

THEORY AND PRACTICE OF ORGANIZATION REBRANDING

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Lysytsia N. M., Prytychenko T. I., Kononenko O. I., Martynenko A. O. Theory and Practice of Organization Rebranding

In the conditions of current trends of the development of national and world economy, as well as the main directions of the national business development, the issues related to the branding of goods and organizations in the markets become especially important and relevant. The most successful brands today are built not only on quality and reliability. The presence of the necessary attributes of the brand is not a condition for a stable position of the company in the market and direct leadership of the brand among competitors. It is generally accepted that the most effective way to ensure stable demand for a product, especially in the presence of many competing products with similar characteristics, is to create a brand. Although the brand has a special impact on customers, it must constantly adapt to changing external conditions to maintain its competitiveness. The aim of this article is to theoretically substantiate and develop practical recommendations for rebranding the organization. The approaches of various scientists to the interpretation of the brand are studied, the essence of branding and rebranding is revealed, the stages of rebranding are analyzed. The organization was rebranded on the example of the Badminton Federation of Kharkiv region (FBKhR). The existing brand of the organization was analyzed according to the model "Wheel of the Brand", benchmarking was performed and the advantages and disadvantages of the organization in comparison with the main competitors were highlighted. The conclusion was made about the need to reposition the brand and change its visual component. The conducted marketing research allowed us to specify the target audience of FBKhR, define the basic motives of playing badminton, expectations from this kind of sport, define clusters of consumers and characterize them. Based on the obtained results, the positioning strategy of FBKhR was specified and the logo of the organization was updated. The recommendations are the basis for the development of a landing page, an Instagram page and a content plan for promoting FBKhR on the Internet.

Keywords: brand, branding, rebranding, benchmarking, repositioning, restyling.

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Лисиця Н. М., Причиченко Т. І., Кононенко О. І., Мартиненко А. О. Теорія та практика ребрендингу організації

В умовах сучасних тенденцій розвитку вітчизняної та світової економіки, а також основних напрямів розвитку вітчизняного бізнесу особливу важливість і актуальність набувають питання, пов'язані з брендингом товарів, організацій на ринках. Найбільш успішні бренди сьогодні будуються не лише на якості та надійності. Наявність необхідних атрибутів бренду не є умовою стійкого положення компанії на ринку та безпосереднього лідерства бренду серед конкурентів. Загальноновизнано, що найефективнішим способом забезпечення стабільного попиту на товар, особливо в умовах наявності безлічі конкуруючих продуктів з близькими характеристиками, є створення бренду. Незважаючи на те, що бренд має особливий вплив на покупців, він повинен постійно адаптуватися до мінливих зовнішніх умов для підтримки своєї конкурентоспроможності. Метою даної статті є теоретичне обґрунтування та розробка практичних рекомендацій з ребрендингу організації. Досліджено підходи різних учених до тлумачення бренду; розкрито сутність брендингу та ребрендингу; проаналізовано етапи ребрендингу. На прикладі Федерації бадмінтону Харківської області (ФБХО) проведено ребрендинг організації. Проаналізовано наявний бренд організації за моделлю «Колесо бренду», виконано бенчмаркінг і виділено переваги та недоліки організації порівняно із основними конкурентами. Зроблено висновок щодо необхідності репозиціонування бренду та зміни його візуальної складової. Проведені маркетингові дослідження дозволили вточнити цільову аудиторію ФБХО, визначити основні мотиви заняття бадмінтоном, очікування від цього виду спорту, виділити та охарактеризувати кластери споживачів. На основі отриманих результатів уточнено стратегію позиціонування ФБХО та оновлено логотип організації. Рекомендації покладено в основу розробки лендінг-сторінки, сторінки в Інстаграмі та контент-плану просування ФБХО в мережі Інтернет.

Ключові слова: бренд, брендинг, ребрендинг, бенчмаркінг, репозиціонування, рестайлінг.

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In the conditions of current trends of the development of national and world economy, as well as the main directions of the national business development, the issues related to the branding of goods and organizations in the markets become especially important and relevant.

It is generally accepted that the most effective way to ensure stable demand for a product, especially in the presence of many competing products with similar characteristics, is to create a brand. The most successful brands today are built not only on quality and reliability. The presence of the necessary attributes of the brand is not a condition for a stable position of the company in the market and direct leadership of the brand among competitors. Although the brand has a special impact on customers, it must constantly adapt to changing external conditions to maintain its competitiveness. The brand's compliance with consumer expectations during the unstable economic situation in the world has largely ensured the stability of market positions of large companies.

