

DOI: 10.31617/1.2025(160)10  
UDC 004.738.5:339.138]:005.21=111

**LUKHANINA Kateryna,**  
Full Higher Education,  
Postgraduate Student of the Department  
of Marketing  
State University of Trade and Economics  
19, Kyoto St., Kyiv, 02156, Ukraine

ORCID: 0000-0003-3755-638X  
k.lukhanina@knute.edu.ua

## INTERNET MARKETING AND DIGITAL STRATEGIES IN RETAIL

*The rapid digitalization of the global economy and current social and economic challenges have affected the digital marketing strategies of retailers. The research reveals the peculiarities of using Internet marketing tools to implement digital marketing strategies by Ukrainian retailers in the conditions caused by the war. Based on the hypothesis that the integration of various digital channels and tools increases the effectiveness of marketing strategies, a survey of 12 retailers has been conducted. The results showed that retailers focus on synchronizing content across platforms, personalizing customer experience, and actively using social media. Considering the problem of limited resources and difficulties in coordinating channels, the expediency of implementing digital marketing strategies through the use of Internet marketing tools to improve brand awareness, increase loyalty and create customer experience has been established. The role of digital inclusion in market expansion and social justice is emphasized. The recommendations and conclusions presented are important for the use of Internet marketing tools by Ukrainian retailers and the effective implementation of digital marketing strategies.*

**Keywords:** marketing, digital technologies, internet tools, integrated internet marketing, personalization, digital inclusion, social networks.

**JEL Classification:** M31, M37, L81, O33.

**ЛУХАНІНА Катерина,**  
магістр, аспірант кафедри маркетингу  
Державного торговельно-економічного  
університету  
вул. Кіото, 19, м. Київ, 02156, Україна

ORCID: 0000-0003-3755-638X  
k.lukhanina@knute.edu.ua

## ІНТЕРНЕТ-МАРКЕТИНГ ТА ЦИФРОВІ СТРАТЕГІЇ У РИТЕЙЛІ

*Швидка цифровізація глобальної економіки та сучасні соціально-економічні виклики вплинули на цифрові маркетингові стратегії підприємств роздрібної торгівлі. У дослідженні розкрито особливості застосування інструментів інтернет-маркетингу для реалізації цифрових маркетингових стратегій українськими ритейлерами в умовах, спричинених війною. На основі гіпотези, що інтеграція різних цифрових каналів та інструментів підвищує ефективність маркетингових стратегій, проведено анкетування представників 12 підприємств роздрібної торгівлі. Отримані результати дозволили констатувати, що ритейлери зосереджуються на синхронізації контенту між платформами, персоналізацією досвіду клієнта та активному використанні соціальних мереж. З огляду на проблему обмежених ресурсів і труднощів координації каналів, встановлено доцільність впровадження цифрових маркетингових стратегій шляхом використання інструментів інтернет-маркетингу для покращення впізнаваності бренду, підвищення лояльності та формування клієнтського досвіду. Підкреслено роль цифрової інклюзії у напряму розширення ринку та зміцнення суспільної справедливості. Представлені рекомендації та висновки є важливими для використання українськими ритейлерами інструментів інтернет-маркетингу та ефективного реалізації цифрових маркетингових стратегій.*

**Ключові слова:** маркетинг, digital-технології, інтернет-інструменти, інтегрований інтернет-маркетинг, персоналізація, цифрова інклюзія, соціальні мережі.



Copyright © The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (<https://creativecommons.org/licenses/by/4.0/>)

### Introduction

The relevance of studying the use of Internet marketing by domestic retail trade enterprises (RTE) to implement digital strategies is due to a number of objective factors. The most prominent among them are the acceleration of the digitalization of the economy, changing consumer preferences, the need to increase the effectiveness of marketing strategies, and the growth and deepening of competition. In addition to the above factors, domestic retailers face a number of social and economic challenges posed to business by the full-scale war in Ukraine, in particular: a decrease in the solvency of demand; consumption in conditions of uncertainty; a decline in sales volumes and their dependence on public sentiment, and economic instability. Under such conditions, the effective use of Internet marketing to achieve strategic goals by retail enterprises becomes particularly important. Given that the arsenal of Internet marketing tools is constantly evolving and developing (Lau, 2023; Goray, 2025), it is worth focusing on its optimal and comprehensive use.

Analysis of recent scientific research indicates the relevance of the issues of Internet marketing and its role in strategic marketing planning. Thus, in the work of Oklander et al. (2024) the role of marketing in the survival and growth strategies of small and medium-sized businesses in Ukraine is considered. The authors found that adaptability to rapidly changing conditions and flexible use of technological tools are key factors of success. Korostova (2022) draws attention to the need to review traditional marketing approaches in the light of changed consumer behavior. Yalovega (2023) in her study of marketing communications during the war emphasizes the importance of social responsibility and emotional interaction with customers. However, the issues of systemic integration of Internet marketing channels and tools, adaptation to the needs of people with disabilities, and optimization of budgets during resource constraints remain unresolved. Scientists Yankovets and Nikolaev (2024) highlight the use of social networks as progressive tools for achieving marketing goals of retail enterprises, focusing on the effectiveness of digital advertising.

In the work of Krysovaty et al. (2023) the aspects of digital inclusion and its marketing consequences are analyzed, the need for a comprehensive study of specific factors affecting the effectiveness of Internet marketing specifically for Ukrainian enterprises is indicated. In the monograph "Digital Inclusion and Accessibility", the scientist Davydenko (2023) emphasizes the importance of the accessibility of digital services for all categories of the population, which has a direct impact on the marketing strategies of retail enterprises. However, the practical aspects of implementing such approaches in the Ukrainian context require additional research.

The aim of the article is to substantiate the directions of Internet marketing tools usage by Ukrainian retail enterprises for the effective implementation of digital marketing strategies.

During this research, a hypothesis was formed that the integration of various channels and Internet marketing tools, taking into account the specific features of the Ukrainian market, can significantly increase the effectiveness of marketing strategies of retail enterprises. The methodology of the article is based on a comprehensive approach, which includes the analysis of secondary data, questionnaires of representatives of leading retail enterprises, and empirical research of their experience.

