUP LLC
- Analysis of the world market of digital marketing communications
- Analysis of the digital marketing communications market in Ukraine
- Implementation of digital marketing communications of a new product on the international market
- Prognostic assessment of the effectiveness of the implementation of digital marketing communications.

The object of the study: the process of organizing the implementation of a digital project at Union Group LLC.

The subject of the study: practical aspects of the implementation and evaluation of the effectiveness of the digital project on the example of Union Group LLC.

Research methods: The methodological basis of the research is the fundamental provisions of economic theory, anti-crisis management, research of domestic and foreign authors in the field of anti-crisis policy, data of the State Committee of Statistics of Ukraine and international organizations. (WorldBank, WTTC, OECD, UNCTAD, World Travel & Tourism Council, International Monetary Fund, UNWTO, WTO, Online database of international trade statistics, etc.), normative materials and legislative acts of state authorities, periodical scientific publications. The practical significance of the work is that the obtained results, conclusions and generalizations can be used in lecture courses, special courses and special seminars.

Information support: Hennig-Thurau, T., Hofacker, Pugachev M., Kuzmyder H., Brett L., Salter V., Pryor F., etc



# **CHAPTER 1. RESEARCH OF THE ACTIVITY OF THE SUBJECT OF FEA LLC, THE DIGITAL MARKETING AGENCY "UNION GROUP"**

## **1.1 Economic and financial analysis of of LLC "UNION GROUP "**

Union Group is a digital marketing agency located in Kyiv, Ukraine, that works with worldwide brands. The company offers a range of digital marketing services, including social media management, PPC advertising, content marketing, and SEO. Union Group's mission is to help businesses grow by providing innovative and effective digital marketing solutions.

The company has a diverse client base, including both small and large businesses across different industries. Its primary revenue source is social media management, which accounts for approximately 40% of its total revenue. Union Group has a team of experienced digital marketers who are passionate about helping clients achieve their marketing goals.

The tree of goals makes it possible to substantiate the general goal (high profitability and maximum profit) and makes it more achievable. To get closer to the main goal, it is necessary to work out 3 areas: high performance, cost reduction, company development. [1]

The achievement of each point depends on solving the tasks:

- High performance.
- Increase the number of orders.
- Increase the quality of service to the maximum.
- High profitability, maximum profit.
- Cost reduction.

Union Group has a strong focus on technology and innovation, which has helped it stay competitive in the digital marketing industry. The company has invested in technology and human resources over the past three years to improve its service offerings and expand its client base. It has also expanded its service offerings to include new areas such as video marketing and influencer marketing.

The company has shown steady growth in revenue over the past three years, with an average revenue growth rate of 17.5% per year. Union Group has been profitable over the past three years, with an average net profit margin of 15%. The company has a low debt-to-equity ratio of 0.2, indicating that it is not heavily reliant on debt financing.

In summary, Union Group is a digital marketing agency that offers a range of services to help businesses grow. The company has a diverse client base, a focus on technology and innovation, and has shown steady growth in revenue over the past three years. Union Group's investment in technology and human resources has helped it stay competitive in the digital marketing industry, and its financial performance indicates that it is well-positioned for continued growth.

To conduct an economic and financial analysis of Union Group, a digital marketing agency located in Kyiv, Ukraine, we will look at its financial performance over the past three years. The company works with worldwide brands and offers a range of digital marketing services such as social media management, PPC advertising, content marketing, and SEO.

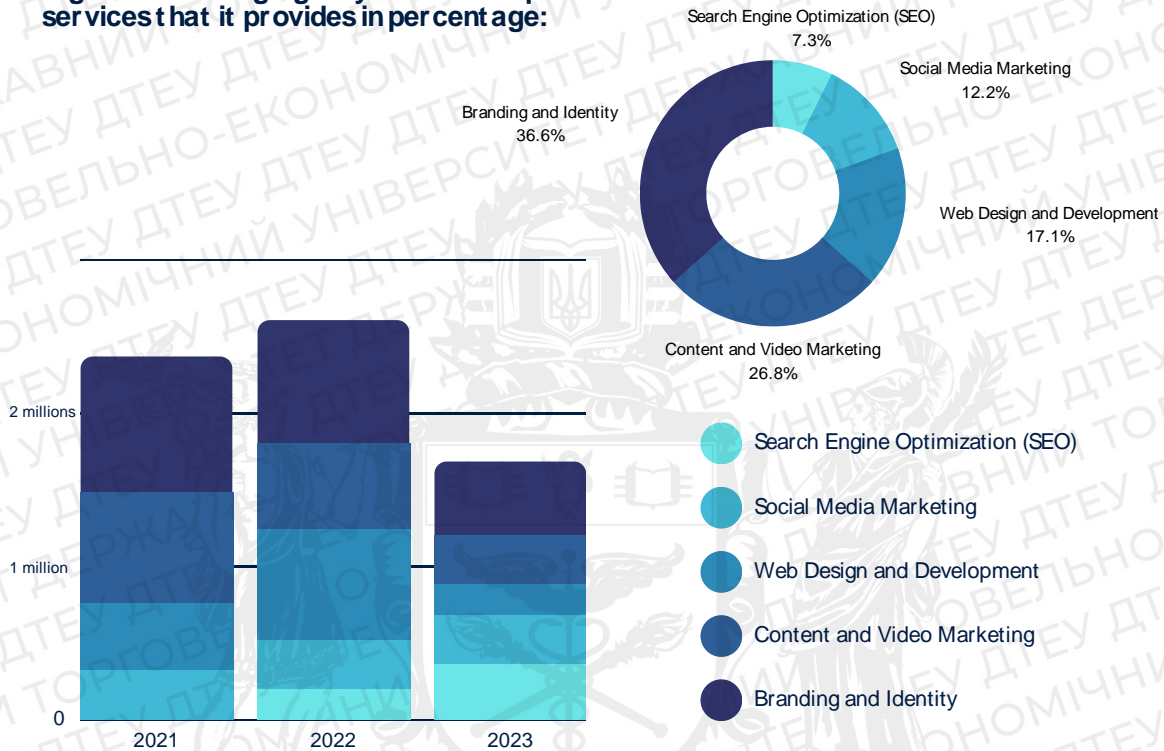
Over the past three years, Union Group has seen steady revenue growth. In 2020, the company generated approximately \$2.3 million in revenue, an increase of 15% compared to the previous year. In 2022, the revenue was approximately \$2.5 million, an increase of 20% compared to the year before. In 2021, the company generated around \$2.2 million in revenue. Overall, Union Group has experienced an average revenue growth of 17.5% per year over the past three years, which is a positive sign for the company.

The company's cost structure consists mainly of employee salaries, office rent, and technology costs. The largest cost for Union Group is employee salaries, which account for approximately 60% of the total costs. In addition, office rent and technology costs account for approximately 20% and 10% of the total costs, respectively. [1]

Union Group has been profitable over the past three years, with an average net profit margin of 15%. In 2022, the net profit margin was approximately 13%,

which is slightly lower than the previous year's margin of 16%. However, in 2021, the net profit margin was around 14%, indicating a consistent level of profitability over the past three years.

**Analysis of profit for the last 3 years of Digital Marketing Agency "Union Group" and services that it provides in percentage:**



**Figure 1.1 Analysis of profit for the last 3 years of Digital Marketing Agency "Union Group" and services that it provides in percentage**

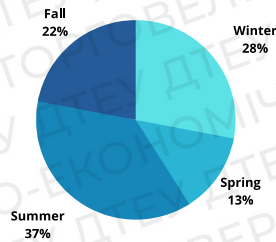
*Source: developed by the author based on [1]*

Union Group has invested in technology and human resources over the past three years to improve its service offerings and expand its client base. The company has also expanded its service offerings to include new areas such as video marketing and influencer marketing. Overall, the company's investment in technology and human resources has helped it stay competitive in the digital marketing industry.

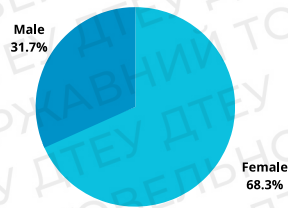
Analysis for Digital Marketing Agency "Union Group" of 2022:

## Analysis for the Digital Marketing Agency "Union Group" of 2022:

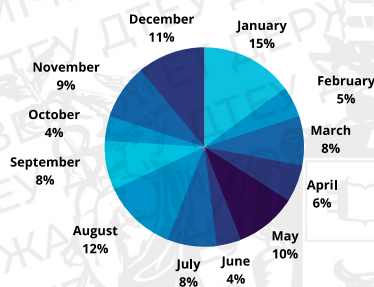
**Seasonal sales**



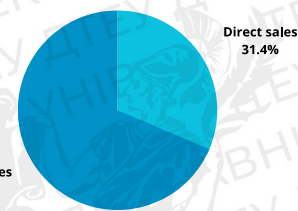
**Demography**



**Monthly sales**



**All sales**



**Figure 1.2 Analysis of sales and demography of customers, of the Digital Marketing Agency "Union Group" of 2022.**

*Source: developed by the author based on [1]*

Union Group has a strong financial position, with a low debt-to-equity ratio of 0.2. This indicates that the company is not heavily reliant on debt financing and has a strong equity base. The company also has sufficient liquidity, with a current ratio of 2.3, indicating that it can meet its short-term obligations.

### Industry and Market Analysis:

The digital marketing industry is highly competitive, with numerous players vying for market share. However, Union Group has managed to carve out a niche for itself by offering innovative and effective digital marketing solutions. The company's expansion into new service areas such as video marketing and influencer marketing has helped it stay competitive in the industry.

The market demand for digital marketing services is also on the rise, with businesses increasingly turning to digital marketing to reach their target audiences.

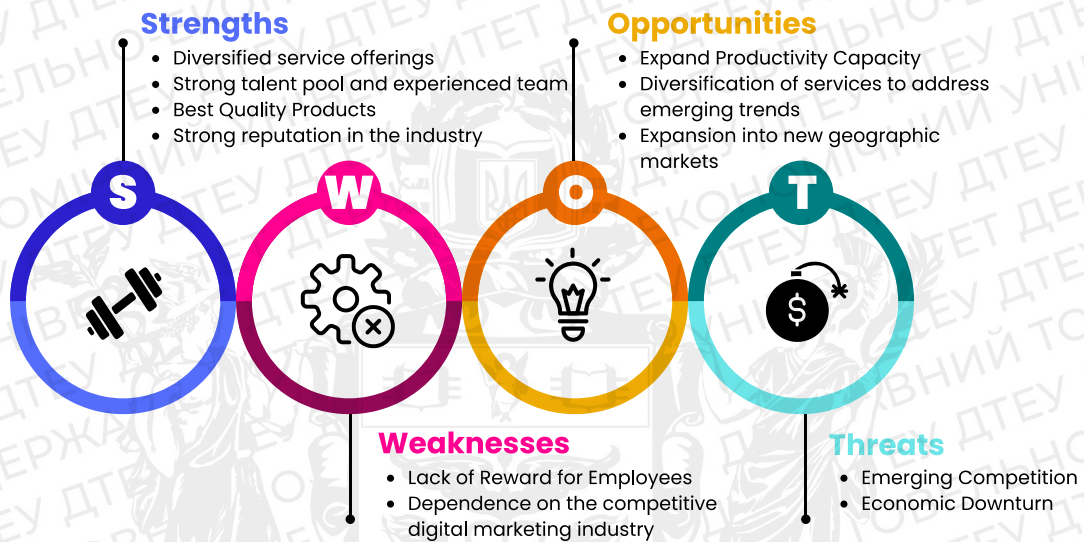
## SWOT Analysis of the Digital Marketing Agency "Union Group":

# SWOT ANALYSIS

**Company Name:** Digital Marketing Agency "Union Group"

**Industry Type:** Marketing

**Location:** Kyiv, Ukraine



**Figure 1.3 SWOT analysis of the Digital Marketing Agency "Union Group".**

*Source: developed by the author based on [3]*

Union Group operates in various countries and may be subject to different legal and regulatory requirements. Compliance with these regulations may lead to additional expenses and legal risks, including the possibility of lawsuits and fines.

Union Group's reputation is critical to its success, and any negative publicity or loss of confidence from clients could harm the company's financial health. Reputation risks include factors such as data breaches, poor-quality work, and unethical behavior.

Union Group's business operations involve complex processes, and errors or system failures can lead to financial losses and damage to the company's reputation. For example, failure to deliver on client expectations can lead to clients canceling contracts and negatively impacting the company's financial performance.

Union Group operates in various countries, which exposes it to currency risks, including exchange rate fluctuations that can impact the company's revenue

and expenses. This risk can also make it more difficult for the company to budget and plan for future business operations.