As practice shows, no matter how famous a brand would be under certain conditions, in order for it to meet modern requirements, it needs to be updated, i.e. it needs to be rebranded. Rebranding is a set of measures aimed at changing the brand or its components (corporate style, logo, name), i. e. it includes a radical renewal of the brand. Periodic updating of the brand is observed in such world-class companies as Apple, Mozilla Firefox, Pepsi, Coca Cola, Adidas, McDonald's, Nokia, Adobe, etc.

The works of foreign and domestic scientists, including Aaker D. [1], Vaneken B. [2], Doyle P. & Stern F. [3], D'Alessandro D. [4], Kapferer J.-N. [5], Kotler Ph. [6], Keller Ch. L. [6; 7], Trout D. & Ries Al [8], Gerasimova M. et al. [9], Domnin V. [10], Zybin O. [11], Pertsia V., Mamlieieva L. [12], Romat Ye. [13] and others, should be noted as working on the problems of the theory, methodology, patterns of brand creation.

The means of brand adjustment are paid attention to in the works of such researchers as Bontour A., Lehu J.-M. [14], Ged Th. & Rosencreutz A. [15], Kapferer J.-N. [6], Ovchinnikova O. [16], Trout D. & Rivkin S. [17].

The various aspects of brand management and ways to achieve optimal brand position in the market are quite fully considered in the works of these scientists in general, but methodological problems of brand management in the process of its adjustment are not sufficiently developed, as well as the problems of rebranding management as an independent and unique process of brand adaptation to the requirements of the market that has developed in Ukraine in recent decades.

The purpose of this article is to theoretically substantiate and develop practical recommendations for rebranding the organization.

The study of the theoretical foundations of rebranding begins with the consideration of such concepts as brand, branding and rebranding.

For today, despite the limitless scope of the concept of "brand" and its rich history, it is impossible to find a uniform definition of this term. Although it should be noted that the laws of most countries of the world use the legal definition of a brand proposed by the American Marketing Association, namely: "a brand is a name, term, sign, symbol, design or a combination thereof intended to identify the goods or services of one seller or groups of sellers, as well as to distinguish goods or services from goods or services of competitors" [18].

According to the analysis of literature sources, scientists and practitioners in the field of branding interpret the concept of "brand" differently. The most famous concepts of the brand are presented in *Tbl. 1*.

Thus, scientists approach the definition of a brand differently. The definitions of a brand are based on a trademark, a set of associations, opinions or perceptions, an intangible asset.

According to the authors, the brand can be defined as a holistic image, which gradually develops in the minds of the target audience, based on all the information received, which relates to all aspects of the brand right holder's activity.

Approaches of scientists and practitioners to defining the concept of "brand"

Author(-s) / Source	Definition	A key aspect of the concept
J. R. Gregory, J. Wiechmann [19]	A brand is not a thing, a product, a company or an organization. Brands do not exist in the real world – they are mental constructions. A brand is best described as the sum of a person's entire experience, his/her perception of a thing, product, company or organization. Brands exist in the form of consciousness of specific people or society	Mental constructions
P. Feldwick [20]	A brand is a set of perceptions in the consumer's imagination	A set of perceptions
F.-R. Esch [21]	Brands are figurative representations stored in the memory of stakeholders who perform the functions of identification and differentiation and determine consumer behavior when choosing products and services	Figurative representations
J.-N. Kapferer [5]	Brand – a name that influences the behavior of market consumers / buyers. Brands are the company's intangible assets that give the business additional benefits	Name, intangible assets
Ph. Kotler, Ch. L. Keller [6]	A brand is a name, term, sign, symbol or combination of all these things that identifies a product or service belonging to a seller or group of sellers and helps to separate their products and services from other competitors	Name, sign, symbol or combination thereof
O. P. Chukurna [22]	A brand is a set of real and virtual thoughts expressed in a brand, which, if properly managed, creates impact and value	A set of real and virtual thoughts
Ch. L. Keller [7]	A brand is a set of associations that arise in the minds of consumers that add acceptable value to a product or service	A set of associations
Kyiv School of Marketing Research [23]	A brand is a well-known differentiated trademark, i. e. a brand that in the minds of consumers is associated with certain advantages or benefits, clearly different from competing brands and characterized by a certain level of consumer loyalty	Trademark
A. Fedorchenko, I. Yaroshenko [24]	A brand is a trademark that has a certain image in the eyes of consumers, which, in turn, shapes their attitude to this product	Trademark
D. A. Shevchenko [25]	Brand – a sign, symbol, word or combination thereof that helps consumers distinguish the goods or services of one company from another. The brand is perceived as a well-known brand or company that occupies a special place in the minds and psychology of consumer segments from the masses of their own kind	Sign, symbol, words or a combination thereof (trademark)
L. V. Balabanova, O. A. Ryndina [26]	A brand is an intangible asset that is valued by consumers; category of social psychology; intangible amount of product tributes, through which consumers have positive associations and distinguish it from competitors, namely the product, its name, symbol - manufacturer, characteristics, packaging, benefits, implies the presence of corporate culture	Intangible asset
E. V. Romat [13]	The brand is defined as a set of objectively virtual parameters, which combines the real characteristics of the product and its subjective imprint in the minds of consumers	A set of objectively virtual parameters

