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METHODOLOGICAL APPROACH TO THE SELECTION OF MARKETING TOOLS FOR IMPLEMENTING THE STRATEGY OF PROCESSING INDUSTRY ENTERPRISES

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This article focuses on developing a methodological approach to selecting marketing tools for implementing strategies in the processing industry. An analysis of the processing industry's growth trends and companies' core strategies revealed differences among industry sectors in terms of growth rates, technological levels, and the impact of business size on the choice of core strategy and the marketing tools used to implement it. It has been found that, under conditions of a wartime economy and structural transformation, processing companies adopt one of three basic development strategies: growth (primarily export-driven), stabilization (through internal reserves and government support), and downsizing or optimization (transition to the B2B “Private Label” segment), and the marketing toolkit involves the use of traditional, digital, and technological tools aimed at achieving the company's business goals through effective communication with the target audience. A methodological approach is proposed for selecting marketing tools when implementing strategies for enterprises in the processing industry. This approach is based on determining the ranking of each tool for enterprises in a specific sector and making decisions regarding the appropriateness of its use based on the extent to which the tool aligns with the “ideal profile.” The scientific novelty of the proposed approach lies in its comprehensive evaluation of each instrument (traditional, digital, or technological) based on effectiveness criteria (COST, ROI, SPEED, TECH, FLEX) and the weighting of each criterion depending on the size of the business (large, medium, small) and the enterprise's chosen core strategy (growth, stabilization, and downsizing), which allows for a more informed determination of the rating, an assessment of the instrument's alignment with the “ideal profile,” and the selection of instruments for implementing enterprise strategies in each sector of the processing industry.

Keywords: enterprise strategy, enterprise strategy implementation process, marketing tools, rating assessment, processing industry.

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Introduction

Amidst economic transformation, intensifying competitive pressure, and the growing volatility of the global macroeconomic environment, enterprises are compelled to reassess their approaches to formulating and executing development strategies. The functioning of the Ukrainian economy is characterized by the consequences of military operations, macroeconomic instability, disruption of logistics chains, a decrease

in effective demand and active processes of European integration, which forces domestic enterprises to rethink approaches to the formation and implementation of development strategies. The effective use of marketing tools plays a crucial role in ensuring resilience and recovery, as they enable adaptation to dynamic changes in the market environment, the retention and expansion of sales markets, and the achievement of long-term strategic goals.

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Methodological approach to the selection of marketing tools for implementing the strategy of processing industry enterprises

The specifics of the functioning of processing industry enterprises are determined by high dependence on resource supply, technological features of production, sensitivity to price fluctuations and changes in consumer preferences. In such conditions, the choice of marketing tools for implementing the strategy becomes particularly important, since inadequate or fragmented application can reduce the effectiveness of strategic decisions and limit the development potential of the enterprise.

Analysis and research of publications

Contemporary research on the use of marketing tools during strategy implementation indicates that, despite the numerous benefits of digitalization, enterprises in the B2B (business-to-business) segment still do not fully rely on data-based decision-making and the implementation of digital marketing practices, and factors and barriers that affect the pace of digitalization in B2B marketing, lead generation and sales effectiveness have been identified [15].

The study [18] notes that AI technologies have provided marketers with cutting-edge tools and analytics, enabling unprecedented efficiency, personalization, and strategic decision-making.

Researchers [2] propose an interdisciplinary approach to marketing and consumer research based on AI to provide open tools for personalized marketing tactics and strategies for small and medium-sized enterprises.

At the same time, the results of the study [7] indicate that traditional marketing tools, in particular print advertising, still have an impact on sales, although they are significantly inferior to digital ones in terms of cost, reach, interactivity, larger audience, ease of doing business, personalization, flexibility, rapid dissemination of information, and rapid feedback.

Prospects for the strategic development of Ukraine's processing industry in the context of European integration, ensuring sustainable economic development and competitiveness of enterprises are the focus of attention of domestic scientists. The study [5] identified the components of the potential for expanding the processing industry: the economic feasibility of domestic processing raw materials in the country, an incentive for related economic sectors, public procurement and state consumption, including products for the military-industrial complex, import substitution of Russian and Belarusian products.

In their work, Zhytnyk O., Kulakova S., and Miniailenko I. [20] identified the main problems of the current stage of development, studied foreign experience, and outlined the competitive advantages of domestic processing industry enterprises.

The main directions of implementing digital tools in the marketing strategies of chemical industry

enterprises in the B2B segment are defined in the work of Popko O., Salamakha O. [12], including: webinars, social networks, digital CRM systems, data analytics, and the challenges of implementing digital transformation in the activities of chemical companies are also emphasized.

Thus, modern research notes the feasibility of using traditional and digital marketing tools, emphasizes the advantages and prospects of artificial intelligence technologies in making strategic decisions, and develops recommendations for implementing personalized marketing tactics and strategies depending on the size of the business. Despite the depth and detail of the methodological developments, modern literature lacks research on the systematic and methodically substantiated evaluation and selection of marketing tools of various types as an element of implementing enterprise strategies, taking into account industry specifics, which complicates the implementation of strategic decisions in the context of digitalization of life processes of enterprises in various sectors of the economy.