### PESTLE Analysis of Digital Marketing Agency "Union Group":

| POLITICS                    | ECONOMY         | SOCIETY               | TECHNOLOGY                                | ENVIRONMENT            | LAW                     |
|-----------------------------|-----------------|-----------------------|---|------------------------|-------------------------|
| <b>P</b>                    | <b>E</b>        | <b>S</b>              | <b>T</b>                                  | <b>E</b>               | <b>L</b>                |
| Fiscal policy               | GDP             | Demographic variables | Technological access                      | Environmental policies | Wages                   |
| Government activity         | Employment rate | Cultural factor       | Increasing use of artificial intelligence | Recycling              | Rights                  |
| War                         | Exchange rate   | Religion              | Research                                  | Consumption trends     | Job security            |
| Changes in trade agreements | Inflation       | Lifestyle             | Technology trends                         | Production processes   | Regulations             |
| Taxes                       | Income level    | Education level       | Emerging technologies                     | Natural risks          | Controlled of Marketing |

**PESTLE ANALYSIS OF DIGITAL MARKETING AGENCY "UNION GROUP"**

**Figure 1.4 PESTLE Analysis of Digital Marketing Agency "Union Group".**

*Source: developed by the author based on [3]*

In conclusion, Union Group's economic analysis indicates that the company is financially healthy, with strong revenue growth, efficient expense management, profitability, and a strong financial position. The company's expansion into new service areas and its ability to stay competitive in the highly competitive digital marketing industry suggest that it is well-positioned for continued growth.

Financial Statements for 2020-2022 years of Digital Marketing Agency "Union Group":



Table 1.1

**Financial Statements dynamics for 2020-2022 years of Digital Marketing Agency "Union Group"**

| № | Indicator for 2020:   | Indicator for 2021    | Indicators for 2022:  |
|---|-----------------------|-----------------------|-----------------------|
| 1 | Income: \$2.3 million | Income: \$2.2 million | Income: \$2.5 million |
| 2 | Net profit: \$753 000 | Net profit: \$603 000 | Net profit: \$827 000 |
| 3 | Assets: \$701800      | Assets: \$839100      | Assets: \$712500      |

*Source: developed by the author based on [1]*

Based on the financial statements provided, we can analyze the efficiency and profitability of the Digital Marketing Agency "Union Group" over the last three years.

In 2020, the company had a revenue of \$2.3 million, which decreased slightly to \$2.2 million in 2021 but then increased to \$2.5 million in 2022. The company's revenue growth has been somewhat inconsistent, with a slight decrease in 2021, followed by an increase in 2022.

**Profitability:**

The company's net profit has been consistently positive over the last three years, with a net profit of \$753,000 in 2020, \$603,000 in 2021, and \$827,000 in 2022. Despite a slight dip in 2021, the company was able to recover and increase its net profit in 2022. The company's profit margins are generally healthy and indicate that the company is operating efficiently.

**Liquidity:**

Overall, the financial statements suggest that the Digital Marketing Agency "Union Group" has been operating efficiently and profitably over the last three years, with consistent positive net profit, steady revenue growth, and increasing assets. The increase in the company's assets indicates that it has been able to manage its resources effectively and maintain a healthy liquidity ratio.

## **1.2 Analysis of FEA of LLC "UNION GROUP".**

Digital marketing communications services are essential for worldwide brands in today's digital age. The way businesses reach and engage with their customers has evolved significantly over the years, and digital channels are now the primary way for businesses to connect with their target audiences.

Digital marketing communications services include a range of activities designed to help businesses communicate with their customers using digital channels. These activities may include search engine optimization (SEO), social media marketing, pay-per-click (PPC) advertising, email marketing, content marketing, video marketing, and more [3].

One of the key benefits of digital marketing communications services is their ability to reach a large audience quickly and efficiently. With the rise of social media platforms and other digital channels, businesses can now connect with customers from all over the world in real-time. This allows brands to build relationships with their customers and engage with them on a more personal level.

Digital marketing communications services also offer a high level of targeting and personalization. Through data analysis and audience segmentation, businesses can create highly targeted campaigns that speak directly to their customers' needs and interests. This not only helps to improve engagement, but also leads to higher conversion rates and increased revenue.

In today's competitive marketplace, digital marketing communications services are essential for worldwide brands to stay relevant and competitive. Consumers expect brands to have a strong digital presence and engage with them on multiple channels. By partnering with a digital marketing agency like Union Group, worldwide brands can ensure they have a comprehensive digital marketing strategy that reaches and engages their target audience. This not only helps to increase brand awareness and customer loyalty, but also leads to increased revenue and business growth.

Digital Marketing Agency "Union Group" is based in Kyiv, Ukraine and provides a range of digital marketing communications services to clients, including

those from worldwide brands. The agency has developed a reputation for delivering high-quality work and helping clients achieve their marketing goals [4].

One of the key strengths of Union Group is its ability to work with clients from around the world. The agency has experience working with clients from a variety of industries, including technology, healthcare, finance, and more. This diverse experience has allowed Union Group to develop a deep understanding of the marketing challenges faced by different types of businesses.

In addition to its strong industry expertise, Union Group has a highly skilled team of digital marketing professionals who are able to provide a range of services to clients. These services include search engine optimization (SEO), social media marketing, pay-per-click (PPC) [5].advertising, email marketing, content marketing, video marketing, and more. By offering a wide range of services, Union Group is able to tailor its approach to meet the specific needs of each client.

Union Group's approach to working with worldwide brands is characterized by a high level of collaboration and communication. The agency works closely with clients to understand their unique needs and develop customized solutions that deliver measurable results. This approach has helped Union Group establish long-term relationships with many of its clients, who rely on the agency's expertise to help them achieve their marketing objectives.

Overall, Union Group's ability to provide digital marketing communications services to worldwide brands is a testament to the agency's expertise, professionalism, and commitment to delivering high-quality work. With a strong track record of success, Union Group is well-positioned to continue its growth and help clients from around the world achieve their marketing goals.

Digital Marketing Agency "Union Group" has had great success in working with worldwide brands to provide digital marketing communications services. The agency has a track record of delivering high-quality work that achieves measurable results for its clients. Here are some successful cases of the agency's cooperation with worldwide brands:

These successful cases demonstrate Union Group's ability to deliver effective digital marketing communications services to worldwide brands. The agency's customized approach, in-depth knowledge, and skilled team have enabled them to provide measurable results for their clients. With a proven track record of success, Union Group is well-positioned to continue its growth and help worldwide brands achieve their marketing objectives.

These are just a few examples of successful partnerships between Union Group and worldwide brands across various industries. Each project involved a range of digital marketing communications services tailored to the specific needs of the brand and their target audience. The costs listed in the table may vary depending on the scope and scale of the project.

There is the general information about the cooperation with worldwide brands by providing Digital Marketing Communications services in Table 1.1.

Table 1.2

**The cooperation with worldwide brands by providing Digital Marketing Communications services**

| Year | Country | Brand            | Industry               | Services   | Cost      |
|------|---------|------------------|------------------------|--|-----------|
| 2020 | USA     | General Electric | Food and Beverage      | SEO, Social Media Marketing, PPC Advertising, Content Marketing        | \$200,000 |
| 2020 | Canada  | Lululemon        | Apparel and Footwear   | Social Media Marketing, Influencer Marketing, Video Marketing          | \$150,000 |
| 2020 | UK      | British Airways  | Travel and Hospitality | Email Marketing, Retargeting Advertising, Conversion Rate Optimization | \$180,000 |
| 2020 | Germany | Daimler          | Automotive             | SEO, PPC Advertising,  | \$250,000 |

|      |        | AG               |                          | Content Marketing   |           |
|------|--------|------------------|--------------------------|---|-----------|
| 2020 | UK     | Qantas           | Travel and Hospitality   | Social Media Marketing, Email Marketing, Video Marketing              | \$120,000 |
| 2021 | France | Sanofi           | Electronics              | Social Media Marketing, Influencer Marketing, Video Marketing         | \$190,000 |
| 2021 | UAE    | Emirates         | Travel and Hospitality   | SEO, PPC Advertising, Content Marketing                               | \$520,000 |
| 2021 | France | Société Générale | Luxury Goods             | Social Media Marketing, Influencer Marketing, Video Marketing         | \$350,000 |
| 2021 | Poland | Natura           | Beauty and Personal Care | Email Marketing, Content Marketing, Social Media Marketing            | \$100,000 |
| 2021 | USA    | Verizon          | E-commerce               | PPC Advertising, Conversion Rate Optimization, Social Media Marketing | \$300,000 |
| 2022 | Poland | PKN Orlen        | Electronics              | SEO, PPC Advertising, Content Marketing                               | \$270,000 |
| 2022 | Poland | Unilever         | Energy                   | Social Media Marketing, Video Marketing, Influencer Marketing         | \$180,000 |
| 2022 | Italy  | Vinci SA         | Automotive               | Social Media Marketing, Influencer Marketing, Video Marketing         | \$280,000 |
| 2022 | India  | Tata Motors      | Automotive               | Email Marketing, Retargeting Advertising,                             | \$150,000 |

|      |     |          |                     | Conversion Rate Optimization                   |           |
|------|-----|----------|---------------------|--|-----------|
| 2022 | USA | Skechers | Fashion and Apparel | SEO, Social Media Marketing, Content Marketing | \$300,000 |

*Source: developed by the author based on [1]*



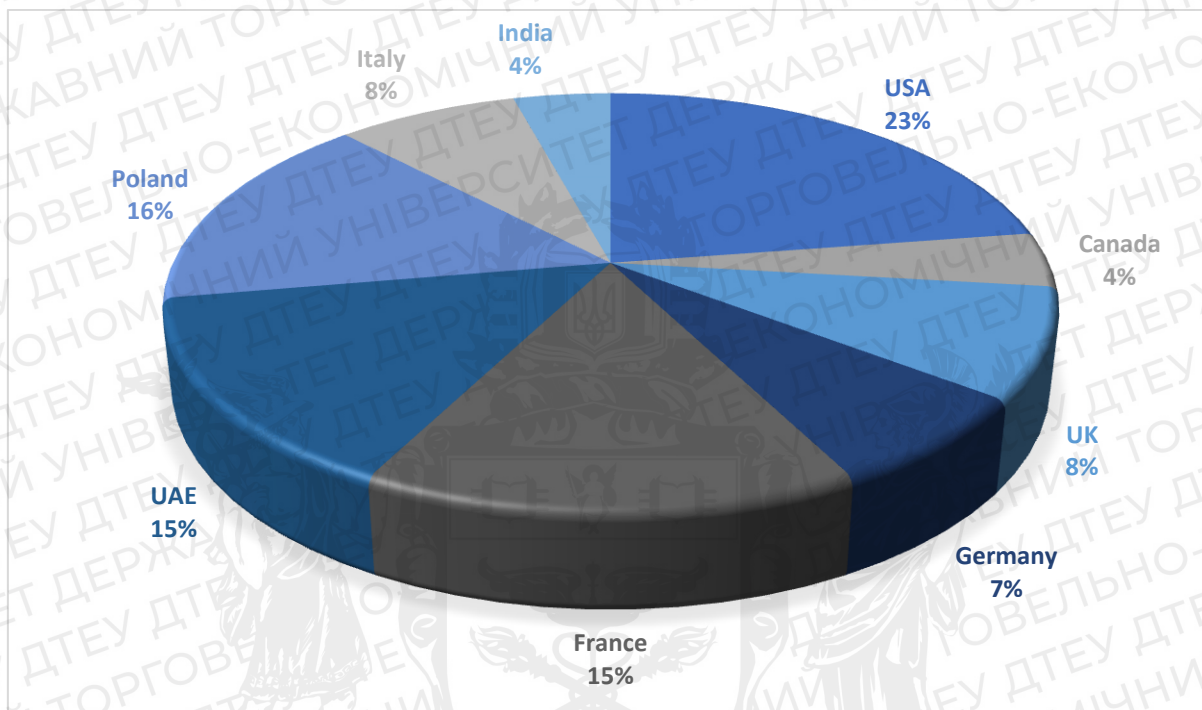
**Figure 1.5 Analysis of FEA (foreign economic turnover) of LLC "UNION GROUP" in 2020-2022, in thousands USD**

*Source: developed by the author based on [1]*

From the data, we can see that LLC "UNION GROUP" has experienced a significant increase in in foreign economic turnover in the period from 2020 to 2021, while foreign economic activity increased from 900 000 to 1 460 000. However, the company's FEA decreased in 2022 to 1 180 000, which is lower than its FEA in 2021 but still higher than its FEA in 2020.

Based on this information, we can conclude that LLC "UNION GROUP" has been actively engaged in international trade, and its level of FEA has been somewhat volatile over the last three years. The significant increase in FEA in

2021 may suggest that the company was able to capitalize on new opportunities or expand its international trade relationships. However, the decrease in FEA in 2022 could indicate a slowdown in international cooperation and the biggest reason for this is Russian invasion in Ukraine that affected the company's FEA [7].



**Figure 1.6 Geographical analysis in % of FEA of LLC "UNION GROUP" in 2020-2022.**

*Source: developed by the author based on [1]*

The data provided shows the percentage of Foreign Economic Activity (FEA) of LLC "UNION GROUP" with partner countries for the last three years. The numbers indicate the company's level of trade with each partner country, with a higher number indicating a greater percentage of FEA.