It should be noted that from the company's point of view, the brand is an intangible resource that can increase the competitiveness of the enterprise, improve its financial condition, corporate culture and attract more loyal customers [27].

Since its inception, the brand has evolved throughout its life cycle, transforming the essence of the trademark from a set of identifying elements (brand name, brand sign, style, slogan) to a clearly perceived by consumers value.

Consistent brand development from simple awareness to the formation of loyalty is ensured by branding.

Branding is an activity to create a long-term advantage to the product, based on joint enhanced action on the consumer of the trademark, packaging, advertising appeals, materials and sales promotion events, as well as other elements of advertising activities, united by certain ideas and characteristic unified design that distinguish the product (service) among competitors and create its image (Brand image) [10].

According to J.-N. Kapferer and Ch. L. Keller, branding is compliance with customer expectations and constant satisfaction of their needs [5; 7].

The necessity to create a brand is explained by marketing research data. Thus, 72% of consumers say they are willing to pay 20% extra for a brand they like; 25% of consumers say that price is not important to them if they buy a brand they trust; more than 70% of consumers focus on the brand when making their purchase decisions, and more than 50% of purchases are actually determined by the brand [28].

Branding includes market research, product positioning, brand name, descriptor, slogan, visual and verbal identification systems (trademark, corporate identity, packaging, special sounds, etc.), use of identification and communication carriers that reflect and broadcast the idea of the brand [11].

In today's changing market conditions, in order to maintain a decent position in a competitive environment, companies often resort to rebranding.

The essence of rebranding is that a brand that was originally based on one personal value that was important to a given target audience, now represents another value that may be important for a wider range of consumers or fundamentally new audiences [29].

Rebranding is designed to perform the following main tasks: to strengthen the brand (in order to increase consumer loyalty); differentiate the brand among competitors (in order to enhance its uniqueness); increase the target audience of the brand (in order to attract new consumers, and, as a consequence, increase sales and profits).

In the process of rebranding, there are usually four main stages, namely: 1) marketing audit; 2) brand repositioning; 3) restyling of its visual attributes; 4) change of communication principles.

Let's consider in more detail what measures each of the specified stages provides.

A marketing audit involves assessing brand awareness and level of loyalty of consumers, exploring the images and associations it evokes in the target audience, identifying the strengths and weaknesses of the brand, its competitive advantages, and barriers to its positive perception. Based on the results of the marketing audit, a decision is made as to whether there is a necessity to reposition the brand.

The main task of brand repositioning is a significant change in the perception of the target market of its key advantages and features against the background of other proposals in a competitive market [30].

Restyling is a change in the design and visual attributes of a brand (logo, corporate style, colors, etc.), i. e. it is a cosmetic change in its appearance. The task of transforming the ideology or positioning the brand is not related to restyling, but the change of design is in accordance with the previously developed new characteristics of the brand.

Changing the principles of communication involves the use of a new style of communication with the audience (changing the tone of messages, communication channels, etc.) to convey information about the updated characteristics of the brand [31].

Based on the above material, we will rebrand the existing brand of the Badminton Federation of Kharkiv region according to the above mentioned stages.