The research is based on scientific works and expert articles on the modern use of marketing Internet tools, statistical data, results of business surveys and primary information obtained in the process of questioning marketing experts of 12 well-known Ukrainian retail chains. Quantitative and qualitative methods of data analysis and synthesis, logical generalization of the obtained results of marketing Internet tools have been used in studying of this research. Statistical methods and methods of graphic representation were applied, which clearly demonstrate the experience results of using marketing Internet tools by domestic retailers.

The relevance of the research is determined not only by theoretical aspects, but also by the practical needs of enterprises, in particular, a specific algorithm for testing the hypothesis has been developed, which includes:

- analysis of current trends in domestic Internet marketing;
- determination of specific conditions for the functioning of Ukrainian retail in wartime and related changes in digital marketing strategies of retail enterprises;
- practical study of using Internet marketing tools by domestic retailers.

The research limitation is related to the selection of only some of retail trade representatives and focused on the most active market participants.

The main part of the article has two sections. The first reveals the features of Internet marketing tools use in wartime, in particular the influence of social and economic factors on marketing strategies. The second section substantiates the results of the empirical study, namely the analysis of questionnaire data and conclusions obtained after the survey of marketing experts from leading Ukrainian retailers.

## **1. Online retail marketing in times of war: trends and factors of influence**

The current Ukrainian realities have led to the emergence of new trends in the use of online marketing tools, which are a response to the demands and challenges of both the market and society as a whole. The complex of social and economic business conditions requires solving the issue of optimizing and increasing the efficiency of spending on Internet marketing. This is due to the constant challenges of the external environment of retail operations. Thus, according to the materials of the state of business needs in wartime conditions (Diya. Business, ed.), the UBI (Ukrainian

Business Index)<sup>1</sup> business activity index as of January 2024 was 37.3 out of 100 possible. The index increased slightly compared to previous data (36.3), but remained below the local maximum recorded in August 2023 (38.2). The value of the index indicates the weakening of the business from the uncertainty and stagnation of the market situation, while the number of orders from customers, as well as the volume of production, remain unchanged. According to a survey of SME entrepreneurs, which became the basis for determining the level of business activity in 2023–2024, the unpredictability of the situation in Ukraine is the biggest obstacle to business recovery – 58.3% of respondents. In second place are unpredictable actions of the state – (50.7%). The top 3 factors also include the lack of a sufficient number of solvent customers – 49.4%.

Trubey et al. (2023) note the functioning peculiarities of Ukrainian retail in wartime. Scientists emphasize that domestic retail enterprises had to partially abandon standard approaches to managing current activities, but rely on situational or scenario approaches, the principles of rapid response, flexibility, adaptability, maneuverability, critical thinking and creativity.

Particular attention should be paid to the changing social conditions in which Ukrainian society operates (security risks, social insecurity, change of permanent residence, job loss, mobilization, etc., which largely determine consumer behavior and priorities). In particular, researchers consider necessary changes in the marketing strategies of retail enterprises and in the use of Internet marketing tools focused on social features and requests. The systematization of existing opinions on this issue and examples of successful response of marketing activities of individual retailers are given in *Table 1*.

*Table 1*

Factors influencing the use of online marketing tools by trade enterprises during the war

Factor	Response	Examples
Benefit and contribution to victory	Proving the benefits of their activities to society. Supporting military units or those affected by hostilities, participating in socially significant initiatives and projects that can help create the necessary perception of business and product/goods by consumers in wartime. Communicating the facts of assistance to the country – "specific cases, specific projects, specific things – the position of the business". A new ecosystem of mutual assistance	ATB retail stores The total amount of charitable assistance for two years of war for the Armed Forces of Ukraine, volunteer formations, medical institutions, rescuers, volunteer organizations, affected civilians, etc. exceeded UAH 1.5 billion and continues to grow
Emotional context	Create messages that evoke calm, hope, and support. Communications should be aimed at uniting the community	Storytelling, live broadcasts, humor, interviews, reels, etc. Balancing the emotional sensitivity of the consumer and the need for positive emotions and neutral attributes of peaceful life. Emphasis on native, Ukrainian

<sup>1</sup> UBI shows business activity, its ability to increase turnover and create jobs.

End of Table 1

Factor	Response	Examples
Cooperation and social responsibility (collaboration)	Collaboration with other businesses, governments, and community organizations. A business can use its resources and expertise to help solve problems and promote recovery	The Epicenter retail chain on the United24 platform, within the framework of the charitable initiative "We Save Lives", together with partners, suppliers and buyers, from September 2022 to February 2024 purchased and transferred 76 cars for the needs of disaster medicine and military medics for the amount of over 203 million UAH. In 2024, Epicenter transferred a batch of 500 generators to the Armed Forces of Ukraine, as well as 1,000 units of hand tools for a total amount of almost 11 million UAH.  The NOVUS supermarket chain, together with its Lithuanian Food for Ukraine foundation, provides assistance to socially vulnerable Ukrainians who are particularly hard-pressed by the consequences of russia's full-scale invasion. Thus, from February 2022 to the end of 2023, the chain and the Food for Ukraine charity foundation transferred about 1,760 tons of food products for the amount of over 84 million UAH
Security and Protection	Marketing strategy and marketing actions should not put employees and customers at risk.	Advertising messages and communications should emphasize the safety measures the company takes, as well as opportunities for safe interactions with the brand.
Marketing Communications	The changing media landscape and communication channels require a review of marketing communications and the involvement of new communication channels. Respond quickly to new circumstances	Relevance of communications to the target audience, accuracy of use of communication channels, rational messages (quality, taste, efficiency, etc.). Personalized communication. Anti-trend is parasitizing on the topic of war
Flexibility and Innovation	A company must be flexible, adapt quickly, seek new opportunities and innovations in order to survive and adapt in the market	Content related to artificial intelligence, GPT chats. AI tools only as supporting material – to simplify work, save time and budget. Development of the metaverse and virtual bloggers/heroes. Using advanced 3D graphics

Source: compiled by the author from (Dinanta, b.d.; Cases.Media, 2022, November 24; Korostova, 2022; Yaloveha, 2023; Oklander, 2024; Yermakova & Symonenko, 2024, March 14; Pro-Consulting, 2024, May 8; VRK, 2023).