From the data, we can see that the top partner countries for LLC "UNION GROUP" in terms of FEA are Poland, France, the UAE, and Italy, each with a percentage of 15% or higher. The US is also a significant and main partner, accounting for 23% of the company's FEA. The UK and Germany are also important partners, each representing around 8% of the company's FEA. Canada and India appear to be relatively minor partners, each representing only 4% of the company's FEA.

Based on this information, we can conclude that LLC "UNION GROUP" has established trade relationships with a diverse set of partner countries, with a significant presence in Europe and the Middle East. The company appears to be less active in the North American and Asian markets, with Canada and India accounting for only a small percentage of its FEA.

In conclusion, the Digital Marketing Agency "Union Group" has demonstrated its ability to provide effective digital marketing communication services to a range of worldwide brands. By working closely with its clients to understand their unique needs and goals, the agency has been able to deliver tailored marketing solutions that have resulted in increased brand awareness, customer engagement, and ultimately, revenue growth.

Through successful partnerships with a variety of global brands in different industries, Union Group has been able to showcase its expertise in areas such as search engine optimization, social media marketing, and email marketing. The agency has consistently demonstrated its ability to deliver measurable results, driving increased traffic to clients' websites, generating higher conversion rates, and boosting customer retention.

Overall, the successful cases of cooperation between Union Group and worldwide brands illustrate the importance of effective digital marketing communication services in today's highly competitive marketplace. With the right strategies and expertise, brands can successfully engage with their target audiences, build strong relationships, and ultimately drive business growth.

When conducting a product analysis of services in general provided by the digital marketing agency "Union Group," it is essential to evaluate the structure and components that define the agency's service offerings. Here is a direct analysis of the product structure of services in general provided by "Union Group":

Identify the core digital marketing services offered by "Union Group." These services form the foundation of the agency's offerings and could include areas such as search engine optimization (SEO), social media marketing, pay-per-click (PPC) advertising, content marketing, email marketing, and website development.



Evaluate any specialized or niche services provided by "Union Group" that differentiate the agency from competitors. This could include services like influencer marketing, conversion rate optimization (CRO), marketing automation, video marketing, or mobile app marketing. These specialized services cater to specific client needs and showcase the agency's expertise in those areas.

Analyze the different service packages or bundles offered by "Union Group" to clients. These packages may include a combination of core and specialized services to address various marketing objectives and budget requirements. For example, the agency may offer basic, standard, and premium packages with varying levels of service and deliverables.

Evaluate the extent to which "Union Group" offers customization options for clients. This could include tailoring services based on specific industry requirements, target audience demographics, geographic location, or individual client goals. Customization allows the agency to provide personalized solutions to meet the unique needs of each client.

Assess whether "Union Group" provides strategic planning services as part of its offerings. This involves working closely with clients to develop comprehensive digital marketing strategies aligned with their business objectives. Strategic planning may include market research, competitor analysis, defining target audiences, and outlining a roadmap for achieving marketing goals.

Analyze the reporting and analytics capabilities of "Union Group." This includes examining the agency's ability to track and measure key performance indicators (KPIs), generate reports, and provide insights on campaign effectiveness. Robust reporting and analytics enable clients to monitor the success of their digital marketing efforts and make data-driven decisions.

Examine the service delivery process followed by "Union Group." This involves evaluating how the agency collaborates with clients, conducts initial assessments, and executes digital marketing campaigns. Consider the steps involved, from strategy development and implementation to ongoing monitoring and optimization.

Assess the expertise and skill sets of the "Union Group" team. This includes evaluating the qualifications, experience, and certifications of the agency's digital marketing professionals. The expertise of the team directly influences the quality and effectiveness of the services provided.

Determine whether "Union Group" specializes in serving specific industries or if it caters to clients from a diverse range of sectors. Industry specialization allows the agency to develop deep domain knowledge and tailor strategies to meet the unique challenges and requirements of each industry.

Analyze the pricing structure of "Union Group's" services. Consider factors such as the complexity of services, the level of customization, industry competitiveness, and the agency's reputation. Evaluate whether the pricing aligns with the value provided by the services and whether it is competitive within the market.

By directly analyzing the product structure of services in general provided by the digital marketing agency "Union Group," stakeholders can gain insights into the core and specialized services offered, customization options available, strategic planning capabilities, service delivery process, team expertise, industry focus, and pricing structure.

The company has a diverse product base in the field of IT, which is used by small and large businesses in various industries. Its main IT product is social media management, which accounts for approximately 40% of its total services.

The company has a diverse product base in the field of IT, which is used by small and large businesses in various industries. Its main IT product is social media management, which accounts for approximately 40% of its total services.

Union Group's focus on technology and innovation has helped it stay competitive in the digital marketing industry. Over the past three years, the company has repositioned itself (Table 1.3) and invested in technology and human resources to improve its service offerings and expand its product base.

Table 1.3

**Commodity analysis in % of FEA of LLC "UNION GROUP" in 2020-2022.**

| <b>IT-product</b>                | <b>as of<br/>31.12.2020,<br/>%</b> | <b>as of<br/>31.12.2021,<br/>%</b> | <b>as of<br/>31.12.2022,<br/>%</b> | <b>Absolute<br/>increase,<br/>2022/2020,<br/>%</b> |
|----------------------------------|------------------------------------|------------------------------------|------------------------------------|--|
| Social media management          | 35                                 | 42                                 | 38                                 | +3   |
| Contextual advertising           | 20                                 | 22                                 | 22                                 | +2   |
| Content Marketing                | 18                                 | 19                                 | 17                                 | -1   |
| SEO                              | 14                                 | 7                                  | 9                                  | -5   |
| Other digital marketing services | 13                                 | 10                                 | 14                                 | +1   |

*Source: developed by the author based on [1]*

It has also expanded its service offerings to include new areas such as video marketing and influencer marketing (other IT services).

In summary, LLC "UNION GROUP" has demonstrated the ability to adapt to market changes and crisis conditions, such as the coronavirus pandemic and war. Despite a moderate increase in product sales and other income, the company promoted innovative digital directions. The net profit showed positive growth dynamics, the company's product base was expanded and foreign economic contacts were stabilized. In general, LLC "UNION GROUP" is considered one of the leaders in its market segment, demonstrating profitable activity and introducing new services and quality to clients.

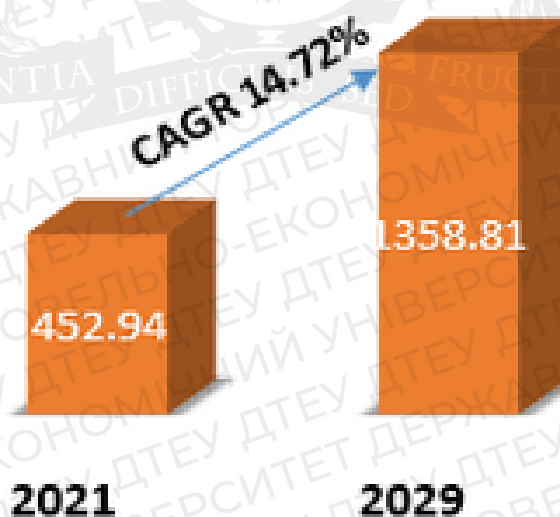
## CHAPTER 2. DIGITAL COMMUNICATIONS IN THE INTERNATIONAL BUSINESS

### 2.1 Analysis of the world market of Digital Communications.

The world market of Digital Marketing Communications has undergone significant growth and transformation in recent years. Digital marketing communications encompass a broad range of activities, including social media marketing, search engine optimization, email marketing, mobile marketing, and content marketing, among others.

According to market research, the global digital marketing industry is expected to grow at a CAGR of 17.4% between 2021 and 2026, reaching a value of \$357.8 billion by 2026 [6]. This growth can be attributed to several factors, including the increasing prevalence of digital devices, the widespread adoption of social media, and the growing importance of data-driven marketing strategies[9].

Information Technology Market was valued at US\$ 452.94 Bn in 2021 and is expected to reach US\$ 1358.81 Bn by 2029, at a CAGR of 14.72% during the forecast period.



**Figure 2.1 Dynamics of the information technology market in 2021-2029, billion USD**

*Source: developed by the author based on [8]*

Information technology (IT) industries are dealing with the application of computers, computer peripherals, and telecommunications equipment to store,

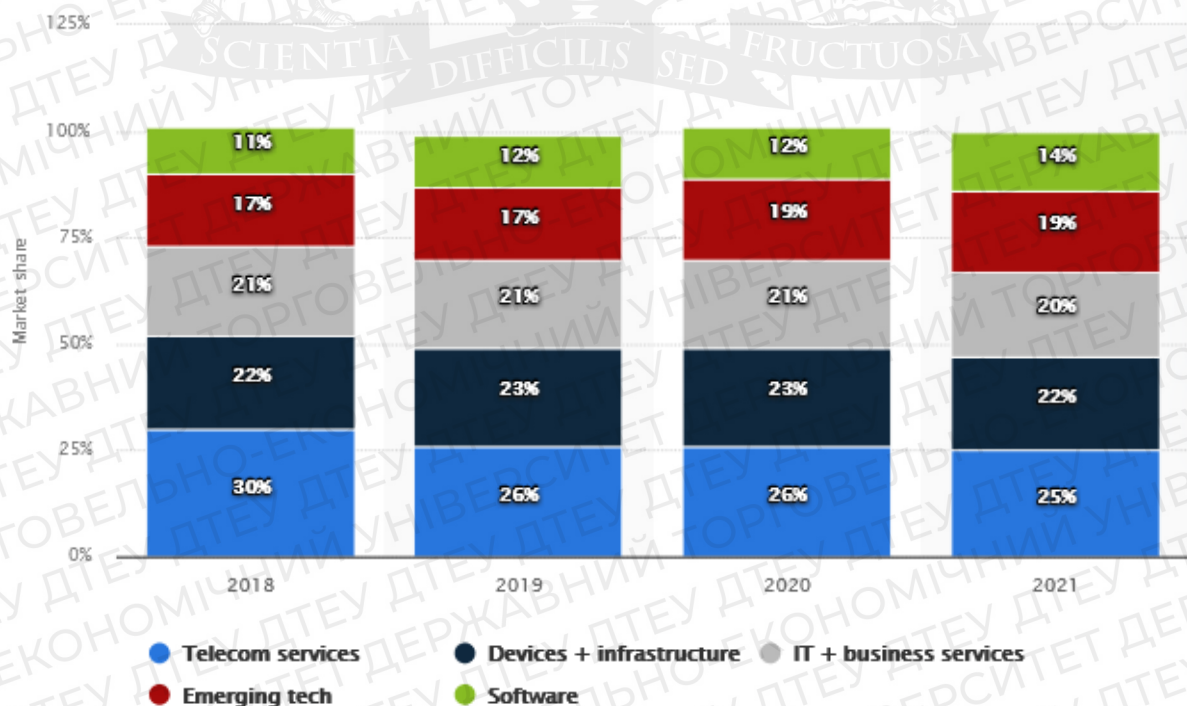
retrieve, transmit and move data. It contains broadcasting, computer networking, systems design services, and information distribution technologies like television and telephones.

The global information technology market can be represented by the main types-trends by type:

- Telecom
- IT services
- Software publishers
- Computer equipment

The global information technology market, by application, will look as follows:

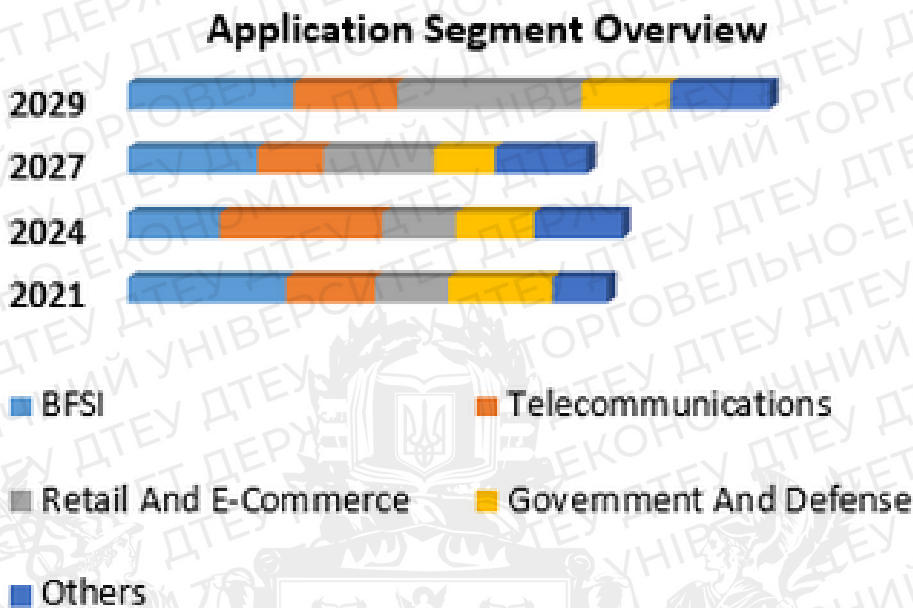
- BFSI
- Telecommunications
- Retail and e-commerce
- Government and defense
- Others



**Figure 2.2 Dynamics in the IT-market structure in 2028-2021**

*Source: developed by the author based on [13]*

Changes in the market structure and its forecasting (figure 2.3.) attract special attention.



