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**INSIGHTS INTO DIGITAL MARKETING MANAGEMENT FRAMEWORK  
IN MODERN ORGANIZATIONS**

*The article offers insights into theoretical and applied issues related to digital marketing concept development in the works of foreign and national scholars. It is observed that in most cases digital marketing is primarily viewed as a marketing communication tool but not as an independent element of marketing management in the online environment. This research offers etymology justification to the concepts of digital marketing, Internet marketing, online marketing and digital marketing, since yet there is no clear definition of a digital marketing concept in the international and domestic academic literature (most often it is referred to as equivalent to e-commerce, e-business or e-trade). The paper suggests a digital marketing management framework to be used by businesses in the context of digitalization. It is emphasized that a focus of digital marketing management should be placed towards meeting the online customers' needs and expectations which ultimately translates into added value of organization's goods or services and contributes to building competitive advantages, eliminating potential conflicts of interest. This paper presents a set of digital marketing tools that integrates the principles of Internet marketing modeling (designed by an outstanding American marketer R. F. Wilson) based on the approach of including an Internet platform element into the P3-Place – a classic marketing mix which enables companies to select an optimal Internet platform within their interaction patterns of communication with target segments. According to the research findings, the digital marketing mix covers the following four classical tools, such as "Product", "Price", "Place" (Distribution), and "Promotion". It is also noted that the Distribution tool includes an Internet platform element. A special emphasis is put that each of the digital marketing mix instruments is adapted to the needs of target audiences. The study argues that the added Internet platform element embedded into the Distribution component is critical in managing digital marketing, since the application of the classic marketing mix in the virtual environment is associated with the choice of optimal Internet platforms for searching and communicating with target audiences of consumers.*

**Keywords:** traditional marketing mix; digital marketing mix; Internet marketing; online marketing; Internet platform.

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**ОСОБЛИВОСТІ СТРУКТУРИ УПРАВЛІННЯ DIGITAL-МАРКЕТИНГОМ  
НА ПІДПРИЄМСТВІ В СУЧАСНИХ РЕАЛІЯХ**

*У статті проаналізовано теоретичні та практичні аспекти розвитку digital-маркетингу в працях зарубіжних і вітчизняних науковців. Зазначається, що здебільшого digital-маркетинг сприймається переважно як інструмент маркетингових комунікацій, а не як самостійна частина управління маркетингом в online-середовищі. У цьому дослідженні пропонується теоретичне обґрунтування етимології таких понять, як «digital-маркетинг», «Інтернет-маркетинг», «online-маркетинг» та «цифровий маркетинг», оскільки чітке визначення терміну digital-маркетингу в наукових працях зарубіжних і вітчизняних авторів відсутнє (найчастіше його ототожнюють із поняттями електронної комерції, електронного бізнесу чи електронної торгівлі). У роботі представлено структуру управління digital-маркетингом на підприємстві в умовах цифровізації. Підкреслено, що управління digital-маркетингом спрямоване на врахування думок та побажань Інтернет-*

споживачів, що в результаті створює додану вартість товару чи послуги організації та формує конкурентні переваги, виключаючи при цьому конфлікт інтересів. Запропоновано комплекс інструментів digital-маркетингу на ринку, що інтегрує принципи моделювання Інтернет-маркетингу американського видатного маркетолога Р.Ф. Вілсона, що базується на підході включення елемента «Інтернет-платформа» до P3-Place – класичного комплексу маркетингу, що дозволяє підприємствам вибрати оптимальну Інтернет-платформу під формат взаємодії з цільовими сегментами. Визначено, що комплекс інструментів digital-маркетингу на ринку складається з таких чотирьох класичних інструментів, як «Продукт», «Ціна», «Місце» (Розподіл та «Просування»). При цьому інструмент «Розподіл» включає елемент «Інтернет-платформа». Підкреслено, що кожен із інструментів комплексу digital-маркетингу адаптований під потреби цільових аудиторій споживачів. Доведено, що доданий елемент «Інтернет-платформа», який включений до інструмента «Розподіл», є ключовим для управління digital-маркетингом, оскільки застосування класичного комплексу в online-середовищі пов'язане з вибором оптимальних Інтернет-платформ для пошуку та взаємодії з цільовими аудиторіями споживачів.

**Ключові слова:** традиційний комплекс маркетингу; цифровий комплекс маркетингу; інтернет-маркетинг; цифровий маркетинг; інтернет-платформа.