In terms of the above factors that determine marketing communications and the corresponding digital marketing strategies, there will be an extremely positive impact on the development of a trade enterprise in the post-war period. An effective marketing strategy in wartime can help the enterprise recover, attract new customers, strengthen trust and support, contribute to improving the reputation, attract new buyers and partners, and form public loyalty to the brand. This helps trade enterprises adapt to changes in consumer habits and market conditions, and identify and use new opportunities.

Another modern trend in marketing communications on the Internet is personalization, in particular the creation of personalized messages and offers, which increases the relevance and attractiveness of the brand for different audience segments. Among the significant number of modern

personalization trends (such as artificial intelligence-based personalization; personalization of the customer journey and creation of individual experiences, image recognition during purchases using a smartphone, multi-channel personalization and, finally, personalized loyalty programs), it is worth highlighting a special and relevant trend today, related to taking into account the inclusive needs of buyers. This is most relevant in the current Ukrainian realities.

Separately, it should be mentioned digital inclusion, which opens access to the services of retail enterprises to people with special needs, including people with disabilities. Therefore, digital inclusion is becoming increasingly important in modern marketing. It involves ensuring equal access to digital technologies and services for all population groups, as well as people with disabilities, the elderly and representatives of different social categories. Digital inclusion not only contributes to the creation of equal opportunities for everyone, but is also an important step towards reducing the digital divide between different social groups. Digital inclusion requires investments in the latest technologies, software, equipment and infrastructure, as well as changes in approaches to communication and interaction with different audiences in terms of their needs and characteristics. However, these costs will allow enterprises to increase productivity, efficiency and competitiveness. In the long term, digital inclusion can become a key factor for business growth, because attracting more consumers will allow you to expand markets and improve the social reputation of the brand. Elements of digital inclusion in the online marketing activities of a modern retail enterprise are presented in *Table 2*.

*Table 2*

Key elements of digital inclusion in online marketing communications for retail businesses

Element of digital inclusion	Application characteristics
Ensuring accessibility of content	Adapting websites and mobile applications for people with visual or hearing impairments, using simple and understandable texts, and providing alternative content formats, including subtitles
Use of more inclusive language	Carefully and inclusively designed messages that are clear and non-offensive
Personalization of the value proposition	Using data to create personalized offers that take into account the needs and preferences of different consumer groups
Social responsibility	An inclusive approach to marketing demonstrates a company's social responsibility, which can increase its reputation and trust among consumers
Technological innovations	Using new technologies, such as artificial intelligence and machine learning, to create more inclusive marketing campaigns

*Source:* compiled by (Davydenko, 2023; Vorona, 2024; Trubey & Lukhanina, 2023).

It should be noted that digital inclusion is an important element of modern integrated Internet marketing, which allows enterprises to create more accessible, personalized and effective marketing communications. Thanks to digital inclusion, enterprises can attract new market segments that were previously inaccessible. This not only opens up new opportunities for business growth and development, but also helps to build a more just and equal society.

Therefore, in modern conditions of conducting a trading business, the use of Internet marketing tools should be aimed not only at increasing sales volumes and achieving a positive financial result, but also at meeting the needs of the market in times of crisis (supporting social stability) and forming a positive and socially responsible brand image. At the same time, the focus on flexibility, personalization and innovation remains important aspects of forming a marketing strategy.

## **2. The empirical study results of Internet marketing tools usage in domestic retail**

In order to study in more detail, the practical application of Internet marketing tools and the development of appropriate digital marketing strategies, a special survey of representatives of domestic trade enterprises was conducted. Its purpose was to identify the most acceptable Internet marketing tools for Ukrainian retailers, as well as to establish the advantages of using them for the implementation of digital marketing strategies. The survey results allow us to confirm or refute the conclusions drawn from the analysis in the previous section, and also provide valuable information for developing practical recommendations for increasing the effectiveness of Internet marketing in the retail sector in Ukraine.

Regarding the sample for conducting the study, the emphasis was placed on retail trade enterprises, which, unlike wholesale sector enterprises, implement a more active communication policy on the Internet. All surveyed enterprises operate in the format of a network of physical stores, practicing omnichannel sales of goods in the consumer market.

Given that one of the determining factors in conducting qualitative social and economic research is the formation of a set of observations, that is, a sample set that will determine the characteristics of the general population (Klebanova et al., 2024), a certain list of enterprises was selected for the research. This is a kind of model (projection) of the entire general population of retail enterprises operating in a network format. Such a sample, in terms of the main qualitative characteristics under study and control features, repeats the structure of the general population. All enterprises represent different areas of retail trade, and surveys of their marketing specialists allowed us to obtain data on the use of digital marketing tools in different market segments, since each area has its own specific features and challenges in the context of Internet marketing. The choice of these RTEs made it possible to provide a comprehensive approach to the study, taking into account their different experience and the degree of integration of digital technologies into marketing strategies. Each of the selected enterprises actively implements innovative approaches to improve business efficiency and meet consumer needs, which makes them valuable participants in the study. It is important to note that these RTEs have a significant impact on the development of their market segments, which provides an opportunity to understand general trends and identify successful practices that can be applied by other retailers (*Table 3*).

Table 3

The sample population characteristics of trade enterprises by segments

Trade segments	Practices
Sports goods	"Fitman", "DECATHLON UKRAINE" Actively implementing modern Internet marketing strategies. SEO optimization, content marketing and social networks
Goods for children	"Antoshka" retail chain. Internet marketing to increase brand awareness and attract customers through social networks. Online promotions and special offers on Internet platforms.
Fashion and clothing (Fashion Retail)	LPP UA trading company, which manages such brands as "Reserved", "Cropp", "House", "Mohito" and "Sinsay". Uses integrated Internet marketing communications to strengthen the positions of brands in the market
Department stores (family shopping stores)	"Territory of minimum prices". Uses the entire set of Internet marketing tools, constantly adapting them to the current situation
Food supermarket chains	LLC "OMEGA" (chain of stores "VARUS"), LLC "Novus Ukraine" chain of stores "NOVUS"), LLC "Eko" (chain of supermarkets "EKO Market"), LLC "Silpo" (chain of supermarkets "Silpo"). Actively uses Internet marketing to promote promotional offers, manage online sales and increase customer loyalty through loyalty programs and digital communications
Construction goods and household goods (DIY segment)	"Epicenter K". Actively uses various Internet marketing tools to achieve business goals

Source: materials of a questionnaire survey and data from the official websites of the relevant retail enterprises.