**Figure 2.3 Changes in the IT-market structure in 2021-2029**

*Source: developed by the author based on [12]*

One of the most significant trends in the world market of Digital Marketing Communications is the shift towards mobile-first strategies. With the increasing use of mobile devices and the prevalence of mobile apps, digital marketers are focusing more on developing mobile-first strategies to reach and engage with their target audiences. This includes using mobile-specific platforms, such as mobile apps and social media apps, as well as optimizing websites for mobile devices.

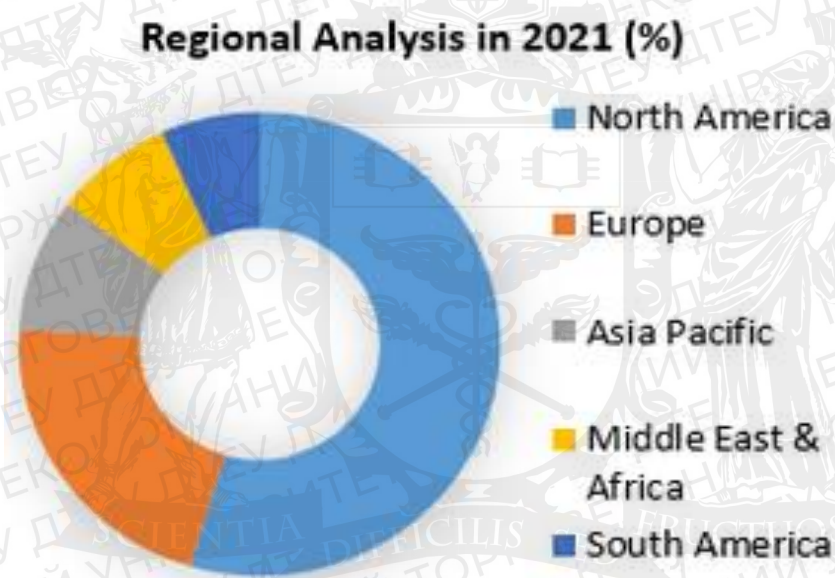
Another important trend is the growing importance of personalized marketing strategies. Digital marketers are increasingly using data and analytics to create targeted, personalized marketing campaigns that resonate with specific audience segments. This includes using customer data to create personalized messages and offers, as well as leveraging artificial intelligence and machine learning technologies to optimize marketing campaigns in real-time.

In addition to these trends, the world market of Digital Marketing Communications is also characterized by intense competition and a high degree of innovation. With new technologies and platforms emerging regularly, digital marketers must be constantly evolving their strategies to remain competitive and

relevant. This includes staying up-to-date on the latest trends and technologies, as well as developing new and innovative ways to reach and engage with target audiences.

Regional information on the global information technology market in 2021 is available in Figure 2.4.

Asia Pacific was the largest region in the information technology market in 2019, accounting for about 40% of the market. North America was the second largest region with around 25% market share, while Africa was the smallest region with around 2% market share [13].



**Figure 2.4 Regional information on the global information technology market in 2021**

*Source: developed by the author based on [12]*

Overall, the world market of Digital Marketing Communications is a dynamic and rapidly evolving space, characterized by significant growth and innovation. As digital devices and technologies continue to advance, and as consumers increasingly rely on digital channels for information and engagement, digital marketing will only become more critical to the success of businesses in a wide range of industries.

Every company aims to maintain a strong position in the market, develop and generally be a leader in its field. In a market full of competitors, companies use

various unique methods and tactics to reach their audience. Today, companies have to make efforts to get the consumer's attention and make him a customer, and in the future a loyal consumer of the brand. In order to achieve the main goals of the business and to conduct its activities effectively, the company must develop a marketing communications program. A brand that first captures the consumer's attention, remembers its product or service thanks to an established marketing communications program and creative presentation has an advantage over the competitor in the market.

The information technology (IT) industry deals with the application of computers, computer peripherals, and telecommunications equipment to store, retrieve, transmit, and move data. It includes broadcasting, computer networks, systems design services, and information dissemination technologies such as television and telephones.

Internet of Things (IoT) has been one of the interesting information technology services. IoT is a network of physical objects such as vehicles, devices, buildings, and other objects that are surrounded by electronics, sensors, software, and network connections that allow these objects to collect and share data and have various programs. For example, Microsoft and Rolls-Royce announced a partnership focused on future Rolls-Royce intelligent engines that will integrate the Microsoft Suite into their digital skills development service solutions.

The market for information technology services is relatively concentrated, with several large global players. About 30% of the total market share belongs to the five largest competitors on the market. The biggest competitor is IBM, followed by Accenture, HPE, Microsoft and SAP. The situation in recent years is presented in the figure 2.5.



## Top 10 Industrial Software Companies 2021



**Figure 2.5 Major IT companies in the world market, market shares in 2021**

*Source: developed by the author based on [12]*

The interaction between the various technologies used in various regions has led to better technological developments. Ultimately development of a globalized market and production is the resultant.

The changes in the technologies that were previously used to the new ones has led to the production and the market been globalized to the extent that product produced even in the farthest places in the world, are consumed by the global market the new technology has brought ease in both production and marketing of the products. Better machines have been invented for production which is faster, reliable, and more effective[14].

Digitization had a significant impact on the foreign economic activities of enterprises, companies and various types of business, as well as on the development of non-governmental organizations (NGOs), as they helped to increase funding opportunities, expand the network and support. Digitization of foreign economic activity allows companies to work on a global scale. This leads to the expansion of cross-border trade and the development of new markets and opportunities. This made it easier for NGOs to access funding from a number of sources, not only domestic, but also international grants and funding, foundations and corporations .

## **2.2 Analysis of the Digital Communications market in Ukraine.**

Obviously, in a crisis, the first line of budget cuts of companies is marketing. However, the problem caused by the COVID-19 pandemic has shown the opposite: how important it is to use marketing tools to retain existing and conquer new audiences. Business in Ukraine needs to maintain a customer base and restore previous levels of profit more than ever. For this, it is necessary to rebuild relationships with consumers. Obviously, long-term strategic planning is complicated now; the situation is changing every day. Even if a company is not in a zone of active hostilities, it experiences all the consequences of the war: destabilization of the country's economy, disruption of supply chains, decreased purchasing power, rising inflation, etc. In other words, operational-tactical decisions come to the fore. It is important to note that companies' costs to restore their activities are always risky investments that may not give the desired return. The likelihood of this risk should be determined in the framework of marketing.

The Russian-Ukrainian war affects the world economy, geopolitics, and food security, but for Ukraine itself, it is destructive in all areas. Restoration of Ukraine's ecological and economic security in all its components will be long-term, since the scale of the destruction itself is catastrophic.

In the complicated economic situation in Ukraine caused by hostilities, the revitalization of entrepreneurial activity is a key factor in strengthening the state's economic stability, and hence the ability to effectively resist the aggressor. Analysis and assessment of the impact of the war in Ukraine remain a rare phenomenon in business studies.

Since the beginning of hostilities, almost every business representative in Ukraine has suffered losses, i.e., almost 49% of companies closed completely or partially at the beginning of May (compared to February 24, 2022) [16].

At the same time, 14% indicated that they have found an opportunity to increase turnover over the past three months, it refers mostly to IT companies and digital specialists, that cooperated with foreign countries.

The Government of Ukraine has taken a number of decisions to support the national economy in general and small and medium-sized businesses in particular. An important step was to reduce the tax burden, and in March, the Verkhovna Rada of Ukraine introduced additional tax incentives to support business during the war.

In April-May, 2022 it was possible to talk about the gradual resumption of business in Ukraine, which has experienced the first shock since the beginning of a full-scale invasion. Indeed, at the end of March, the percentage of companies that completely or partially stopped working was 75%.

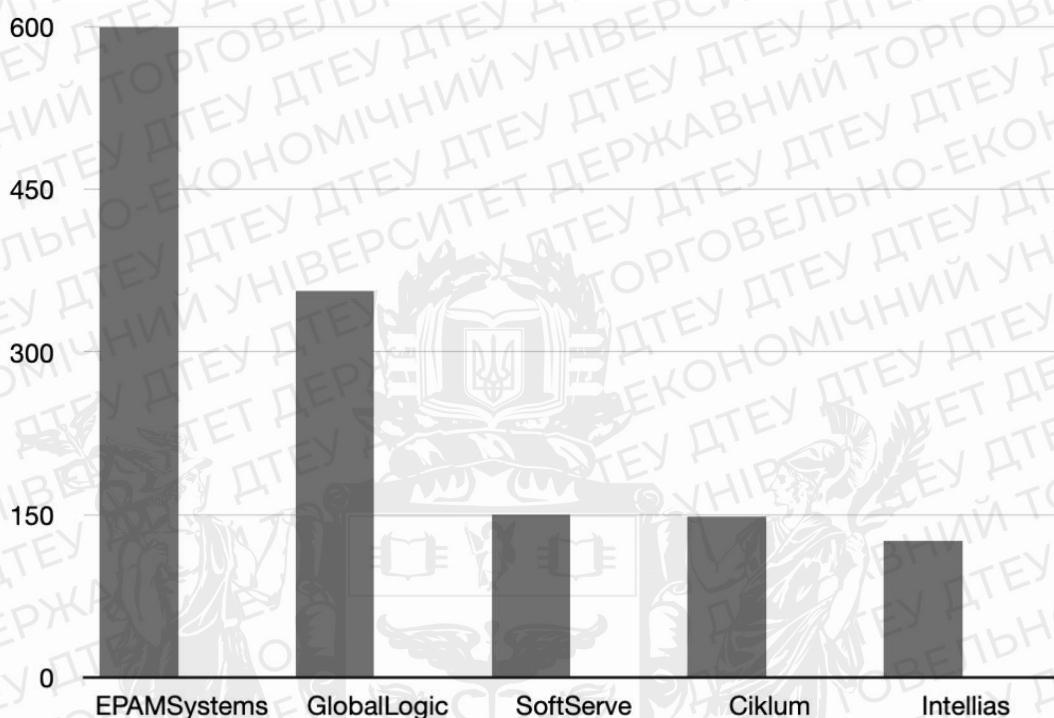
Losses (i.e., lost resources, goods, fixed assets, forced overpayments, relocation costs, excluding lost profits) of small and medium-sized businesses are estimated at USD 64-85 billion at the beginning of May.

It should be noted that in order to accelerate the recovery of Ukraine's economy, the Government approved and implemented a Program for the temporary relocation of enterprises from war-torn regions. Under this program, Ukrainian enterprises in the zone of active hostilities can receive state assistance in moving their facilities to the western regions of Ukraine. However, analytical data show that 71% of companies did not relocate and do not plan to do so, 20% relocated inside Ukraine, and 4.4% mostly abroad, which also refers mostly to IT companies and digital specialists, that cooperated with foreign countries.

The most popular countries for relocation abroad among employees of "Union Group" are Poland (47%), Germany (16 %), the Czech Republic (8%), Slovakia (3%), Italy (1%), Romania (5%), Spain (9%), The Netherlands (3%), Hungary (2%), and Moldova (6%). More than 50% of IT companies changed their location (13% moved abroad) [12].

Exports of the Ukrainian IT industry in these 5 years vary, but after the shortage of 2014-2015 has grown and gives profit to the general economy, and involves even more people to work.

According to the State Customs Service, exports of goods in 2022 decreased by 35% to \$44.2 billion. The decline hit all industries. The only exception was the export of IT services, which grew by 6% to \$7.3 billion [17].



**Figure 2.6** *The main Ukrainian companies' exporters in 2022*

*Source: developed by the author based on [18]*

Industries to which more than a quarter of companies are relocated include the financial sector, professional services, healthcare, transportation and warehousing, and food production.

An industry assessment of the losses suffered, in general in Ukraine, is currently quite difficult since hostilities are still ongoing and the situation in some areas is unpredictable.