**Statement of the problem and its connection with important scientific and practical problems.** The dynamic development of digital marketing and the generalization of the experience of leading organizations on the Internet require the scientific field to study in detail ways to increase the reach of the target audience and increase the impact on it in order to form competitive market advantages and optimize the costs of managing digital marketing organizations. The thesis put forward is substantiated by the fact that in modern conditions associated with the war in Ukraine and a high level of market uncertainty, there are additional competitive advantages for organizations that are able to quickly search for consumers of services and market partners for the implementation of business projects.

The ability to successfully compete in the market in a war, the availability of digital marketing tools and their constant improvement dictates the need to study the effectiveness of digital marketing management, which have been studied insufficiently until recently, and especially the issues of the structure of digital marketing management organizations.

**Analysis of recent publications on the problem.** To solve the problems of increasing the efficiency of managing marketing complex tools, various areas of development of Internet technologies and Internet marketing in the market were studied in their work by both foreign and national scientists in the field of marketing: D. Chaffey, F. Ellis-Chadwick, R. Mayer, K. Johnston [3], B. Eley, S. Tilley [4], F. Kotler [5], R.F. Wilson [7], J.R. Sterne [9], Zh.M. Zhyhalkevych, R.O. Zalutskyi [12], O.S. Borysenko, Yu.V. Fisun and A.Ia. Tkachenko [2] and others.

After analyzing the theoretical and practical issues of the development of Digital marketing in the nightly works of foreign and national scientists, it can be emphasized that in most cases Digital marketing is considered as a tool for marketing communications, but not as an independent part of marketing management in a war, determined the purpose of this study – to explore the features of the structure of digital marketing management of organizations in modern realities.

**Presentation of the main results and their justification.** The evolution of the Internet environment has a direct impact on the development of digital marketing as an integral part of the strategic marketing of organizations in the commercial and non-commercial sectors of the country's economy. Domestic and foreign authors give different definitions to the concept of digital marketing. As part of the study, a theoretical substantiation of the etymology of the concepts "Digital marketing", "Internet marketing", "online marketing", "digital marketing" is presented,

since there is no clear definition of the concept "", "electronic business", "electronic commerce" and others. while, according to the authors of [2–9, 11, 12], these concepts are not synonymous. The results of the theoretical controversy are presented in Table 1. Based on the analysis of domestic and foreign literature, it was revealed that the most complete definition was given by the British Institute of Direct and Digital Marketing (IDM) [10]. It was also revealed that the concepts of "Digital marketing", "electronic marketing", "online marketing", "Internet marketing" and "Online marketing" are identical.