The history of the Federation, the main activities of the organization, its mission and target audience were studied within the marketing audit.

The existing mission of the organization is to promote badminton.

The purpose of FBKhR is development, organization of new sections, holding competitions for schoolchildren and their parents, students and athletes.

The main target audience is schoolchildren and students.

Today, in the age of new technologies, an organization with such potential must have a modern brand, active pages in social networks and a clear marketing strategy to attract more participants.

Improving the positioning of the FBKhR brand involves the implementation of the following steps:

- ✦ *first*, to analyze the existing approach to the positioning of the FBKhR brand according to the model "Wheel of the brand" based on the study of those means of marketing communications and messages that are used by the Federation at the moment;
- ✦ *secondly*, to identify those components of the FBKhR brand according to the specified model that need improvement;
- ✦ *third*, to analyze competitors using benchmarking technology and to form a list of best practices of competitors in positioning;

- ✦ *fourth*, to develop practical recommendations for the rebranding of FBKhr, taking into account the results of benchmarking and analysis of the portrait of the target audience.

It is advisable to start with the analysis of the components of the FBKhr brand according to the model "Wheel of the brand" [12]. This model involves considering the brand as a set of five shells nested inside each other. This model allows you to describe in detail and systematize the process of interaction between brand and consumer. The results of the analysis of the FBKhr brand according to this model are presented in *Tbl. 2*.

The above mentioned clubs-competitors have rather modern minimalist logos and websites that are constantly filled with information.

Kharkiv Badminton Sports Club positions itself as an organization that promotes the development of children and youth sports and training of world-class badminton athletes.

Wave badminton club – a club for children and professionals, popularises sports in the form of games and promotes a positive impact on health.

The given comparison of logos allowed us to formulate ideas for brand improvement, which were implemented during the rebranding of the organization.

Table 2

Analysis of the FBKhr brand according to the model "Wheel of the Brand"

Components of the model	Features
Attributes	Use of badminton symbols – racket, shuttlecock. Colors of the Ukrainian flag and the image of the Cossack on the logo
Benefits	Affordable and useful recreation. Ability to support physical fitness on a budget. Opportunity to play badminton professionally and participate in competitions
Value	Improving health and figure. A kind of social interaction. Development of dexterity, attention, reaction
Individuality	Sporty and energetic. Improving positioning is needed to more clearly articulate a brand's individuality
The essence of the brand	An easy way to stay in good shape

The data of *Tbl. 2* demonstrate that FBKhr lacks individuality. This is precisely expressed through visual branding and positioning.

The positioning of the organization is also not clearly defined.

Unfortunately, when analyzing the FBKhr website and social media pages, it was found that there is almost no activity on them. The content on them is almost not updated (the last publications date back to 2019), and the page of the Federation's website does not open at all on many devices.

Limited information about the achievements and main activities of the FBKhr is available on «Kharkiv Sports» website [32].

To attract young people and VIP-clients it is necessary to change the visual brand, namely: introduction of new branded fonts and colors, replacement of the existing logo with a more modern and convenient for use, etc. In general, the organization needs rebranding.

The competitors were analyzed and benchmarking was performed, which that allowed us to reveal the advantages of FBKhr among other organizations. Kharkiv Badminton Sports Club and Wave badminton club – the main competitors of the Badminton Federation – were studied.

Among them: a modern logo that can be used on branded products; convenient site or landing, where information on current events is regularly updated; interesting content plan for social networking and effective marketing strategy.

The above ideas will allow the Federation to change its positioning strategy and attract more customers of all ages and financial status, as well as increase the loyalty of existing ones.

A questionnaire was developed and a survey was conducted in the process of research to substantiate the proposals for rebranding FBKhr on the basis of Google Form, with participation of 172 respondents, including those interested in badminton, mainly schoolchildren (46.5%) and students (44.2%). The main motive for badminton is to maintain good physical shape (46.5% of respondents). According to the majority of respondents (57%), badminton is practiced while relaxing in nature, 14% – while on vacation, that is, for them it is a way to relax. 12.8% of respondents purposefully participate in sports sections and 16.3% – on the sports ground near the house. And only for 7% of respondents badminton is a professional sport.

Thus, the main target audience for badminton classes are those who choose badminton as a way of recreation. The task of the Badminton Federation is to involve them in sports events, which it holds, in order to implement the mission of the Federation – to promote badminton.