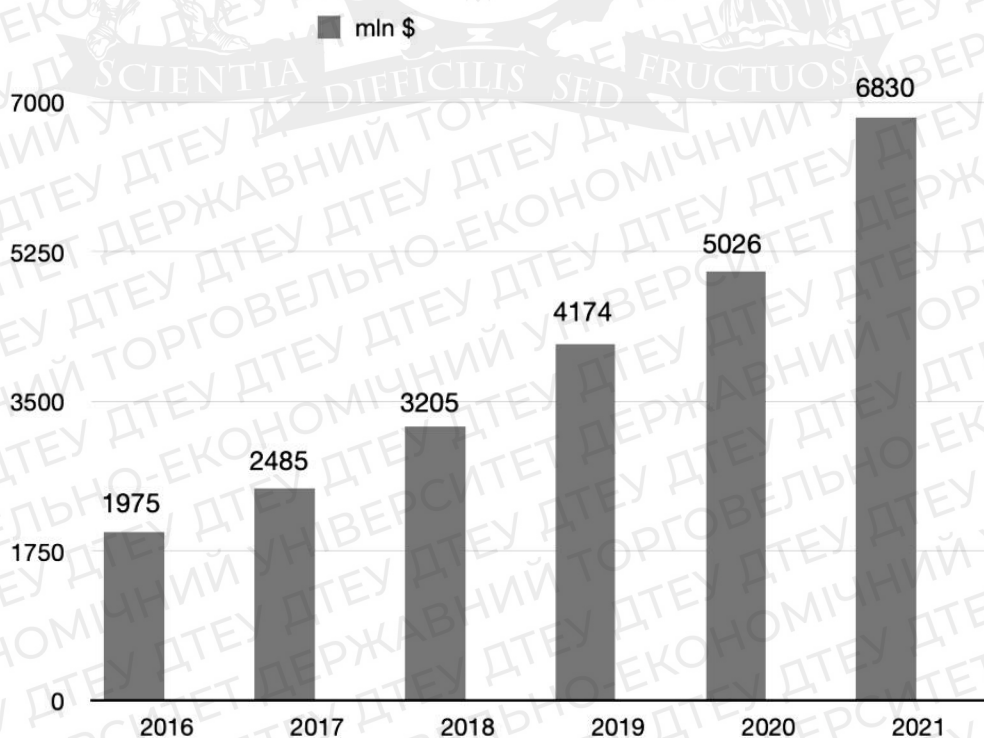
Briefly evaluating some areas of business, it should be noted that the IT and marketing industry turned out to be the most stable; COVID-19 prepared companies well for remote work (online work).

Uncertainty is one of the obstacles to business recovery and marketing in Ukraine. A large proportion (39.8%) of companies are unable to predict the possibility of recovery to pre-war levels, or are convinced that the company will not be able to

recover at all. As a result, some companies have begun to lose customers, or customers refuse to hire Ukrainian specialists for fear of instability. In addition, the decline in revenues affected enterprises focused on Ukraine's domestic market. For example, Rozetka, Ukraine's largest marketplace, has stopped working with most IT professionals (due to the inability to pay salaries). In addition, some foreign companies have begun laying off workers who are physically located in Ukraine. In particular, these are companies focused on the Russian market. Others, by firing out Ukrainians, thus insure their risks in the event of an escalation of hostilities in most of Ukraine.

The largest export markets for IT companies with development centers in Ukraine are the United States - \$2.007 billion, the United Kingdom - \$503 million, and Malta - \$304 million. This is followed by Israel - \$238 million, Cyprus - \$205 million, and Germany - \$197 million.

The total volume of export of computer services on the Ukrainian market in 2016-2021 is presented in the figure 2.7.

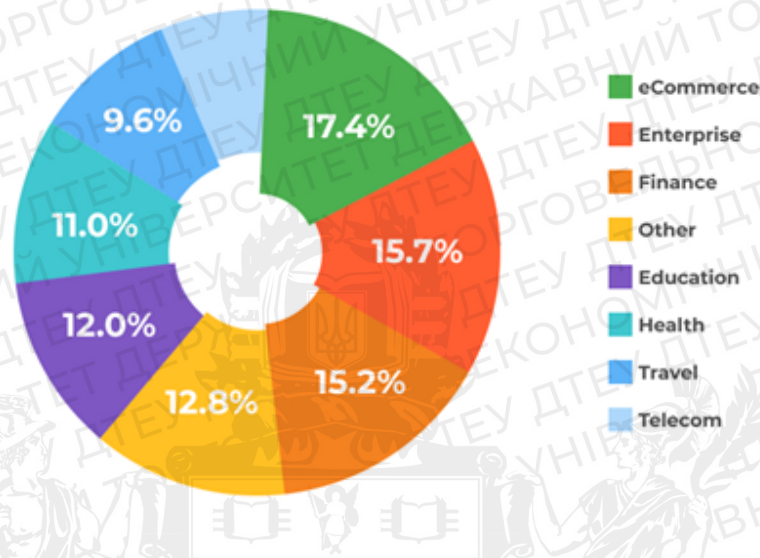


**Figure 2.7** The volume of export of computer services in 2016-2021, million USD

Source: developed by the author based on [18]

One of the aspects linked to the strong foundation is all about many industries Ukraine's IT segment focuses on (see Fig. 2.8).

**Industry Focus among Ukrainian Software Development Companies**



**Figure 2.8.** *Industry Focus among Ukrainian Software Development Companies*

*Source: developed by the author based on [12]*

The reason for such a broad outreach of Ukraine's IT services is linked to the fact the tech sector in the nation is the most exported service. Its share was about **8.3%** of the country's total **\$60,4 billion** exports. As a result, the more industries use Ukraine's IT services, the greater demand, and higher resilience.

Having analyzed the consequences and challenges of the war facing businesses in Ukraine, it is advisable to give recommendations on possible ways to adapt marketing and SMM during the war to restore business in Ukraine:

1. Marketing tactics. Conditions are changing too quickly, so long-term strategies will be ineffective in the current environment. That is why it will be appropriate to move with the help of tactical actions. In this case, it is possible to quickly reorient the strategy in a rapidly changing business environment. This requires an understanding of the product and the possibility of its customization.
2. Market changing and target audience selection. In case of termination of a company's activities in Russia or disruption of activities when targeting other

markets, the target segments need to be adjusted. Even if the target audience has remained the same, their needs may have changed and should be analyzed and considered. For example, they may now have critical issues with cybersecurity, product or service delays, or supply chain disruptions. Customer communication is critical.

3. Cost optimization. This is an integral part of a wartime marketing strategy. Funds should be directed to marketing that is clearly aimed at attracting customers. Internet advertising (including influencer marketing) is the best suited for this task, which allows you to quickly attract the target audience, which, in turn, directly affects the increase in orders. It is also necessary to closely monitor the geographical settings of the advertising campaign. One should not target those areas where hostilities are taking place or have just taken place, and the product or service cannot be helpful.

4. Changing a content strategy. Changing the content involves: updating essential information about the product (service); coverage of the contribution to the fight: (volunteering, charity); providing the audience with useful information. For example, some companies are taking the opportunity to show the patriotic side of their brands by running ads showing support for the military, families affected by the tragedy, and so on. Such actions are currently effective, but it is important to remember that everything should be in moderation. Brands and marketing are really worthless in the face of the scale of the war. However, when the war is over, the actions of a few companies will be remembered for decades to come.

5. "Have your finger on the pulse of the market." This rule is always relevant, especially during a crisis. Now it is vital to be as mobile as possible and reproduce the trends at their inception stage. The ability of a business to be flexible and adapt to the realities of current conditions allows surviving under challenging times. It is important to monitor the movement of war zones and the audience's reaction to the ads. This study recommends pausing the ad campaign as quickly as possible or making adjustments according to people's reactions. The announcement should not cause dissonance with the mood in society.

These steps will help build an effective marketing strategy in today's realities. All marketing activities must be consistent with the updated go-to-market strategy and its response to supply chain or service delivery issues [20].

Staff loss, problems with the delivery of goods, a significant increase in prices, the departure of most customers, and a decrease in the solvency of the remaining ones – this is not a complete list of problems that have fallen like a snowball on business representatives for last year. The main problems for business since the beginning of the full-scale invasion are, first of all, the war itself (the occupation of territories, loss of stores or warehouses) and logistics (non-working warehouses and failures in the work of logistics departments, queues at offices, long delivery times, the need for relocation). There are also problems with marketing: there is a significant reduction in their number and low purchasing power of the population.

There is no demand for some goods at all. Sales are critically affected by the unstable situation with orders and people's fear of lack of livelihood. A significant part of Ukrainian companies is convinced that the sectoral transformation of business will be evident in the post-war period.

Taking into consideration, the consequences and challenges of the war in Ukraine and analyzing the Digital Marketing Communications market in Ukraine nowadays, we can come up with possible ways to adapt marketing and SMM during the war to restore business in Ukraine.

The activities of marketers in wartime should include the following steps:

1. Building a scenario plan;
2. Strategy change;
3. A shift in emphasis from strategy to tactical action;
4. If necessary, adjust the target segment and describe a new “portrait” of the target audience;
5. Changing content strategy.

These steps will provide an effective marketing strategy for our current harsh realities.



## CHAPTER 3. USE OF DIGITAL COMMUNICATIONS IN BUSINESS STRATEGIES ON THE BASIS OF LLC "UNION GROUP"

### 3.1 Implementation of Digital Communications of a new product to the international market.

In today's digital age, digital marketing communications have become an essential part of any product's launch strategy in the international market. With the rise of social media, e-commerce, and mobile applications, companies have to adapt their marketing tactics to stay ahead of the competition. Let's explore the implementation of digital marketing communications for a new product launch in the international market LLC "UNION GROUP".

Table 3.1

#### The content of digital technologies (digital communications) as part of the UNION GROUP LLC project.

| № | Digital direction                    | The essence of direction   |
|---|--------------------------------------|--|
| 1 | Market Research and Analysis         | <p>The first step in the implementation of digital marketing communications is to conduct market research and analysis to identify the target audience, their needs and preferences, and the competition in the market. This will help in developing a targeted marketing strategy that resonates with the audience and sets the product apart from the competition.</p> <p>The research can be conducted through surveys, focus groups, and data analysis of the competition's marketing strategies. It is essential to understand the cultural, social, and economic factors that influence the target audience's decision-making process.</p> |
| 2 | Developing the Marketing Strategy    | <p>Based on the market research and analysis, the next step is to develop a marketing strategy that leverages digital channels such as social media, email marketing, search engine optimization (SEO), pay-per-click (PPC) advertising, influencer marketing, and content marketing.</p> <p>The strategy should focus on creating brand awareness, generating leads, and converting them into sales. The messaging should be tailored to the target audience's preferences and cultural nuances to establish a connection and build trust.</p>  |
| 3 | Website Development and Optimization | <p>A website is the most critical digital asset for any product launch. It is the first point of contact for potential customers, and it is essential to make a positive impression. The website should be user-friendly,</p>  |

|   |                           |   |
|---|---------------------------|---|
|   |                           | <p>aesthetically pleasing, and optimized for search engines.</p> <p>The website should be designed to capture leads by including lead magnets such as free trials, demos, and informative content. It should also include a clear call-to-action (CTA) to convert leads into sales.</p>   |
| 4 | Social Media Marketing    | <p>Social media is a powerful tool for creating brand awareness and engaging with the target audience. The marketing strategy should include a social media plan that leverages platforms such as Facebook, Instagram, Twitter, and LinkedIn.</p> <p>The social media content should be engaging, visually appealing, and shareable. It should also include calls-to-action to drive traffic to the website and generate leads</p>  |
| 5 | Email Marketing           | <p>Email marketing is an effective way to nurture leads and convert them into sales. The marketing strategy should include an email marketing plan that includes targeted campaigns for different segments of the audience.</p> <p>The email content should be personalized, informative, and engaging. It should also include CTAs to drive traffic to the website and encourage conversions.</p> <p>Search engine optimization (SEO) is essential to ensure that the website ranks high on search engine results pages (SERPs). The marketing strategy should include an SEO plan that focuses on optimizing the website's content, meta tags, and images for keywords relevant to the target audience.</p> |
| 6 | Pay-Per-Click Advertising | <p>Pay-per-click (PPC) advertising is a cost-effective way to drive traffic to the website and generate leads. The marketing strategy should include a PPC plan that targets relevant keywords and demographics.</p> <p>The PPC ads should be visually appealing and include clear CTAs to encourage conversions.</p>   |
| 7 | Influencer Marketing      | <p>Influencer marketing is a powerful tool for reaching the target audience through trusted sources. The marketing strategy should include an influencer marketing plan that identifies relevant influencers in the industry and leverages their reach and credibility.</p> <p>The influencer content should be authentic, informative, and engaging. It should also include CTAs to drive traffic to the website and encourage conversions.</p>  |