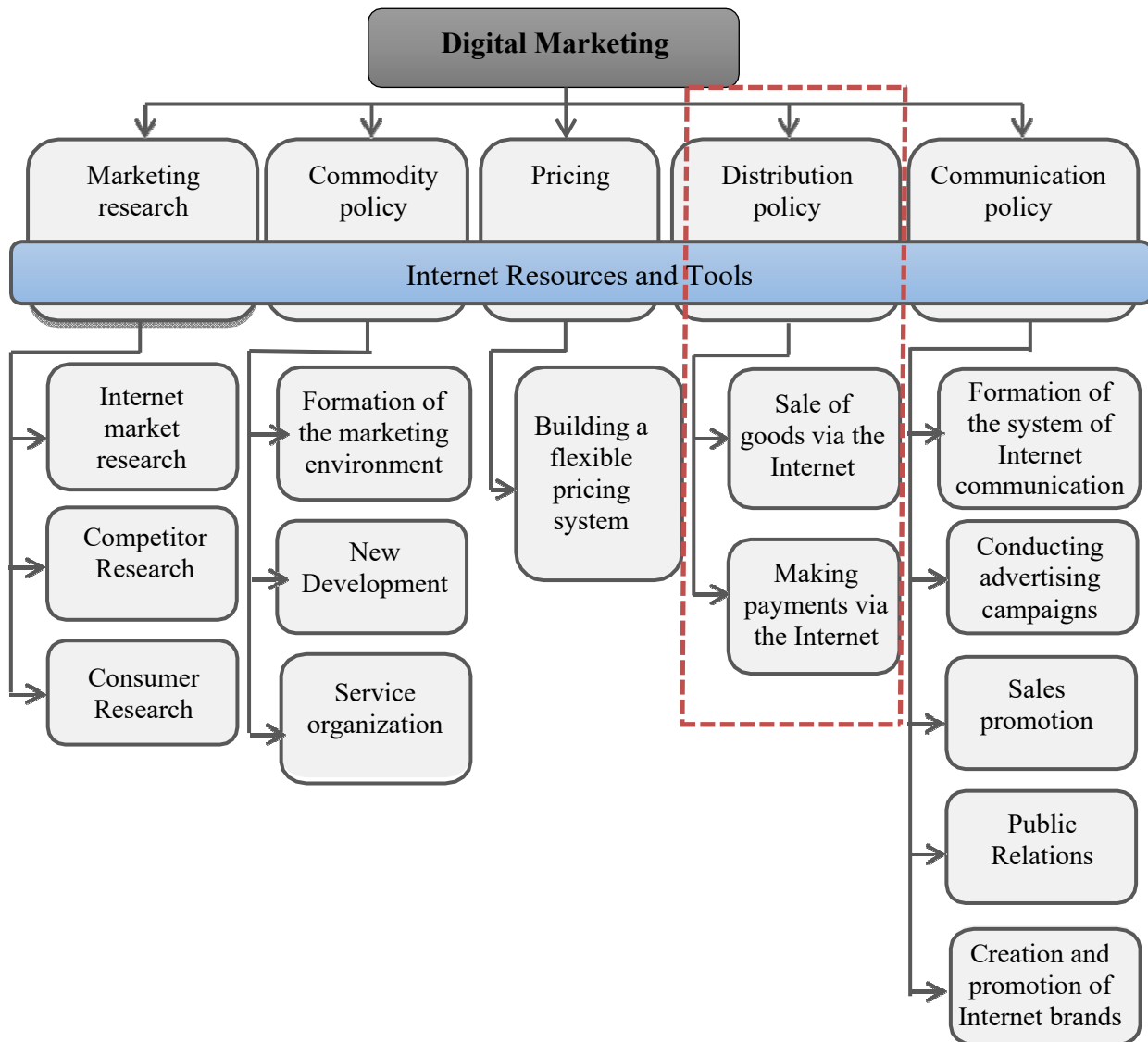
Table 1

**Theoretical study of the genesis of the general concept of "Digital marketing"**

Concept	Author	Definition
Internet Marketing	B. Eley, S. Tilley	Internet marketing is defined as advertising activities on the Internet, including by e-mail [4].
Online Marketing	L. Vella, J. Kester	Online marketing use of the Internet and other forms of electronic communication to communicate with target markets in the most cost-effective ways [11].
	D. Chaffey, F. Ellis-Chadwick, R. Mayer, K. Johnston	Online marketing is the achievement of marketing goals using digital technologies [3].
Digital marketing	Institute of Direct And Digital Marketing (IDM)	"Digital marketing is an integrated use information channels in the virtual space to support the marketing activities of the organization, focused on generating revenue and customer retention by recognizing the strategic importance of digital technologies and developing a comprehensive approach to improve online service delivery" [10]
	F. Kotler	"Digital marketing should not be viewed simply as a technical channel for budget allocation, while it includes community, word of mouth or horizontal communication with social media channels" [5].
Electronic business	F. Kotler	"E-business refers to the use of electronic tools and platforms to conduct a company's business" [5]
E-commerce	D. Kozier	"E-commerce is seen as e-commerce. Kozier considers the structure of traditional trade as the basis of e-commerce, specifying that the use of electronic networks gives it flexibility" [6].

Source: systematized by the author based on [3–6, 10, 11].

Most of the authors focus on the definitions of Digital Marketing, taking into account the traditional marketing mix (4-P), but not one market process on the web for offer, promotion, online payment and full interaction with all market participants. In this regard, the main stage of the marketing cycle in the organization (analytical, production, marketing, management and control), characterized by the achievement of the organization's goals on the terms of online accessibility for the consumer, performed both independently by the organization and outsourced. Consider the structure of web marketing management. The classic web marketing management structure is presented in the writings of Ralph F. Wilson as follows in Figure 1.



Source: systematized by the author based on [7].

