

the course of cooperation, and develops and incorporates new provisions into the agreement.

The final stage of the outsourcing implementation process is to evaluate the effectiveness of the transformations. At this stage, it is determined whether the result obtained meets the objectives and development strategy of the enterprise. The discrepancy arises for two reasons: the contractor's failure to fulfill the terms of the contract, incorrect setting of goals and objectives of outsourcing. Therefore, in order to improve the effectiveness of outsourcing, it may be advisable to use the services of independent companies that control the interaction process. If the outsourcer fails to fulfill the terms of the contract, the company should start looking for a new contractor or return to the independent performance of the activity. In case of successful cooperation, it is advisable to continue the relationship with the existing outsourcer.

APPLICATION OF DIGITAL TOOLS IN DEVELOPING COMPETITIVE MARKETING STRATEGIES IN A RAPIDLY CHANGING MARKET

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In today's business environment, digitalization is essential for shaping marketing strategies. Digital tools have transformed interactions with customers, allowing for better data analysis, strategy adaptation, and increased marketing efficiency. This paper explores the impact of digital tools on company competitiveness in fast-changing markets, enabling process continuity and adaptability.

Digital tools enhance marketing by allowing for accurate market analysis, personalized offers, and effective audience engagement. Melnyk D.L. [1] notes that analytical tools help identify trends and consumer behaviors, enabling companies to build flexible strategies that quickly adapt to market changes. Data analytics, powered by machine learning, allows companies to track consumer behavior in real-time, aiding timely strategy adjustments. This flexibility gives companies a competitive edge. Innovations like AI and marketing automation enhance customer interactions, allowing for individualized offers based on data. Research by Kobets D.L. and Nezdorovina O.V. suggests that AI increases communication accuracy and relevance, reducing human error [2]. AI integration also cuts marketing costs by automating tasks like reporting and customer requests, freeing resources for creative strategies. Big Data analytics allows detailed audience segmentation, enhancing campaign effectiveness and optimizing marketing budgets. Logosha R.V. and Polova O.L. highlight its importance for sectors needing accurate forecasts, like agriculture [3]. Big Data also offers insights into customer preferences, enabling companies to optimize advertising and focus on relevant audiences. Digital communication tools, such as social media, help companies engage customers directly, building loyalty. Research by Holub V. shows that digital communication improves engagement and adaptability [4]. Personalization, a core marketing trend, boosts customer loyalty. AI helps create

targeted offers, enhancing campaign effectiveness, as noted by Korol I.S. [5]. CRM systems also improve customer relationship management, supporting personalized marketing and strengthening competitive positions.

Digital tools, such as Big Data analytics, personalization, and AI, form the foundation of effective marketing strategies, driving competitiveness and long-term stability. Table 1 summarizes the main digital tools in marketing, their advantages, disadvantages and examples.

Table 1 – Overview of Key Digital Tools in Marketing

Technology/Application	Advantages	Disadvantages	Examples
Big Data Analytics	Enables detailed audience segmentation and personalized campaigns, improving engagement and resource efficiency.	Requires investment in data storage, processing, and trained personnel for data analysis.	Google Analytics (https://analytics.google.com), IBM Watson Analytics (https://www.ibm.com/watson), Microsoft Power BI (https://powerbi.microsoft.com)
Artificial Intelligence (AI)	Enhances personalized customer interactions, reduces human error, and builds stronger relationships.	High initial costs, need for specialized staff, and potential privacy concerns.	Salesforce Einstein (https://www.salesforce.com/products/einstein/), HubSpot AI (https://www.hubspot.com/products/ai), SoftServe AI solutions (https://www.softserveinc.com)
CRM Systems	Improves customer management, supports personalized marketing, and strengthens market position.	High implementation costs, time-intensive, and requires data protection measures.	Zoho CRM (https://www.zoho.com/crm), Microsoft Dynamics 365 CRM (https://dynamics.microsoft.com/crm/), Bitrix24 (https://www.bitrix24.com)
Digital Communication Tools	Expands audience reach, enhances engagement, and reduces costs via online platforms.	Risks include privacy issues, data breaches, and demand for constant content creation.	Facebook Ads (https://www.facebook.com/business/ads), Instagram for Business (https://business.instagram.com), WhatsApp Business API (https://www.whatsapp.com/business)

In conclusion, digital tools are vital for competitive marketing strategies in today’s market. Big Data, AI, CRM systems, and digital communication platforms enhance market understanding, customer interactions, and operational efficiency. Although they require investment and training, these technologies are crucial for long-term growth, customer loyalty, and market adaptability.

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КОНКУРЕНТНА СТРАТЕГІЯ ЯК ОДИН З НАПРЯМКІВ СТРАТЕГІЧНОГО РОЗВИТКУ ПІДПРИЄМСТВА

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Значення стратегічної поведінки, що забезпечує підприємству можливість виживати в умовах конкуренції в довгостроковій перспективі, значно зросло за останні десятиліття. В умовах жорсткої конкуренції та швидких змін компаніям необхідно не лише зосереджувати увагу на внутрішніх процесах, а й розробляти стратегію довгострокового виживання, яка дозволить їм адаптуватися до змін у навколишньому середовищі.

Отже, в умовах динамічного зовнішнього середовища виникає необхідність застосування концепції стратегічного управління, яка забезпечує формування адаптивного механізму підприємства для ефективного реагування на змінні ринкові умови.

Варто зазначити, що, незважаючи на визнання важливості розробки стратегії, більшість керівників обстежених підприємств все ж надають перевагу оперативним діям. Це пояснюється, по-перше, тим, що для підприємств процес реалізації стратегії через тактичні та оперативні дії є більш значущим, ніж етап