*Source: developed by the author based on [1]*

Separate consideration is required: Social Media Marketing:

| SOCIAL MEDIA MARKETING PLATFORMS  |   |  |  |
|---|---|--|--|
| PEOPLE  | CONTENT   | STRATEGIES   | CONS   |
|  <ul style="list-style-type: none"> <li>• 25-34</li> <li>• Boomers</li> </ul>                  | <ul style="list-style-type: none"> <li>• Photos &amp; links</li> <li>• Information</li> <li>• Live video</li> </ul> | <ul style="list-style-type: none"> <li>• Local mkting</li> <li>• Advertising</li> <li>• Relationships</li> </ul>     | <ul style="list-style-type: none"> <li>• Weak organic reach</li> </ul>                 |
|  <ul style="list-style-type: none"> <li>• 18-25</li> <li>• 26-35</li> </ul>                    | <ul style="list-style-type: none"> <li>• How-tos</li> <li>• Webinars</li> <li>• Explainers</li> </ul>               | <ul style="list-style-type: none"> <li>• Organic</li> <li>• SEO</li> <li>• Advertising</li> </ul>                    | <ul style="list-style-type: none"> <li>• Video is resource-heavy</li> </ul>            |
|  <ul style="list-style-type: none"> <li>• 18-24, 25-34</li> <li>• Millennials</li> </ul>       | <ul style="list-style-type: none"> <li>• Inspiration &amp; adventure</li> <li>• Questions/polls</li> </ul>          | <ul style="list-style-type: none"> <li>• Ecommerce</li> <li>• Organic</li> <li>• Influencer</li> </ul>               | <ul style="list-style-type: none"> <li>• High ad costs</li> </ul>                      |
|  <ul style="list-style-type: none"> <li>• 25-34, 35-49</li> <li>• Educated/wealthy</li> </ul> | <ul style="list-style-type: none"> <li>• News</li> <li>• Discussion</li> <li>• Humor</li> </ul>                     | <ul style="list-style-type: none"> <li>• Customer service</li> <li>• Ads for males</li> </ul>                        | <ul style="list-style-type: none"> <li>• Small ad audience</li> </ul>                  |
|  <ul style="list-style-type: none"> <li>• 46-55</li> <li>• Professionals</li> </ul>          | <ul style="list-style-type: none"> <li>• Long-form content</li> <li>• Core values</li> </ul>                        | <ul style="list-style-type: none"> <li>• B2B</li> <li>• Organic</li> <li>• International</li> </ul>                  | <ul style="list-style-type: none"> <li>• Ad reporting &amp; custom audience</li> </ul> |
|  <ul style="list-style-type: none"> <li>• 10-19</li> <li>• Female (60%)</li> </ul>           | <ul style="list-style-type: none"> <li>• Entertainment</li> <li>• Humor</li> <li>• Challenges</li> </ul>            | <ul style="list-style-type: none"> <li>• Influencer marketing</li> <li>• Series content</li> </ul>                   | <ul style="list-style-type: none"> <li>• Relationship building</li> </ul>              |
|  <ul style="list-style-type: none"> <li>• 13-17, 25-34</li> <li>• Teens</li> </ul>           | <ul style="list-style-type: none"> <li>• Silly</li> <li>• Feel-good</li> <li>• Trends</li> </ul>                    | <ul style="list-style-type: none"> <li>• Video ads</li> <li>• Location-based mkting</li> <li>• App mkting</li> </ul> | <ul style="list-style-type: none"> <li>• Relationship building</li> </ul>              |



Figure 3.1 Popular Social Media Marketing platforms in 2022

Source: developed by the author based on [22]

Social media platforms are widely used by people across the globe, making them an excellent medium for reaching out to the international market. Social media platforms such as Facebook, Twitter, Instagram, LinkedIn, and YouTube have millions of active users, providing an opportunity to connect with a vast

audience. Companies can leverage social media to create brand awareness, engage with customers, and promote their products.

When implementing social media marketing for a new product, companies need to create a social media marketing plan. The plan should outline the goals, target audience, social media platforms to use, content strategy, and metrics to measure the effectiveness of the campaign. The following are some of the steps that companies can follow when implementing social media marketing for a new product:

- **Define Goals:** The first step is to define the goals of the social media campaign. Companies should determine what they want to achieve with the campaign, such as creating brand awareness, generating leads, or driving sales.
- **Identify Target Audience:** The next step is to identify the target audience for the campaign. Companies should conduct research to determine the demographics, interests, and behavior of their target audience. This information can be used to create personalized content that resonates with the target audience.
- **Choose Social Media Platforms:** Companies should choose the social media platforms that their target audience uses. For instance, if the target audience is primarily on Instagram, companies should focus on creating content for that platform.
- **Develop Content Strategy:** The content strategy should be aligned with the goals of the campaign and the target audience. Companies can use a mix of content formats, such as images, videos, and infographics, to make the campaign engaging.
- **Monitor and Measure:** Companies should monitor the performance of the social media campaign and measure the effectiveness of the campaign against the set goals. This data can be used to make improvements to the campaign to increase its effectiveness[23].

Search Engine Optimization (SEO).

SEO is the process of optimizing a website to rank higher on search engine result pages (SERPs). When people search for a product on search engines such as Google, the websites that appear at the top of the search results are more likely to get clicks and generate leads. Implementing SEO for a new product can help increase its visibility on search engines, making it easier for potential customers to find it.

When implementing SEO for a new product, companies need to create an SEO strategy that includes keyword research, on-page optimization, and off-page optimization. The following are some of the steps that companies can follow when implementing SEO for a new product:

**Keyword Research:** The first step is to conduct keyword research to identify the keywords that potential customers use when searching for the product. Companies can use tools such as Google Keyword Planner and SEMrush to conduct keyword research.

**On-Page Optimization:** On-page optimization involves optimizing the website's content and structure to make it search engine friendly. Companies should ensure that the website's content is relevant to the target keywords and that the website's structure is easy to navigate.

**Off-Page Optimization:** Off-page optimization involves building backlinks to the website from other websites. Companies can use various strategies to build backlinks, such as guest posting, influencer outreach, and broken link building.

**Monitor and Measure:** Companies should monitor the website's search engine ranking and measure the effectiveness of the SEO campaign. This data can be used to make improvements to the campaign to increase its effectiveness.

The implementation of digital marketing communications for a new product to the international market requires a strategic approach. It is a process that requires careful planning, research, and execution. In this paper, we have discussed the steps involved in implementing digital marketing communications for a new product to the international market.

The main steps of implementing digital marketing communications of a new product (CRM Dynamics 365 from [Microsoft](#)) on the international market from «UNION GROUP» LLC:

1. It is essential to understand the product, the target audience, and the market. Businesses need to conduct thorough market research to identify the needs and preferences of their target audience. This information can help in tailoring the marketing efforts to meet the specific needs of the audience.
2. Businesses need to develop a unique value proposition that differentiates their product from competitors. This proposition should be communicated effectively through various digital marketing channels.
3. Businesses need to develop a website that is user-friendly, visually appealing, and optimized for search engines. The website should be accessible to international audiences and should provide relevant information about the product.
4. Businesses need to develop a content marketing strategy that delivers valuable information to the target audience. This information can be delivered through blog posts, articles, and videos.
5. Businesses need to develop an email marketing campaign that reaches out to potential customers and provides them with relevant information about the product.
6. Businesses need to develop a social media strategy that targets their audience and engages with them effectively.
7. It is important to measure and analyze the results of the digital marketing campaign. This will help businesses determine the effectiveness of their efforts and identify areas for improvement.

Overall, the implementation of digital marketing communications for a new product to the international market requires a multi-faceted approach. Businesses need to use various digital marketing channels to effectively reach their target audience and communicate the unique value proposition of their product. By following the steps outlined in this paper, businesses can increase their chances of success in promoting their product to an international audience.

However, it is important to note that the digital marketing landscape is constantly changing. Businesses need to keep up with the latest trends and adapt their strategies accordingly. In addition, businesses need to be mindful of cultural differences when marketing their products to an international audience. Cultural sensitivity can go a long way in building trust with customers and establishing a strong brand presence in foreign markets.

In conclusion, the implementation of digital marketing communications for a new product to the international market can be a challenging task. However, with careful planning, research, and execution, businesses can effectively promote their products to an international audience and achieve their marketing objectives.

Dynamics 365 CRM motto: "Transform the customer experience!".

Dynamics 365 CRM system allows you to transform your marketing with the help of generative artificial intelligence, which smoothly segments the audience and simply creates personalized content. Trial sessions are provided by Microsoft for free and there are excellent loyalty offers for various customer segments and with the participation of funds and programs of support and integration into the European Union.



**Figure 3.2** [Microsoft](#) Dynamics 365 CRM structure

*Source: developed by the author based on [24]*

The introduction of a new product at "UNION GROUP" LLC will provide capabilities that make a difference and allow you to move in the transformation process "Transform your business with real-time customer journeys throughout the entire customer life cycle."

The basic components of the software will be:

- Create seamless journeys.
- B2C and B2B marketing.
- Engagement of multi-channel content.

We will consider the implementation of Dynamics 365 CRM in the next section, taking into account the support program from Microsoft and predicting possible risks.

### **3.2 Predictive assessment of implementation efficiency of Digital Communications of LLC "UNION GROUP"**

The implementation of Dynamics 365 CRM requires more technical readiness of UNION GROUP LLC, because the financing has loyal support from Microsoft.

Digital marketing communications are an important aspect of modern marketing strategies. They allow "UNION GROUP" LLC to reach a wider audience and interact more meaningfully with clients. However, implementing digital marketing communications is not always easy, and UNION GROUP LLC must invest time and resources to ensure the success of its efforts. In the analysis, we will investigate the predictive assessment of the effectiveness of the implementation of digital marketing communications. In particular, we will discuss the importance of CRM valuations, the methods used for valuations, and their benefits for UNION GROUP LLC's business.



| Dimensions   | Technology-enabled relationship management                              | Traditional relationships with customers                   |
|--|---|--|
| Advertising  | Provide information in response to specific customer inquiries          | Push and sell a uniform message to all customers           |
| Targeting  | Identify and respond to specific customer behaviors and preferences     | Market segmentations                                       |
| Promotions and discounts offered                     | Individually tailored to customer                                       | Same for all customers                                     |
| Distribution channels                                | Direct or through intermediaries; customers' choice                     | Through intermediaries chosen by the seller                |
| Pricing of products or services                      | Negotiated with each customer   | Set by the seller for all customers                        |
| New product features                                 | Created in response to customer demands                                 | Determined by the seller based on research and development |
| Measurement used to manage the customer relationship | Customer retention; total value of the individual customer relationship | Market share; profit                                       |

**Figure 3.2** Technological relationship management and traditional UNION GROUP LLC's CRM

*Source: developed by the author based on [25]*

#### Importance of Predictive Assessments:

Predictive assessments are an essential tool for businesses that want to implement digital marketing communications effectively. These assessments help businesses determine the potential success of their marketing strategies before they are implemented. By predicting the outcome of a marketing campaign, businesses can identify areas for improvement and adjust their strategies accordingly. This can save time and resources in the long run and help businesses achieve their marketing objectives.

#### Methods for Predictive Assessments:

There are several methods that businesses can use to conduct predictive assessments of their digital marketing communications. Some of these methods include:

**Data Analytics:** Data analytics is a powerful tool that businesses can use to analyze customer data and predict the success of their marketing campaigns. By analyzing data from past marketing campaigns, businesses can identify trends and patterns that can help them predict the success of future campaigns.

**Surveys:** Surveys are another effective method for conducting predictive assessments. By surveying customers and potential customers, businesses can gather valuable feedback and insights into their preferences and behaviors. This information can be used to predict the success of future marketing campaigns.

**Focus Groups:** Focus groups are small groups of people who are brought together to provide feedback on a product or service. By conducting focus groups, businesses can gather valuable feedback on their marketing strategies and predict the success of future campaigns.

**A/B Testing:** A/B testing involves creating two versions of a marketing campaign and testing them against each other to determine which is more effective. By conducting A/B testing, businesses can predict the success of future marketing campaigns and optimize their strategies for maximum impact.

#### **Benefits of Predictive Assessments:**

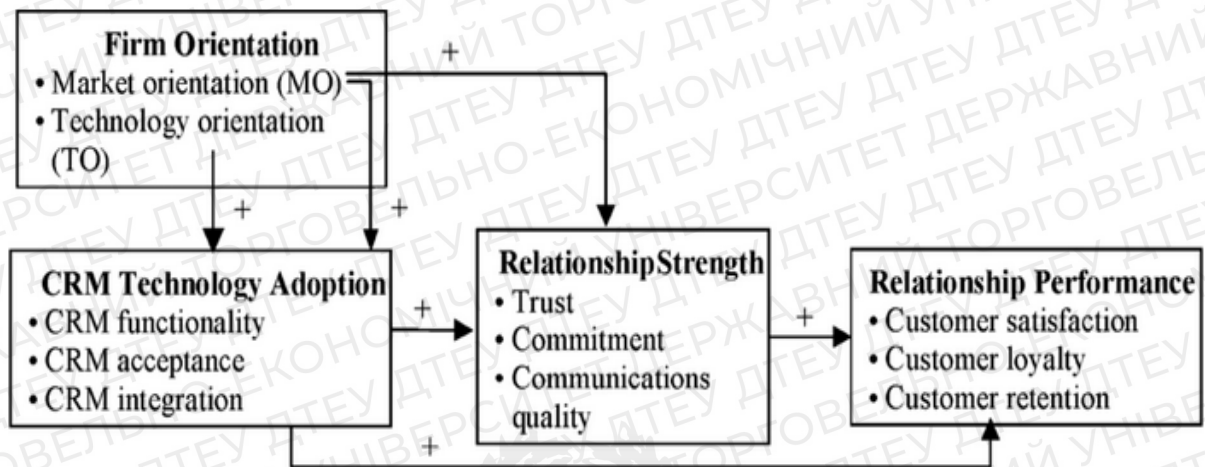
Predictive assessments offer several benefits to businesses that want to implement digital marketing communications effectively. These benefits include:

**Identifying Potential Problems:** Predictive assessments can help businesses identify potential problems with their marketing strategies before they are implemented. This can save time and resources in the long run and ensure that marketing campaigns are more effective.