The survey results helped to understand how different market segments are adapting their marketing strategies to the digital economy, as well as to identify effective tools and approaches that contribute to successful business. The list of responding companies is given in Table 4.

Table 4

Retail enterprises – survey respondents

The enterprise trades	Year of foundation/entry into the Ukrainian market	Number of stores	Survey respondents		
			Instagram	TikTok	Facebook
Epicenter K	2003	64	170 000	75 000	726 000
DECATHLON UKRAINE	2012	4	2 100	2 856	9 100
Private enterprise "Redhead Family" ("Antoshka")	1997	45	22 000	20 2000	38 000
Territory of minimum prices	2010	16	13 8000	1 784	86 000
LPP UA	2002	57	More than 1 million in total		
LLC ECO, (ECO MARKET)	2002	150	8 000	231 200	53 000
Novus Ukraine LLC	2008	46	25 4000	–	39 000
LLC "OMEGA" (VARUS)	2003	95	3 000	2 862	27 000
LLC "Silpo"	1998	305	188 000	244 700	404 000

Source: data from official websites and social media pages of retailers, January 2025.



In the research special attention to the integration of traditional and digital communication channels is paid, which is an important element of modern marketing strategies. The survey participants are marketing experts from these enterprises, who represent various retail sectors, which made it possible to obtain a wide range of data on the use of Internet marketing in various market segments. Thanks to the professional experience of the participants, the collected data made it possible to identify not only the current state of the use of digital technologies, but also to determine the prospects for the development of marketing strategies for the coming years. The survey results became the basis for the formation of recommendations that can be used by enterprises to increase the effectiveness of their marketing campaigns, optimize Internet marketing costs, as well as to improve interaction with customers through digital channels. Thus, the study contributes to a deeper understanding of the role and importance of Internet marketing in the development of modern retail in Ukraine.

The key results of the study are consolidated and presented in *Figures 1–5*. Thus, *Figure 1* presents data on the most important factors that, according to retail marketers, influence brand awareness and reputation. Respondents were asked to select several factors as key. In particular, product quality and customer service remain the most influential factors for brand awareness and reputation. This emphasizes the importance of fundamental aspects of business in forming long-term relationships with customers.

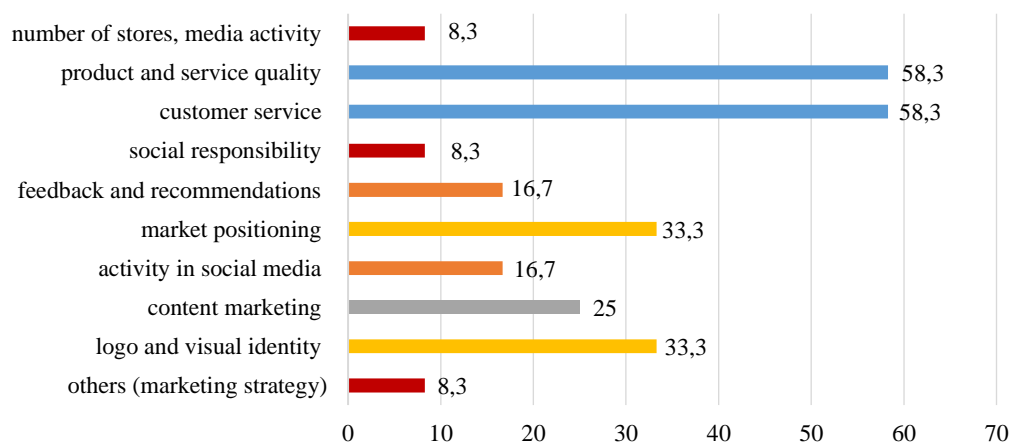


Figure 1. Distribution of respondents' answers about the most important factors influencing brand awareness and reputation in retail, %

Source: survey results of marketers from 12 retail chains.

Modern consumers increasingly value high quality and durability of products, choosing those that best meet their expectations. This is due to wide access to information, which allows them to choose the best options among numerous offers. In addition, high-quality service is becoming crucial in creating a positive customer experience, which in turn affects loyalty and the spread of positive reviews. These aspects not only improve the overall

perception of the brand, but also contribute to its successful competition in the market, where quality and service act as the main differentiators.

The results analysis of the survey on the priorities of marketing activities of retail enterprises (*Figure 2*) reveals the distribution of emphasis between different digital marketing tools.

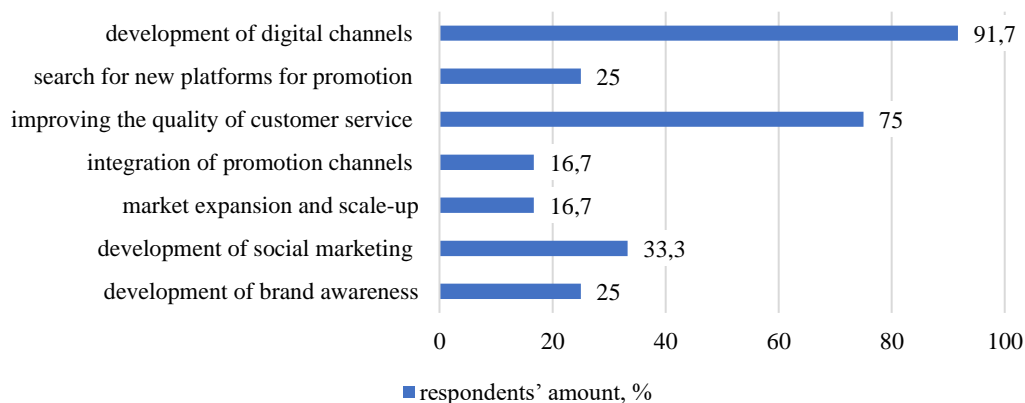


Figure 2. Distribution of respondents' answers regarding the main priorities of marketing activities in retail

Source: Results of the survey of marketers of 12 retail chains.