In order to update the brand elements of the Badminton Federation and develop measures to promote it within the limits of this marketing research, a survey of respondents was conducted in order to identify the motives for badminton. Respondents' expectations of badminton were as follows: health prevention; development of attention and intelligence; development of volitional qualities; endurance development; development of discipline; development of intellectual abilities; stress relief; provision of emotional uplift.

Based on the survey data, the respondents were clustered according to the results of expectations from badminton classes. Data processing was performed using software package "Statistics 6.0" using the procedure of factor analysis by the method of principal components.

The results certifying the quality of the factor analysis are given in *Tbl. 3*.

The accumulated percentage of variation, due to selected factors, is 78.44%. This indicates that the result of the analysis is sufficient to assess the expectations of respondents.

Tbl. 4 presents matrices of factor loads, which reflect the correlation coefficients of the initial indicators with certain main components – factors (the value of loads not less than 0.7 is sufficient).

As a result of factor analysis, 2 factors were identified. It should be noted that the first factor is characterized by the following variables (expectations of respondents): development of attention and intelligence; development of volitional qualities; endurance development; development of discipline; development of intellectual abilities and explains 65.71% of the total variation of indicators. It can be interpreted as "development of personal abilities".

The second factor explains 12.73% of the total variation of indicators and combines two variables: stress relief and emotional charge. It is recommended to call it an "emotional factor".

To cluster the respondents according to their expectations from badminton classes, the procedure of cluster analysis by the method of *K*-means was carried out. The quality of the cluster analysis is evidenced by the results presented in *Tbl. 5* (*p*-level does not exceed 5%).

The factorized profile of the centers of the selected clusters, which indicates their differences, is presented in *Fig. 1*.

The determined number of clusters, namely 2 clusters, is a statistically significant result, because the error rate (*p*-level) tends to zero (see *Tbl. 5*). The first cluster included 54.7% of respondents, the second – 45.3%.

Table 3

Eigenvalues of the main components and the variation explained by them

Factor	Eigenvalues	Percentage of variation due to factors	Accumulated eigenvalue	Accumulated percentage of variation due to factors
Factor 1	5.256495	65.70619	5.256495	65.70619
Factor 2	1.018610	12.73262	6.275105	78.43881

Table 4

Factor load matrices

Respondents' expectations from badminton classes	Factor1	Factor 2
1. Health prevention	0.594326	0.620406
2. Development of attention and intelligence	0.678319	0.488778
3. Education of volitional qualities	0.850392	0.197506
4. Development of endurance	0.853090	0.281152
5. Education of discipline	0.870108	0.242084
6. Development of individual abilities	0.749560	0.340508
7. Stress relief	0.097767	0.930145
8. Emotional charge	0.420304	0.850947
Total variance	3.769411	2.505694
Proportion of total variance due to factors	0.471176	0.3113212

The results of cluster analysis

Factor	Distance between clusters	Number of degrees of freedom	Distance in clusters	Number of degrees of freedom	F-criterion	p-level
Factor 1	13.81205	1	71.18795	84	16.2979	0.000119
Factor 2	53.02063	1	31.97938	84	139.2689	0.000000