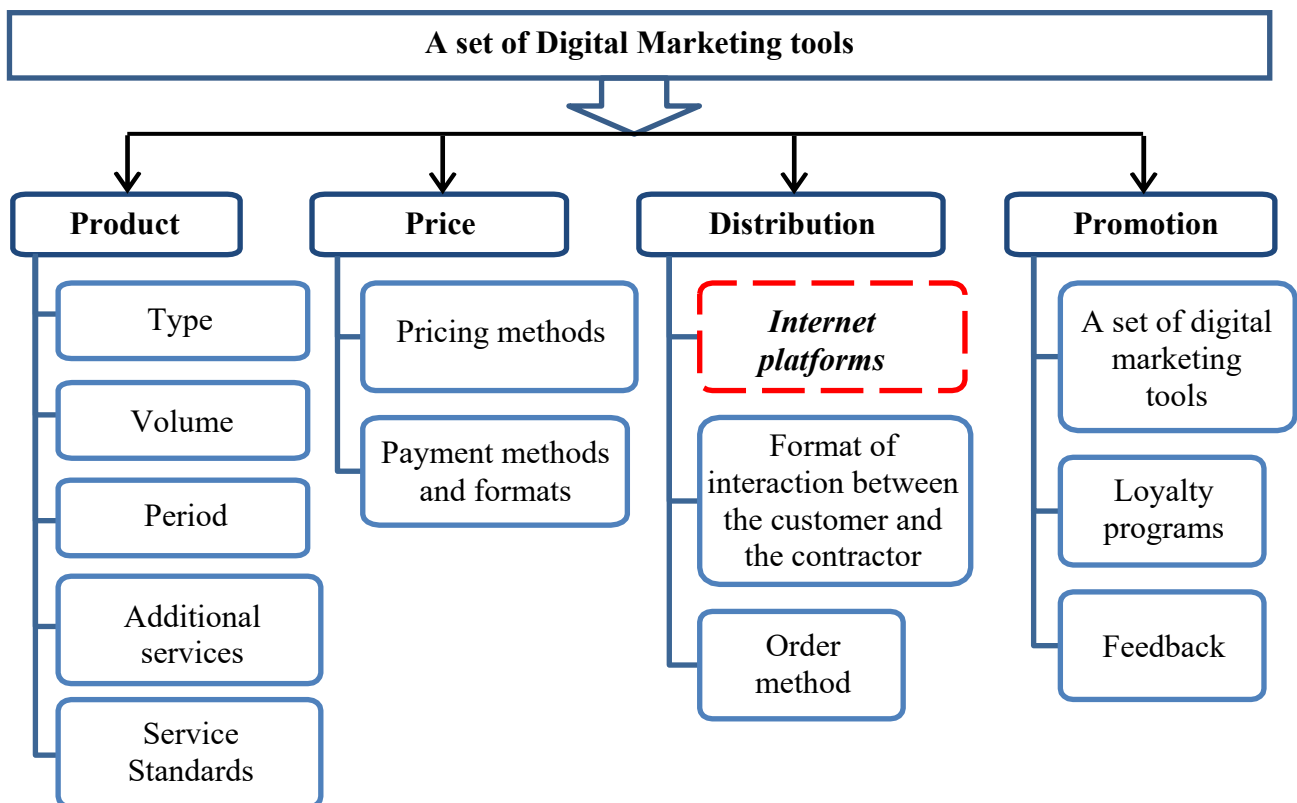
Figure 1. Digital marketing management structure

It should be noted that the Ralph F. Wilson Digital Marketing management structure in Figure 1 lacks a fundamental understanding of modern Digital Marketing management – focusing on meeting the needs of the target Internet audience located on a specific Internet platform, which should permeate every element of Digital Marketing management, taking into account such factors as the search for the target consumer, its retention and the development of loyalty. In our opinion, this is a kind of business ecosystem in the Internet environment. Under the Internet marketing management ecosystem, we mean all those elements of the market that are aimed at taking into account opinions and wishes, and excluding conflicts of interest. A key role in the Internet marketing management structure, or rather its “distributive policy” element, should be assigned to the Internet platform. Traditionally, the marketing mix is considered as a concept of P-components (4P, 5P, 7P), the number of which is dictated by the characteristics of the market, for example, the concept of 4P is typical for the commodity market, 5P for the market and hospitality, and 7P for the service market. The evolution of this concept began in 1953, when Neil Borden, in his presidential address to the American Marketing Association, first used the definition of “marketing mix” [6]. In the early 60s, J. McCartney [6] developed the 4P complex (product, place, price, promotion), it was

assumed that the components of the complex would be individually selected for the needs of the organization, and the combination of these elements into a single concept would help organizations achieve greater effectiveness from market activities. Further, many practitioners and theorists have developed and continue to develop this concept to this day, offering to combine the necessary elements depending on industry activities, the size of the organization, its goals, target audience, etc. In 1981, B. Booms and J. Bitner [6] proposed the concept of 7P, added elements: people (employees, opinion leaders), process (business processes), physical evidence (physical characteristics). Table 2 presents a comparative analysis of the main models of the marketing mix in retrospect.