Retailers pay the most attention to the development of digital channels. Thus, 11 of the surveyed companies chose this priority as one of the most important in their marketing activities. This reflects an understanding of the importance of a digital presence in the modern business environment. At the same time, the active search for new platforms for promotion indicates the readiness of enterprises to experiment and adapt their marketing strategies. A significant emphasis on improving the quality of customer service indicates a growing awareness of the importance of a customer-oriented approach. The lower popularity of such areas as the integration of promotion channels, market expansion and scaling may indicate that most companies are focused on optimizing existing processes, rather than on active expansion. It is important to note that the development of social marketing and increasing brand awareness occupy lower positions in the priorities, which may indicate a lack of confidence in the potential of these tools or a more pragmatic approach to marketing in conditions of economic uncertainty. It was found that Ukrainian businesses are adapting to the demands of the digital economy, focusing on developing an online presence and improving customer engagement, but still have room for improving integrated marketing strategies and more active use of social media.

*Figure 3* presents the results of responses to marketers' questions on the use of Internet marketing tools, which demonstrates the priorities and strategies of domestic retail businesses in the digital space.

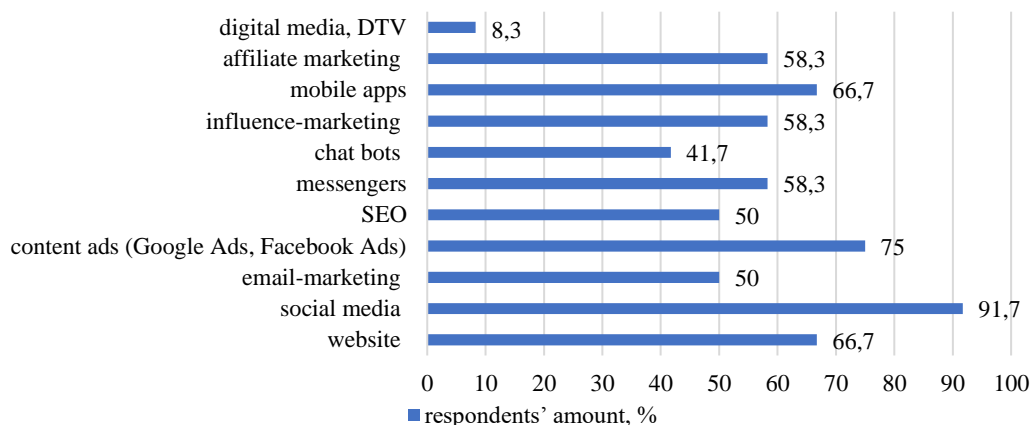


Figure 3. Distribution of respondents' answers regarding the most popular online marketing tools

Source: survey results of marketers of 12 retail chains.

Therefore, social media marketing occupies a prominent place. This emphasizes the effectiveness of social networks in personalized communication with customers. Corporate websites and mobile applications are also important, demonstrating their key role in building an online presence and interacting with the audience. Contextual advertising and SEO remain significant components of strategies, reflecting the ongoing need to optimize brand visibility in search engines. Affiliate and influencer marketing, although not leading, are noticeably popular, indicating a growing recognition of the value of collaborations. The use of messengers and chatbots indicates a trend towards automation and instant communication with customers. The average popularity of mobile applications reflects their gradual increase in importance in marketing strategies. The lower priority of Digital Media and DTV may indicate that most businesses are focused on more traditional digital channels. According to the results of the analysis, this picture demonstrates the diversity of approaches in digital marketing, where companies strive to balance between proven methods and innovative tools to achieve maximum efficiency of their marketing efforts.

The features of using social networks for online marketing and identifying communication trends inherent in domestic retail are presented in Figure 4.

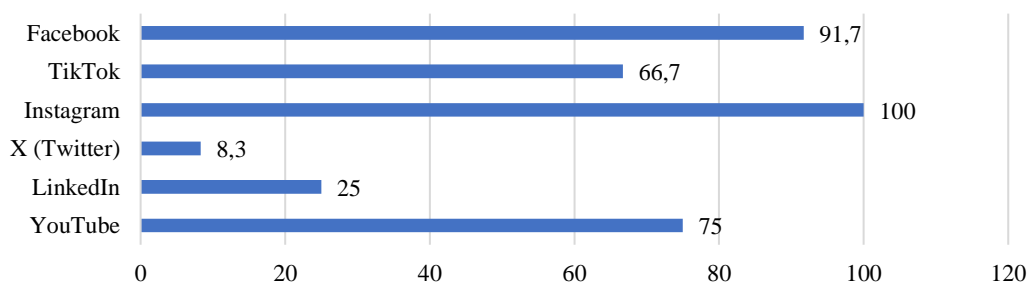


Figure 4. Distribution of respondents' answers about the use of social media for online marketing in retail, %

Source: survey results of marketers from 12 retail chains.

Instagram emerged as the most popular platform (100% of responses), indicating its key role in visual marketing and audience engagement. Facebook ranks second in popularity, confirming its strong position as a universal tool for business communications. YouTube also shows high attrition, indicating the growing importance of video content in marketing strategies. TikTok, despite its relative novelty, has already gained significant popularity, reflecting the trend towards short-form video content and attracting a younger audience. LinkedIn has a smaller but noticeable presence, indicating its specific role in B2B marketing and professional communications. It is interesting to note the lack of use of X (formerly Twitter), which may indicate its lower relevance for Ukrainian businesses or the specificity of the respondent sample.

The presented analysis demonstrates the diversity of approaches to social media marketing, where retail businesses actively use different platforms to reach their target audiences, giving preference to visual and video formats. This highlights the importance of an adaptive and multi-platform strategy in modern digital marketing.