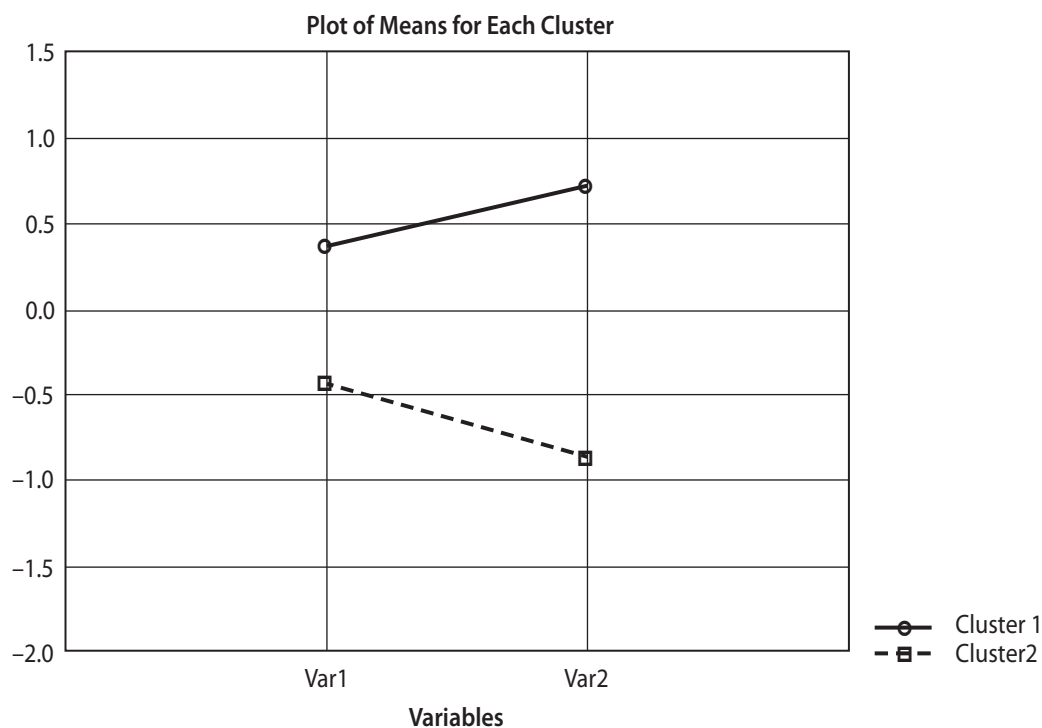


Fig. 1. The factorized profile of the centers of the selected clusters

The characteristics of the selected clusters are presented in *Tbl. 6*.

Thus, according to the results of cluster analysis, 2 clusters of respondents were identified.

The representatives of the 1st cluster are those who see badminton as a way to develop attention, strong-willed qualities. Badminton helps them develop endurance, be disciplined, promotes the development of intellectual abilities, agility. This is a way to relieve stress and provide emotional recovery. More than half of the respondents in this cluster are students. These consumers are focused on self-development.

For the representatives of the 2nd cluster, neither the emotional factor nor the factor of self-development is important. More than half of the respondents in this cluster are students. These are consumers who do not have a clear position on such a sport as badminton.

The results of clustering show that the Badminton Federation should primarily focus on cluster 1, i. e. students and pupils who realize what they want to get for themselves from badminton.

As noted above, the FBRhR does not clearly define the organization's positioning strategy. There are usually three main positioning strategies: by the specific features of the product/service; by consumer expectations and in comparison with competitors [33]. Referring to the results of the analysis of the target audience, consumer expectations (development of personal abilities and emotional uplift) are advisable to be used as the base for strategy of positioning the brand of FBKhR.

During the planning of events and the development of the content plan of FBKhR, it is advisable to focus on the expectations of the target audience from participation in these events.

The survey identified the level of awareness of respondents about the Badminton Federation of Kharkiv region and the logo of this organization: 21% of respondents know about the existence of such an organization; 12.5% of respondents are familiar with the logo.

It is recommended to update the FBKhR logo, i.e. to restyle, in order to expand the target audience, increase consumer confidence, beneficial distancing from competitors, referring to the needs of consumers. The visual

Characteristics of selected clusters

Questionnaire	Cluster 1 (Both the first and the second factor are important, but the emphasis is on the emotional component)	Cluster 2 (neither the first nor the second factor is important, especially not interested in the emotional component)
1. Reasons why you would like to choose badminton as a sport	Accessibility does not require special physical training, helps to maintain good physical shape	Accessibility, helps to maintain good physical shape, does not require special physical training
2. Where do you do badminton most often?	Relaxing in free time in nature or during vacation on vacation	Relaxing in free time in nature, during holiday, on the playground near the house
3. For you, badminton is	Mainly recreation	Mainly (74%) – recreation, 15% – hobby
4. Gender	17% – men, 83% – women	38% – men, 62% – women
5. Social status	68% – students, 26% – schoolchildren, 8% – other	28% – students, 62% – schoolchildren, 10% – other
6. The level of income per family member	66% – up to 10 thousand UAH, 21% – from 10 to 20 thousand UAH, and 13% – more than 20 thousand UAH	41% – from 10 to 20 thousand UAH, 33% – up to 10 thousand UAH, and 26% – more than 20 thousand UAH

component of the updated logo includes components such as the shape of the logo (rhombus), symbols (images of two players holding badminton "attributes" – rackets and a ruffle between them), color (base white, as well as yellow and green) and font (modern grotesque well-read and scalable Acrom font).