The 7P marketing mix has evolved best as a concept in the service market through the introduction of the relationship marketing concept (affiliate marketing and customer loyalty). Thus, in essence, service marketing is the relationship that is built between the seller and the buyer, and in this case, the process of personifying the target buyer comes to the fore, which directly affects his satisfaction. Considering the additional elements of 3P to the 4P foundation, let's reveal the values based on the table above: people – personified relationship between the seller and the buyer; "process" – the process of providing services, that is, the process of interaction between the consumer and the organization; "physical evidence" – attributes of the service property, formed by the external environment of the outlet, the image of the organization, the atmosphere of trust and goodwill, etc. The structure of Internet marketing in the logistics services market at this stage of development is not sufficiently correlated with the above-mentioned "7P" concept, i.e. have a significant impact on the results of commercial detail. This is primarily due to the fact that the Internet environment is characterized by a high degree of anonymity among users. Thus, it is inappropriate for organizations operating in the market to build a strategy of personalized relationships on the Internet, which means that the element of the "people" complex is not applicable. Over the past few years, systems of users of an introverted psychotype have been actively developing, especially among the younger generation, which means that the process of interaction between the consumer and the organization ("process") is reduced to standardized algorithms. This is economically beneficial, as the standardization process eliminates individualization, which means that costs are reduced. With regard to the market of services on the Internet, the seventh element of "physical evidence" seems to be insignificant due to the development on the Internet of such areas as the use of parcel terminals, self-delivery and home delivery options, which does not imply a mandatory need to prove the impact of external attributes on users of Internet platforms. In order to form the "physical evidence" element, it was important for organizations during the period of rapid development of the commercial segment of the Ukrainian Internet in the early 2000s to confirm the quality of their services in accordance with user requests. an important component. But in the process of globalization and unification of commercial Internet platforms, the convenience of the platform for the user (usability) and the order time according to the "three clicks" rule have come to the fore. In connection with the evolution of the Internet and the increase in user literacy, there is a decrease in the level of trust in reviews (which may be unreliable), certificates and licenses (which may be fake). Therefore, the element of "physical evidence" in the market of logistics services on the Internet is becoming less and less in demand. Let's consider modern models of the marketing mix "4P" most suitable for the study of the Internet marketing complex. The structure of Internet marketing in the market is considered in accordance with the theory of management and planning of digital marketing, reflected in the works of the leading American consultant R.F. Wilson [7]. They presented the tools of the Internet marketing complex based on the classic 4P marketing mix: 1) P1–Product ("Product" – website, types of Internet products and Internet campaigns); 2) P2–Price ("Price" – pricing strategies, consumer demand, etc.); 3) P3–Place ("Place / Distribution" – direct delivery model, Internet

distribution strategies, etc.); 4) P4-Promotion (“Promotion” – web marketing, web promotion complex, outsourcing in website promotion, etc.). According to the approach discussed above in Figure 2, the Digital Marketing complex is presented in the form of the following elements: 1) marketing research (research of the Internet market, competitors, consumers); 2) product policy (the formation of an advertising environment for products, the organization of after-sales service, etc.); 3) pricing (building a flexible pricing system); 4) distribution policy (selling products via the web, making payments via the web); 5) communication policy (formation of an Internet communication system, promotion of sales on the Internet, etc.). In our opinion, the organizations necessary for management activities include, including, according to the theory of F. Kotler [5], the following marketing mix: 1) product (type, size, frequency, additional services, service standards); 2) cost (methods of pricing, methods and formats of payment); 3) distribution (Internet platforms, format of interaction between the customer and the contractor, ordering method); 4) promotion (a set of Internet marketing tools, loyalty programs, feedback) [12]. All the tools of this complex gradually include marketing research (competitors, consumers, Internet platforms, etc.), which allow you to select the necessary tools for the formation of the process of managing the Internet marketing of organizations. The author proposes a set of digital marketing tools in the market, integrating the principles of Internet marketing modeling by R.F. Wilson, based on the following approach: the inclusion of the "Internet platform" element in the "distribution" tool P3 – Place of the classic marketing mix, which allows organizations to choose the optimal Internet platform for the format of interaction with target segments. The proposed digital marketing management complex on the market is shown in Figure 2.



Source: systematized by the author based on [5, 7].

Figure 2. Digital Marketing tools on the market

**Conclusions.** The article proves that the set of digital marketing tools on the market consists of four classic tools, while the “distribution” tool includes the “Internet platform” element. Each of the tools of the Digital Marketing Complex is adapted to the needs of the target audiences of consumers. The added element of the Internet platform in the distribution tool is key to managing Digital Marketing, since the use of the classic complex in the online environment is associated with the choice of optimal Internet platforms for searching and interacting with target audiences of consumers.

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