The study assessed the importance of integrating online marketing channels and tools for a retail company's strategy. In particular, a clear trend was identified in terms of their perceived importance. During the survey, 8 out of 12 surveyed companies rated online marketing integration channels as "important". This represents 66.7% of the total number of responses, indicating a high assessment of the role of these channels in the marketing strategies of companies. The remaining respondents consider these channels to be "very important" (4 responses, or 33.3%). At the same time, none of the respondents chose the options "insignificant impact", "not important", or "difficult to answer", indicating a general recognition of the critical importance of integrating various online marketing channels and tools in the business strategies of modern retail companies. This may indicate a greater understanding of the need for a comprehensive approach to digital marketing and its key role in achieving business goals.

The survey identified key challenges that retail companies face when implementing integrated online marketing. The most significant problems were the complexity of channel coordination and the lack of material and financial resources. Among the answers, you can also see such reasons as: difficulty in management and coordination, lack of knowledge, limited time, high level of professional fatigue and burnout of marketers. This indicates the difficulties that arise when coordinating different marketing tools into a single system.

*Figure 5* presents new online marketing tools that are planned for implementation in retail chains.

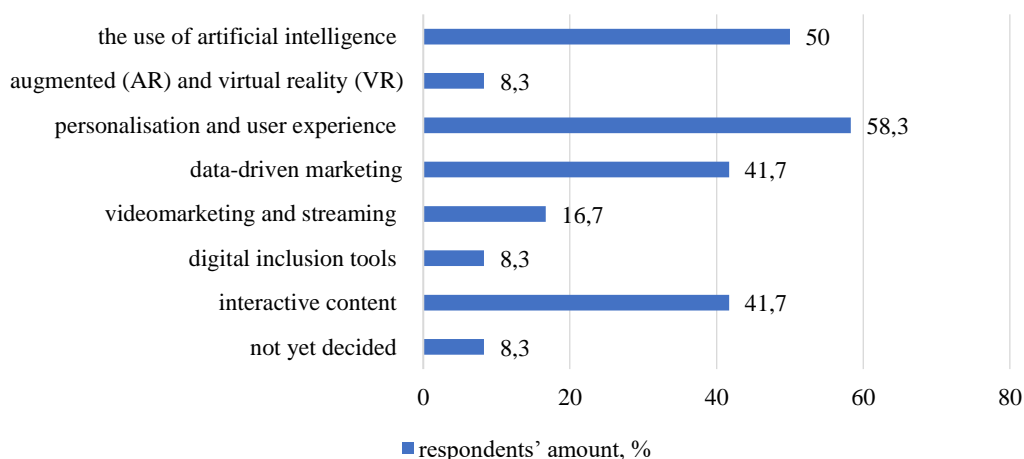


Figure 5. Distribution of respondents' answers about the introduction of new Internet marketing tools

Source: survey results of marketers of 12 retail chains.

The analysis results confirm that RTEs are actively interested in and implementing new online marketing tools with a particular emphasis on personalization, interactivity and the use of data. This reflects a general trend towards a deeper understanding of customer needs and the creation of more effective marketing strategies.

### Conclusions

The specifics of the war were reflected in the digital marketing strategies of retail enterprises and the use of relevant online marketing tools. It is relevant for retail enterprises to establish communication with consumers by focusing on security, social responsibility, patriotism, and charitable initiatives. This forms new approaches to the use of online marketing tools by retail enterprises and the implementation of digital marketing strategies in a differentiated marketing paradigm, where purely commercial goals are determined by creating a balance between profitability and social vision.

In this aspect, digital inclusion takes on a special role in expanding the customer audience in retail and forming a long-term customer experience. However, the practical implementation of such initiatives remains fragmented, which determines the need to develop effective standards and state support. Therefore, further research will be aimed at developing mechanisms for inclusive marketing adapted to the needs of vulnerable groups, in particular internally displaced persons.

The survey results of marketing experts of well-known Ukrainian retailers have been proved that in times of war it is worth actively integrating Internet marketing tools into marketing strategies, adapting to social and economic challenges. It is advisable to focus on the use of social networks (Instagram, Facebook, TikTok) and personalized communication with

consumers. This will emphasize the desire of the retail business to maximize interaction with the audience in conditions of limited resources, which proves the effectiveness of the methodology on the importance of multi-channel and emotional connection with customers during crises. It is also noteworthy that all, without exception, participants in the survey emphasize the important role of integrating various digital channels and Internet marketing tools to increase the effectiveness of marketing strategies of retail enterprises. This confirms the hypothesis put forward at the beginning of the research that an integrated approach to Internet marketing is capable of having a more significant effect on the formation of consumer loyalty to the brand. On the other hand, the data also reveals coordination problems between different channels, especially in decentralized management environments. Despite understanding the importance of integrated strategies, many retailers focus on individual tools (e.g. SEO or contextual advertising), which can limit synergies. This highlights the need to develop a systematic approach to developing marketing strategies.

Thus, the further use of Internet marketing tools by retail enterprises and the implementation of appropriate digital marketing strategies significantly expands the pool of opportunities for creating customer experience by intensifying the use of artificial intelligence, augmented (AR) and virtual reality (VR), and the formation of interactive content.

Further research can be aimed at developing methodological principles for forming an integrated Internet marketing strategy for retail enterprises in order to increase the efficiency of administration.