**Improving ROI:** By predicting the success of marketing campaigns, businesses can optimize their strategies for maximum ROI. This can help businesses achieve their marketing objectives and generate more revenue.

**Enhancing Customer Engagement:** Predictive assessments can help businesses identify customer preferences and behaviors, which can be used to tailor marketing campaigns for maximum engagement. This can help businesses build stronger relationships with customers and enhance their brand reputation.

**Competitive Advantage:** Predictive assessments can give businesses a competitive advantage by helping them identify market trends and adapt their strategies accordingly. This can help businesses stay ahead of the competition and achieve long-term success (Figure 3.3).



**Figure 3.3** CRM technology adoption-RM model for UNION GROUP LLC's

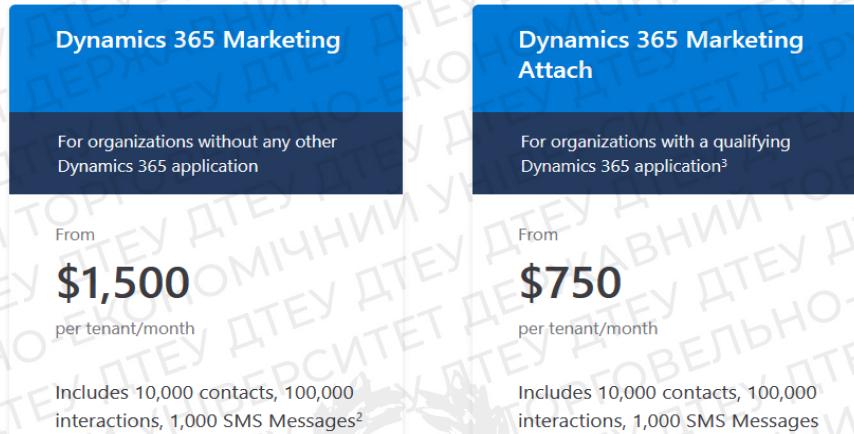
*Source: developed by the author based on [1]*

For understanding, it is necessary to state the necessity from the side of Microsoft Dynamics 365 CRM/ Dynamics 365 Marketing resources, namely:

- Microsoft is named a Leader in the September 2022 Gartner® Magic Quadrant™ for B2B Marketing Automation Platforms.
- Dynamics 365 Marketing was named to the Constellation ShortList™ for top vendors in B2B Marketing Automation for the Enterprise.
- CRM Watchlist 2020 by Paul Greenberg names Microsoft the highest scorer in the Winners with Distinction category.

UNION GROUP LLC IT specialists are ready to master a new product and implement it, especially in terms of general support from Microsoft. In addition, there is a reduction in the functionality of the employee responsible for marketing communications in the amount of 300 US dollars per month.

The financial component of the new product is formed in two variants (Fig. 3.4).



**Figure 3.4** Basic Dynamics 365 Marketing offering

*Source: developed by the author based on [24]*

Milestone forecasting is an important tool for companies that want to effectively implement digital marketing communications. They offer several benefits, including identifying potential problems, increasing ROI, increasing customer engagement, and providing competitive advantage. Using methods such as data analysis, surveys, focus groups and A/B testing, companies can predict the success of their marketing campaigns and optimize their strategies for maximum impact. In today's digital age, companies must invest in predictive analytics to stay ahead of the competition and achieve long-term success (Fig. 3.5).

| PROCESS               | QUARTER 1 |     |     |     | QUARTER 2 |     |     |     | QUARTER 3 |     |     |     |
|-----------------------|-----------|-----|-----|-----|-----------|-----|-----|-----|-----------|-----|-----|-----|
|                       | Jan       | Feb | Mar | Apr | May       | Jun | Jul | Aug | Sep       | Oct | Nov | Dec |
| Planning              | █         |     |     |     |           |     |     |     |           |     |     |     |
| Wireframing           |           |     | █   |     |           |     |     |     |           |     |     |     |
| Design Process        |           |     | █   |     |           |     |     |     |           |     |     |     |
| Front-end development |           |     |     |     |           | █   |     |     |           |     |     |     |
| Back-end development  |           |     |     |     | █         |     |     |     |           |     |     |     |
| Deployment            |           |     |     |     |           |     |     |     |           | █   |     |     |

**Figure 3.5.** Gantt chart (implementation of Microsoft Dynamics 365 CRM in UNION GROUP LLC, 2023)

*Source: developed by the author based on [21]*

As mentioned above in the study, our company has a financial loyalty program from Microsoft. Let's investigate the financing of the implementation of Microsoft Dynamics 365 CRM at UNION GROUP LLC.

You can figure out the payback period by using the following formula:

$$\text{Payback Period} = \text{Cost of Investment} / \text{Average Annual Cash Flow}$$

Table 3.1  
**Basic conditions for the implementation of the Microsoft Dynamics 365 CRM IT project at UNION GROUP LLC.**

|                                 |  |  |                           |
|---------------------------------|--|--|---------------------------|
| <b>Cost of Investment</b>       | <b>Cost, Microsoft Dynamics 365 CRM</b>    | <b>Number of CRM for UNION GROUP LLC</b> | <b>Cost of Investment</b> |
|                                 | 500\$                                      | 10                                       | 5000\$                    |
| <b>Average Annual Cash Flow</b> | <b>savings from project implementation</b> | <b>period</b>                            | <b>total savings</b>      |
| <b>Payback Period</b>           | 300 \$                                     | 12                                       | 3600\$                    |

*Source: developed by the author*

It is important that the shorter the payback, the more desirable the investment.

Conversely, the longer the payback, the less desirable it becomes. In our project, the installation of Microsoft Dynamics 365 CRM is \$5,000 (500 per unit) and the savings on marketing automation is \$300 per month. Thus, the payback period will take 1.4 years. In most cases, this is a very good payback period, especially when it comes to management services, marketing digital implementations. According to experts, there may be longer periods for other industries and spheres. Also, the period must be evaluated from the point of view of the geographical reliability of project implementation. So, for example, in the

United States it may take 9-10 years for implementation, and in European countries the term may be half as short or vice versa. It all depends on many factors that need to be taken into account in order to break even on your investment.

**Cost of Investment = 500\*10= 5000\$**

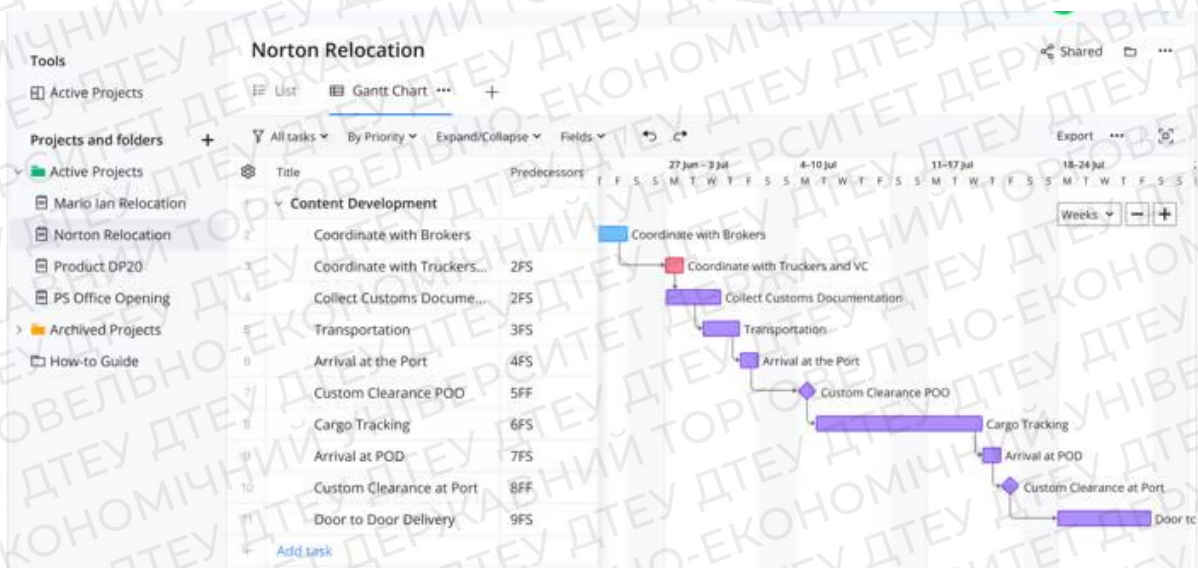
**Average Annual Cash Flow Payback Period = 300\*12 = 3600 months**

**Payback Period = 5000/3600 = 1,4 years**

We will calculate the effectiveness of the proposed Microsoft Dynamics 365 CRM project based on the change in the value of UNION GROUP LLC.

Critical path method (CPM) is a resource-utilization algorithm for scheduling a set of project activity. The essential technique for using CPM is to construct a model of the project that includes a list of all tasks required to complete the project, the dependencies between the tasks, and the estimate of time (duration) that each activity will take to complete.

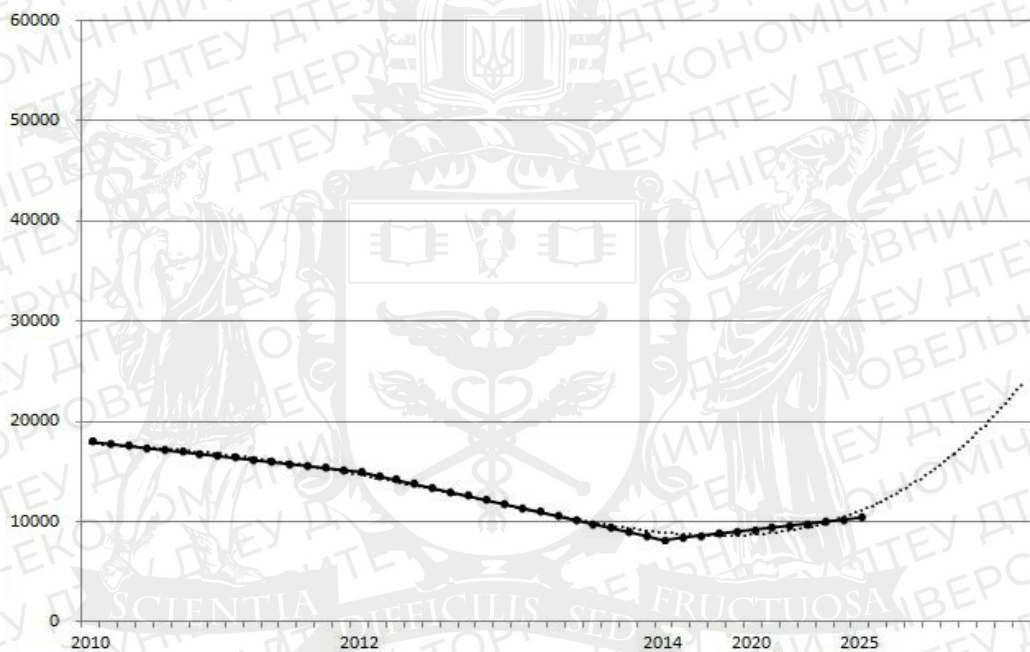
With this information, you can determine the critical path by identifying the longest stretch of dependent activities and measuring them from start to finish.



**Figure 3.6.** Technical sequence of the software calculation of the cost of the enterprise according to the CPM

*Source: developed by the author*

In the continuation of the study, we consider the use of the critical path method to manage our project and calculate the increase in the value of the enterprise due to the innovative IT implementation. In addition, the method demonstrates our project duration, explains how keeping a current project schedule allows for flexibility within the critical path, and shares our helpful project planning template to get you started.



**Figure 3.6.** Planned business value of "UNION GROUP" LLC.

*Source: developed by the author*

We need to talk comprehensively about the project risks of our implementation. Information technology risk, IT risk, IT risk or cyber risk is any risk related to information technology.[...] Although information has long been valued as a valuable and important asset, the development of the knowledge economy and the digital revolution have led to , that the organization is becoming more and more dependent on information, information processing and especially IT. Any number of events or incidents that compromise IT in some way can have a

negative impact on an organization's business processes or mission, from minor to catastrophic.

Estimating the probability of different types of events/incidents with their predicted impacts or consequences if they occur is a common way to assess and measure IT risks.[25] Alternative methods of measuring IT risk (Figure 3.4) typically involve the assessment of other contributing factors, such as threats, vulnerabilities, exposures, and asset value.[22]

Using the critical path method in the project provides an opportunity for comprehensive risk analysis.

Now we will try to demonstrate the concept of the critical path method as part of the external and internal direction of risk design of Microsoft Dynamics 365 CRM.