The FBKhr logo recommended by the authors will attract the attention of the target audience, increase its visibility and increase the chances for a long-term existence.

The last stage of rebranding – changing the principles of communication involves the development of a new style of communication with the audience. Given that the main consumers of the service are young people, it is recommended to emphasize the promotion of the Federation brand through such a modern communication channel as Instagram with unique and systematic content designed specifically for the potential interests and needs of the target audience of FBKhr. To ensure the effective promotion of the updated brand of the Federation, it is recommended to develop a content plan indicating the expected result, the concept of the landing page of the organization and update the site.

CONCLUSIONS

Analysis of theoretical aspects of the organization's branding, approaches of different authors to definition of the brand concept, allowed us to provide the author's definition of the brand as a holistic image, which gradually develops in the minds of the target audience, based on all achieved information related to all aspects of brand ownership. Branding can be considered a key strategic marketing process that is implemented within the marketing organization. Rebranding of the organization is carried out under the conditions of change of strategy of positioning (repositioning) or change of a logo, corporate style, i.e. changes in appearance (restyling).

Marketing research of the target audience allowed us to determine the main motives of taking badminton, expectations from this sport, identify clusters of consumers and give them characteristics. Based on the obtained results, the strategy of positioning FBKhr was specified and the logo of the organization was updated. The recommendations formed the basis for the development of a landing page, an Instagram page and a content plan for the promotion of FBKhr on the Internet.

The expected results from the implementation of the recommendations are the further development of badminton as a sport in Kharkiv - the capital of Ukrainian badminton and the Kharkiv region, attracting the attention of the target audience to this sport, which will promote physical, intellectual and emotional development of a personality. ■

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ТЕНДЕНЦІЇ РОЗВИТКУ ІНСТРУМЕНТАРІЮ МАРКЕТИНГУ ПІДПРИЄМСТВ В УМОВАХ ДИДЖИТАЛІЗАЦІЇ

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Шпак Н. О., Грабович І. В. Тенденції розвитку інструментарію маркетингу підприємств в умовах диджиталізації

Сучасні тенденції розвитку підприємств формуються під впливом таких чинників, як активізація процесів глобалізації, зростання вимог споживачів, непередбачуваність зовнішнього середовища, трансформація кон'юнктури світового ринку під впливом пандемії COVID-19, посилення процесів диджиталізації та інтелектуалізації, розвиток штучного інтелекту тощо. В умовах становлення Індустрії 4.0, для збереження чи зміцнення конкурентних переваг, будь-яке підприємство повинне функціонувати з урахуванням сучасних досягнень науки та техніки, особливо в частині впровадження у своїй діяльності процесів диджиталізації. При впровадженні процесів диджиталізації кожен із елементів комплексу маркетингу підприємства зазнає трансформацій з урахуванням розвитку цифрових маркетингових інструментів і технологій. У статті досліджено та проаналізовано особливості диджиталізації чотирьох основних елементів комплексу маркетингу підприємства (товарна політика, цінова політика, політика розподілу товару та політика просування). Виокремлено та розглянуто такі основні тенденції, які впливають на формування продуктової політики компанії в умовах впровадження процесів диджиталізації, як: зростання популярності цифрової валюти та технології блокчейн; цифрова трансформація банківських операцій; розширення ринку інформаційних технологій; розвиток мережевого виробництва. Показано переваги автоматизації та диджиталізації процесу ціноутворення для пришвидшення продажів продукції. Наголошено, що поширення пандемії COVID-19 спричинило найбільший поштовх до активізації впровадження процесів диджиталізації при виборі підприємством системи дистрибуції товару. У комунікаційній політиці підприємства надають перевагу організації маркетингової діяльності в мережі Інтернет. Результати досліджень, наведені у статті, можуть бути корисними підприємствам при виборі найбільш доцільних цифрових маркетингових інструментів і технологій для кожної із чотирьох складових комплексу маркетингу, а також для поліпшення майбутніх маркетингових кампаній відповідно до тенденцій розвитку процесів диджиталізації.

Ключові слова: комплекс маркетингу, товарна політика, цінова політика, політика розподілу товару, політика просування, цифровий маркетинг, диджиталізація, цифрові інструменти, цифрові технології.

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