REFERENCE/СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ

Cases.Media. (2022, November 24). Marketing in wartime: How has consumer behavior changed during the war? Is a brand needed during wartime? How should the approach to marketing change? <i>Havas Village Ukraine research</i> . <a href="https://cases.media/article/marketing-voyennogo-chasu-doslidzhennya-havas-village-ukraine">https://cases.media/article/marketing-voyennogo-chasu-doslidzhennya-havas-village-ukraine</a>	Cases.Media. (2022, 24 листопада). Маркетинг воєнного часу: як змінилася поведінка споживачів під час війни? Чи потрібний бренд у воєнний час? Як має змінитися підхід до маркетингу? <i>Дослідження Havas Village Ukraine</i> . <a href="https://cases.media/article/marketing-voyennogo-chasu-doslidzhennya-havas-village-ukraine">https://cases.media/article/marketing-voyennogo-chasu-doslidzhennya-havas-village-ukraine</a>
Davydenko, H. (2023). <i>Digital inclusion and accessibility: Social digitalization</i> . Vinnytsia: TVORY. <a href="https://vsei.vn.ua/images/Doc/Nauka/Inclusivna_osvita/cifrova-inklyuziya-ta-dostupnist-socialna-didzhitalizaciya.pdf">https://vsei.vn.ua/images/Doc/Nauka/Inclusivna_osvita/cifrova-inklyuziya-ta-dostupnist-socialna-didzhitalizaciya.pdf</a>	Давиденко, Г. (2023). <i>Цифрова інклюзія та доступність: соціальна діджиталізація</i> . Вінниця: ТВОРИ. <a href="https://vsei.vn.ua/images/Doc/Nauka/Inclusivna_osvita/cifrova-inklyuziya-ta-dostupnist-socialna-didzhitalizaciya.pdf">https://vsei.vn.ua/images/Doc/Nauka/Inclusivna_osvita/cifrova-inklyuziya-ta-dostupnist-socialna-didzhitalizaciya.pdf</a>
<i>Dinanta</i> . (n. d.). Marketing strategy during war and martial law. <a href="https://dinanta.com/blog/marketing-during-war">https://dinanta.com/blog/marketing-during-war</a>	<i>Dinanta</i> . (б. д.). Маркетингова стратегія під час війни та воєнного стану. <a href="https://dinanta.com/blog/marketing-during-war">https://dinanta.com/blog/marketing-during-war</a>
Diya. Business. (n. d.). Study of the state and needs of business in wartime: survey results in December 2023 – January 2024. <a href="https://business.diia.gov.ua/cases/novini/doslidzenna-stanu-ta-potreb-biznesu-v-umovah-vijni-rezultati-opituvanna-v-grudni-2023-sicni-2024-roku">https://business.diia.gov.ua/cases/novini/doslidzenna-stanu-ta-potreb-biznesu-v-umovah-vijni-rezultati-opituvanna-v-grudni-2023-sicni-2024-roku</a>	Дія. Бізнес. (б. д.). <i>Дослідження стану та потреб бізнесу в умовах війни: результати опитування в грудні 2023 – січні 2024 року</i> . <a href="https://business.diia.gov.ua/cases/novini/doslidzenna-stanu-ta-potreb-biznesu-v-umovah-vijni-rezultati-opituvanna-v-grudni-2023-sicni-2024-roku">https://business.diia.gov.ua/cases/novini/doslidzenna-stanu-ta-potreb-biznesu-v-umovah-vijni-rezultati-opituvanna-v-grudni-2023-sicni-2024-roku</a>

Goray, S. (2025). The history and evolution of digital marketing over the years. WAC. URL: <https://webandcrafts.com/blog/history-of-digital-marketing>

Iankovets, T. & Nikolaev, D. (2024). Digital advertising Meta Ads in social networks. *Scientia fructuosa*. 5(157), 76–88. [https://doi.org/10.31617/1.2024\(157\)06](https://doi.org/10.31617/1.2024(157)06)

Янковець, Т. & Ніколаєв, Д. (2024). Цифрова реклама Meta Ads у соціальних мережах. *Scientia fructuosa*. 5(157), 76–88. [https://doi.org/10.31617/1.2024\(157\)06](https://doi.org/10.31617/1.2024(157)06)

Klebanova, T. S., Hurianova, L. S., Chahovets, L. O., Panasenko, O. V., Serhiienko, O. A., & Yatsenko, R. M. (2024). *Business analytics of multidimensional processes*. Kharkiv National University of Economics. <http://ebooks.git-elt.hneu.edu.ua/babap/about.html>

Клебанова, Т. С., Гур'янова, Л. С., Чаговець, Л. О., Панасенко, О. В., Сергієнко, О. А., & Яценко, Р. М. (2024). *Бізнес-аналітика багатовимірних процесів*. Харківський національний економічний університет імені Семена Кузнеця. <http://ebooks.git-elt.hneu.edu.ua/babap/about.html>

Korostova, I. O. (2022). The state and prospects of marketing during the war. *Digital Economy and Economic Security*, 1(1), 66–73. <http://dees.iei.od.ua/index.php/journal/article/view/66/63>

Коростова, І. О. (2022). Стан та перспективи маркетингу під час війни. *Цифрова економіка та економічна безпека*, 1(1), 66–73. <http://dees.iei.od.ua/index.php/journal/article/view/66/63>

Krysovatyu, A., Desyatnyuk, O., & Ptashchenko, O. (2023). Digital inclusion: Financial and marketing aspects. *The Journal of Strategic Economic Studies*, 3(14), 93–102. <https://econ-vistnyk.knutd.edu.ua/wp-content/uploads/sites/17/2023/08/3-2023-10.pdf>

Крысовату, А., Десятнюк, О., & Пташченко, О. (2023). Digital inclusion: Financial and marketing aspects. *Журнал стратегічних економічних досліджень*, 3(14), 93–102. <https://econ-vistnyk.knutd.edu.ua/wp-content/uploads/sites/17/2023/08/3-2023-10.pdf>

Lau, J. (2023). 35 best digital marketing tools. *Zapier*. URL: <https://zapier.com/blog/best-digital-marketing-tools/>

Oklander, M., Yashkina, O., Zlatova, I., Cicekli, I., & Letunovska, N. (2024). Digital Marketing in the Survival and Growth Strategies of Small and Medium-Sized Businesses During the War in Ukraine. *Marketing and Management of Innovations*, 15(1), 15–28. <https://doi.org/10.21272/mmi.2024.1-02>

Pro-Consulting. (2024, May 8). Modern challenges of retail, how to adapt to new realities. <https://pro-consulting.ua/ua/pressroom/sovremennye-vyzovy-ritejla-kak-adaptirovatsya-k-novym-realiyam-obzor-pro-consulting-dlya-trademaster>

Pro-Consulting. (2024, 8 травня). *Сучасні виклики ритейлу, як адаптуватися до нових реалій*. <https://pro-consulting.ua/ua/pressroom/sovremennye-vyzovy-ritejla-kak-adaptirovatsya-k-novym-realiyam-obzor-pro-consulting-dlya-trademaster>