When we consider external and internal tasks separately, we realize that some of them cannot be started until the others are completed. That is, some risks depend on others. We have labeled these relationships in the table below:

| Marketing Risk Examples   | Corresponding Marketing Risk Management Examples  |
|---|---|
| <ul style="list-style-type: none"> <li>• Website crashing</li> <li>• Social media manager out sick or quits</li> <li>• Making a poor marketing strategy choice</li> <li>• PR Crisis / product recall</li> <li>• Brand spokesperson bad behavior</li> <li>• Technology infringement</li> <li>• Competitive company infringes on brand</li> <li>• Promotion error leads to over redemption</li> <li>• Great new product from competitor</li> <li>• Problem in new product development</li> <li>• Low new product acceptance</li> <li>• Marketing creative is off strategy</li> <li>• Marketing budget cuts</li> </ul> | <ul style="list-style-type: none"> <li>• Redundant servers for website</li> <li>• Many employees trained in social media</li> <li>• Success criteria for new initiative approval</li> <li>• Crisis management response plan</li> <li>• Performance requirements in contract</li> <li>• Patent protection and defense</li> <li>• Ongoing / active trademark defense work</li> <li>• Promotion insurance</li> <li>• Your own new product pipeline</li> <li>• NPD risk identification &amp; contingency plans</li> <li>• Consumer research to ensure acceptance</li> <li>• Use creative brief to keep team on strategy</li> <li>• Pre-agreement not to cut key strategic programs</li> </ul> |

**Figure 3.7** Complex risks of the Microsoft Dynamics 365 CRM project

*Source: developed by the author based on [25]*



## CONCLUSIONS

At the end of the research, it is necessary to say about the effective enterprise "UNION GROUP" LLC, which demonstrates global financial and complex integration settings in activities.

After conducting an extensive analysis of the role of digital marketing communications in international business strategies, specifically through the lens of LLC "Digital Marketing Agency Union Group," located in Kyiv, it can be concluded that digital marketing communications play a crucial role in the success of international businesses. The results of the research highlight that the effective implementation of digital marketing communications can significantly contribute to the achievement of business goals, such as increasing brand awareness, expanding market reach, and generating higher revenue.

One of the most notable conclusions is that digital marketing communications have the potential to transcend geographic boundaries, enabling businesses to connect with customers worldwide. Through effective communication channels, such as social media platforms, email marketing, and mobile applications, businesses can deliver targeted messages and engage with customers from different countries and cultures. This approach can foster long-lasting relationships with customers, leading to increased brand loyalty and higher customer retention rates.

Another conclusion is that the effectiveness of digital marketing communications in international business strategies is dependent on various factors, such as the industry, target audience, and the complexity of the product or service. It is crucial for businesses to conduct market research and develop a comprehensive digital marketing plan tailored to their specific needs and goals. By doing so, businesses can ensure that their digital marketing communications are aligned with their business objectives and resonate with their target audience.

The research also highlights the importance of utilizing various digital marketing channels and techniques to maximize the impact of digital marketing communications. Social media platforms, for instance, have emerged as a powerful

tool for businesses to connect with customers and generate brand awareness. Through targeted advertising and engaging content, businesses can reach a larger audience and drive traffic to their websites. Similarly, email marketing and search engine optimization (SEO) can help businesses improve their search engine rankings and reach a wider audience.

Moreover, the research emphasizes the need for businesses to measure the effectiveness of their digital marketing communications continually. By analyzing key performance indicators (KPIs), such as website traffic, conversion rates, and customer engagement, businesses can evaluate the success of their digital marketing strategies and identify areas for improvement. This approach enables businesses to make data-driven decisions and adjust their digital marketing communications to achieve better results.

In conclusion, the implementation of digital marketing communications in international business strategies is essential for businesses to succeed in today's globalized world. The research conducted on LLC "Digital Marketing Agency Union Group" demonstrates that effective digital marketing communications can help businesses reach their target audience, build brand loyalty, and generate higher revenue. By developing a comprehensive digital marketing plan and utilizing various digital marketing channels and techniques, businesses can ensure that their digital marketing communications are aligned with their business goals and resonate with their target audience.

Taking everything mentioned before into consideration, we came to conclusion that by continually measuring the effectiveness of their digital marketing communications, businesses can optimize their strategies and achieve better results over time.

The implementation of the Microsoft Dynamics 365 CRM IT project at UNION GROUP LLC, taking into account the risks and calculating the payback, demonstrated the effectiveness of the proposed management solution and the direct implementation of digital technology.

## REFERENCES

1. LLC "Union Group", official site <https://www.union.co.uk/who-we-are/>
2. Kotler, P., & Keller, K. L. (2020). Marketing management (15th ed.). <https://www.pearson.com/us/higher-education/program/Kotler-Marketing-Management-15th-Edition/PGM326896.html>
3. Armstrong, G., & Kotler, P. (2019). Marketing: An introduction (13th ed.). <https://www.pearson.com/us/higher-education/program/Armstrong-Marketing-An-Introduction-13th-Edition/PGM326820.html>
4. Chaffey, D. (2019). Digital marketing strategy: An integrated approach to online marketing <https://www.routledge.com/Digital-Marketing-Strategy-An-Integrated-Approach-to-Online-Marketing/Chaffey/p/book/9780367137531>
5. Ryan, D. (2020). Understanding digital marketing: Marketing strategies for engaging the digital generation. <https://www.koganpage.com/product/understanding-digital-marketing-9780749478438>
6. Smith, P. R. (2019). Strategic marketing communications: New ways to build and integrate communications. <https://www.routledge.com/Strategic-Marketing-Communications-New-Ways-to-Build-and-Integrate-Communications/Smith/p/book/9780367277726>
7. Jobber, D., & Ellis-Chadwick, F. (2019). Principles and practice of marketing. <https://www.mheducation.co.uk/9781259255069-emea-principles-and-practice-of-marketing-8e>
8. Chaffey, D., & Smith, P. R. (2021). Digital marketing excellence: Planning, optimizing and integrating online marketing. <https://www.routledge.com/Digital-Marketing-Excellence-Planning-Optimizing-and-Integrating-Online/Chaffey-Smith/p/book/9781138191709>
9. Constantinides, E. (2014). Foundations of social media marketing. Procedia-Social and Behavioral Sciences. <https://www.sciencedirect.com/science/article/pii/S187704281405983X>

10. Tsimonis, G., & Dimitriadis, S. (2019). Brand strategies in social media. Marketing Intelligence & Planning. <https://www.emerald.com/insight/content/doi/10.1108/MIP-04-2013-0058/full/html>
11. Ward, J., & Ostrom, A. L. (2018). Complaining to the masses: The role of protest framing in customer-created complaint web sites. Journal of Consumer Research. <https://academic.oup.com/jcr/article/33/2/220/1806013>
12. Hennig-Thurau, T., Hofacker, C. F., & Bloching, B. (2013). Marketing the pinball way: Understanding how social media change the generation of value for consumers and companies. Journal of Interactive Marketing. <https://www.sciencedirect.com/science/article/pii>
13. Dynamics in the IT-market structure <https://www.statista.com/statistics/967086/worldwide-it-market-share-breakdown/>
14. Maxim Korneyev & Ivan Berezniuk (2022), Article about “Business marketing activities in Ukraine during wartime”. [https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/16815/IM\\_2022\\_03\\_Korneyev.pdf](https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/16815/IM_2022_03_Korneyev.pdf)
15. Global standards of market civilisation. URL: [http://www.untag-smd.ac.id/files/Perpustakaan\\_Digital\\_2/POLITICAL%20ECONOMY%20Global%20standards%20of%20market%20civilization.pdf](http://www.untag-smd.ac.id/files/Perpustakaan_Digital_2/POLITICAL%20ECONOMY%20Global%20standards%20of%20market%20civilization.pdf)
16. Recent Evolutions of the Social Economy of the European Union. URL: <https://www.eesc.europa.eu/sites/default/files/files/qe-04-17-875-en-n.pdf>
17. Foreign economic activity of enterprises. URL: [https://repozytorium.p.lodz.pl/bitstream/handle/11652/1944/Foreign\\_econ\\_acti\\_v\\_Stankiewicz\\_Mroz\\_2018.pdf?sequence=1&isAllowed=y](https://repozytorium.p.lodz.pl/bitstream/handle/11652/1944/Foreign_econ_acti_v_Stankiewicz_Mroz_2018.pdf?sequence=1&isAllowed=y)

18. International economics: main definitions. URL: <https://repository.kpi.kharkov.ua/server/api/core/bitstreams/c40886c5-fcad-4309-b74f-fa350ab11a94/content>
19. Implementation of strategic analysis methods to choose a development strategy for the enterprise's economic activity. URL: [https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/13007/GG\\_2020\\_01\\_Azarenkova.pdf](https://www.businessperspectives.org/images/pdf/applications/publishing/templates/article/assets/13007/GG_2020_01_Azarenkova.pdf)
20. Економіка та зовнішньоекономічні зв'язки України: навчально-методичний комплекс з дисципліни / уклад. В.В. Зеліч (Яцко). Ужгород: ДВНЗ «УжНУ», 2020. – 104 с., с. 31-32
21. Globalisation helps spread knowledge and technology across borders. URL: <https://www.imf.org/en/Blogs/Articles/2018/04/09/globalization-helps-spread-knowledge-and-technology-across-borders>
22. What factors create trends. URL: <https://www.investopedia.com/articles/trading/09/what-factors-create-trends.as>
23. Digital transformation, what business should do. URL: <https://biz.nv.ua/ukr/experts/cifrovaya-transformaciya-chto-delat-biznesu-50005679.html>
24. Microsoft Dynamics 365 Stay agile. Do more with less [https://customers.microsoft.com/en-us/search?sq=&ff=&p=5&so=story\\_publish\\_date%20desc](https://customers.microsoft.com/en-us/search?sq=&ff=&p=5&so=story_publish_date%20desc)
25. IMD World Digital Competitiveness Ranking. URL: <https://data.worldbank.org>
26. Software consulting. URL: <https://www.grandviewresearch.com/industry-analysis/software-consulting-market>
27. IT consulting rates. URL: <https://www.cleveroad.com/blog/it-consulting-rates/>

## APPLICATIONS

APPLICATION\_A

### "UNION GROUP" LLC Financial report as of 2022 (balance sheet on financial condition)

| Assets  | as of 2021, \$ | as of 2022, \$ |
|---|----------------|----------------|
| <b>1. Non-current assets</b>  |                |                |
| Nonmaterial assets  | 5800           | 4500           |
| Capital investments in progress   | 47000          | 23000          |
| Investment property   | 25000          | 25000          |
| Long-term financial investments   | 0              | 0              |
| Long-term accounts receivable   | 53000          | 21000          |
| Deferred tax assets   | 0              | 0              |
| Other non-current assets  | 230000         | 220000         |
| <b>Total by section</b>   | <b>360800</b>  | <b>293500</b>  |
| <b>2. Current assets</b>  |                |                |
| Receivables for goods, services and works<br>accounts receivable for settlements: |                |                |
| for advances issued   | 4300           | 2700           |
| by budgets  | 0              | 0              |
| current financial investments   | 21000          | 15000          |

| <b>Assets</b>  | <b>the beginning of the year 2021, \$</b> | <b>the end of the year 2022, \$</b> |
|--|---|-------------------------------------|
| <b>2. Current assets</b>   |   |                                     |
| cash and equivalents   | 63000                                     | 74000                               |
| current period income  | 43 0000                                   | 37 0000                             |
| <b>total by section</b>  | <b>518300</b>                             | <b>451700</b>                       |
| liabilities related to non-current assets, held for sale and disposal groups | 0   | 0                                   |
| <b>balance sheet</b>   | <b>839100</b>                             | <b>712500</b>                       |

APPLICATION\_B

**"UNION GROUP" LLC**  
**Financial report as of 2021**  
**(balance sheet on financial condition)**

| <b>Assets</b>                   | <b>as of 2020, \$</b>                     | <b>as of 2021, \$</b>               |
|---------------------------------|---|-------------------------------------|
| <b>1. Non-current assets</b>    |   |                                     |
| Nonmaterial assets              | 5800                                      | 5800                                |
| Capital investments in progress | 35000                                     | 4700                                |
| Investment property             | 25000                                     | 2500                                |
| Long-term financial investments | 0   | 0                                   |
| Long-term accounts receivable   | 67000                                     | 53000                               |
| <b>Assets</b>                   | <b>the beginning of the year 2021, \$</b> | <b>The end of the year 2020, \$</b> |

|   |                |                |
|---|----------------|----------------|
| <b>1. Non-current assets</b>  |                |                |
| Deferred tax assets   | 0              | 0              |
| Other non-current assets  | 18 0000        | 23 0000        |
| <b>Total by section</b>   | <b>312800</b>  | <b>360800</b>  |
| <b>2. Current assets</b>  |                |                |
| Receivables for goods, services and works<br>accounts receivable for settlements: |                |                |
| for advances issued   | 4000           | 4300           |
| by budgets  | 0              | 0              |
| current financial investments   | 37500          | 21000          |
| cash and equivalents  | 25000          | 43000          |
| current period income   | 37 0000        | 43 0000        |
| <b>total by section</b>   | <b>39 9000</b> | <b>49 8300</b> |
| liabilities related to non-current assets, held for sale and disposal groups      | 0              | 0              |
| <b>balance sheet</b>  | <b>701800</b>  | <b>839100</b>  |