Trubey, O., & Lukhanina, K. (2024). Digital inclusion in integrated internet marketing, XXXII. *International scientific and practical conference "Global Trends and Direction of Scientific Research Development" Hamburg, Germany. International Scientific Unity*, 127–129. [https://isu-conference.com/wp-content/uploads/2024/07/Global\\_trends\\_and\\_direction\\_of\\_scientific\\_research\\_development\\_July\\_31\\_August\\_2\\_2024\\_Hamburg\\_Germany.pdf](https://isu-conference.com/wp-content/uploads/2024/07/Global_trends_and_direction_of_scientific_research_development_July_31_August_2_2024_Hamburg_Germany.pdf)

Трубей, О., & Луханіна, К. (2024). Цифрова інклюзія в інтегрованому інтернет-маркетингу, XXXII. *International scientific and practical conference "Global Trends and Direction of Scientific Research Development" Hamburg, Germany. International Scientific Unity*, 127–129. [https://isu-conference.com/wp-content/uploads/2024/07/Global\\_trends\\_and\\_direction\\_of\\_scientific\\_research\\_development\\_July\\_31\\_August\\_2\\_2024\\_Hamburg\\_Germany.pdf](https://isu-conference.com/wp-content/uploads/2024/07/Global_trends_and_direction_of_scientific_research_development_July_31_August_2_2024_Hamburg_Germany.pdf)

Trubey, O., Ganechko, I., & Afanasiev, K. (2023). Retail in wartime: restoration of business activity. *Scientia fructuosa*. 5(151), 89–106. [https://doi.org/10.31617/1.2023\(151\)06](https://doi.org/10.31617/1.2023(151)06)

Трубей, О., Ганечко, І., & Афанасьєв, К. (2023). Ритейл в умовах війни: відновлення ділової активності. *Scientia fructuosa*. 5(151), 89–106. [https://doi.org/10.31617/1.2023\(151\)06](https://doi.org/10.31617/1.2023(151)06)

Vorona, O. (2024). What is digital inclusion and why is it so important? Ukrainian Pravda. <https://www.pravda.com.ua/columns/2024/05/9/7454979/index.amp>

Ворона, О. (2024). Що таке цифрова інклюзія та чому вона надважлива. *Українська правда*. <https://www.pravda.com.ua/columns/2024/05/9/7454979/index.amp>

VRK. (2023). Trends 2023 in marketing communications management. [https://vrk.org.ua/images/Research\\_by\\_Factum\\_Group\\_and\\_VRK.pdf](https://vrk.org.ua/images/Research_by_Factum_Group_and_VRK.pdf)

VRK. (2023). Тенденції 2023 в управлінні маркетинговими комунікаціями. [https://vrk.org.ua/images/Research\\_by\\_Factum\\_Group\\_and\\_VRK.pdf](https://vrk.org.ua/images/Research_by_Factum_Group_and_VRK.pdf)

<p>Yaloveha, N. I. (2023). Marketing communications in wartime: Challenges and ways to promote products. <i>Scientific Notes of Lviv University of Business and Law. Economic Series. Legal Series</i>, 37, 373–379. <a href="https://nzlubp.org.ua/index.php/journal/article/view/824">https://nzlubp.org.ua/index.php/journal/article/view/824</a></p>	<p>Яловега, Н. І. (2023). Маркетингові комунікації в умовах війни: виклики й шляхи просування товарів. <i>Наукові записки Львівського університету бізнесу та права. Економічна серія. Юридична серія</i>, 37, 373–379. <a href="https://nzlubp.org.ua/index.php/journal/article/view/824">https://nzlubp.org.ua/index.php/journal/article/view/824</a></p>
<p>Yermakova, Ya., &amp; Symonenko, K. (2024, March 14). Humanitarian and military aid from Ukrainian retail during two years of full-scale war. Association of Retailers of Ukraine. <a href="https://rau.ua/novyni/micne-pleche-pidtrimki-dopomogi/">https://rau.ua/novyni/micne-pleche-pidtrimki-dopomogi/</a></p>	<p>Єрмакова, Я., &amp; Симоненко, К. (2024, 14 березня). Гуманітарна й військова допомога від українського ритейлу за два роки повномасштабної війни. <i>Асоціація ритейлерів України</i>. <a href="https://rau.ua/novyni/micne-pleche-pidtrimki-dopomogi/">https://rau.ua/novyni/micne-pleche-pidtrimki-dopomogi/</a></p>
<p>Zablotska, Yu. (2024). Personalized marketing: Top 5 trends and examples. <i>Apix-Drive</i>. <a href="https://apix-drive.com/ua/blog/marketing/sho-take-personalizovaniy-marketing-top-5-trendiv-ta-prikladiv">https://apix-drive.com/ua/blog/marketing/sho-take-personalizovaniy-marketing-top-5-trendiv-ta-prikladiv</a></p>	<p>Заблюцька, Ю. (2024). Персоналізований маркетинг: топ 5 трендів та прикладів. <i>Apix-Drive</i>. <a href="https://apix-drive.com/ua/blog/marketing/sho-take-personalizovaniy-marketing-top-5-trendiv-ta-prikladiv">https://apix-drive.com/ua/blog/marketing/sho-take-personalizovaniy-marketing-top-5-trendiv-ta-prikladiv</a></p>

**Conflict of interest.** The author certify that she doesn't have financial or non-financial interest in the subject matter or materials discussed in this manuscript; the authors have no association with state bodies, any organizations or commercial entities having a financial interest in or financial conflict with the subject matter or research presented in the manuscript. Given that the author is affiliated with the institution that publishes this journal, which may cause potential conflict or suspicion of bias and therefore the final decision to publish this article (including the reviewers and editors) is made by the members of the Editorial Board who are not the employees of this institution.

The author received no direct funding for this research.

Lukhanina, K. (2025). Internet marketing and digital strategies in retail. *Scientia fructuosa*. 2(2025). 167–182. [https://doi.org/10.31617/1.2025\(160\)10](https://doi.org/10.31617/1.2025(160)10)

*Received by the editorial office 06.03.2025.*

*Accepted for printing 21.03.2025.*

*Published online 11.04.2025.*