The aim of the article

The primary purpose of this study is to form a methodological approach to the selection of marketing tools for implementing the strategy of processing industry enterprises, which allows them to increase the validity of management decisions and the effectiveness of implementing strategic priorities.

Presentation of the main material

Processing industry is a strategically important industry for the state, especially during the war and post-war reconstruction. The economic activity of processing industry enterprises during a full-scale invasion is characterized by an increase in the share of revenue of the top-10 enterprises among other industries (Fig.) and is accompanied by high volatility and deep structural changes.

Unlike other sectors, the share of the processing industry in revenue gradually increases from 7.7% to 9.6% in 2023–2025, which confirms its importance in the development of the economy in wartime. Before the full-scale Russian invasion, in 2021, the share of the processing industry in Ukraine's GDP was 10.3% [20], which is half the OECD standard (20%) [17]. For comparison, in neighboring countries, the share of the processing industry in GDP is: Poland – 17.3%, Turkey – 22%, Slovakia – 19.1% [11]. According to experts [17], to achieve European standards in the Ukrainian economy, a transition from a raw material model (export of grain, ore) to a deep processing model (creation of finished products: oil, flour, biofuel, etc.) is required, that is, to the production of goods with higher added value, which actualizes the need to develop processing industries.

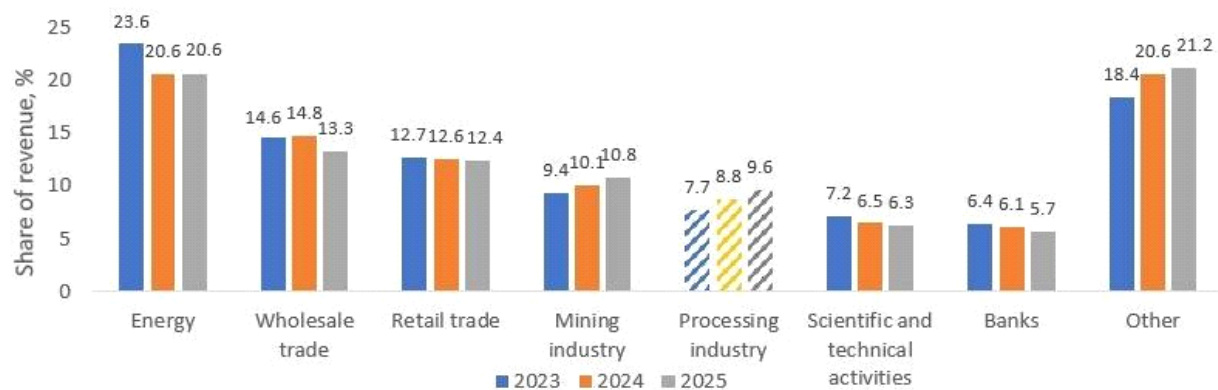


Fig. Share of the processing industry by turnover based on the analysis of the top-10 companies, %

Source: built using data from [10]

According to the State Statistics Service [9], in 2024, industrial production in Ukraine demonstrated a recovery growth of 4.6%, indicating a successful adaptation of business to new realities after the start of full-scale aggression in 2022. However, the first half of 2025 was marked by a new round of crisis. Total industrial production in the first six months of 2025 decreased by 3.9% compared to the same period in 2024. Amidst a continuous decline, in June 2025, an increase in production volumes by 2.9% was recorded (compared to June 2024), which was due to growth in two sectors: electricity, gas, steam and air conditioning supply (by 7.2%) and processing (by 5.7%). However, the optimistic results of the processing industry are extremely uneven: traditional industries are declining, while new, more flexible and technological ones are showing significant growth. Among the sectors that will develop at the fastest pace are the production of computers, electronic and optical products, pharmaceuticals, and the production of rubber and plastic products. Underperforming sectors (traditional heavy industry) are showing a deep decline.

Thus, the processing industry is the main driver that keeps overall industrial indicators from a much deeper decline caused by the crisis in the extractive sector. Statistical data indicate that the Ukrainian economy is undergoing forced diversification, moving away from a raw material model (Section B) to a model with higher added value (Section C), and the processing industry has split into the “old” (metallurgy, chemistry) and the “new” (electronics, pharmaceuticals, perfumery and cosmetics sector, furniture, agriculture-processing) structures, which requires fundamentally different strategic approaches.

The perfumery and cosmetics industry in Ukraine is undergoing complex transformations during the full-scale war, driven by both external challenges and internal structural changes. On the one hand,

this segment of the economy is vulnerable to a decline in the purchasing power of the population, disruptions in logistics and an increase in the cost of imported raw materials, and on the other hand, it was in the conditions of military instability that the viability of a number of Ukrainian manufacturers was manifested, who were able to quickly adapt to new realities due to the reorientation of sales channels, more active use of e-commerce and access to foreign markets. Thus, the industry is simultaneously under pressure and demonstrates the potential for recovery, which makes it an interesting object for research in the context of choosing marketing tools to support enterprise strategies.

According to [19], in 2025, 31,281 enterprises operated in the processing industry of Ukraine, among which 14,459 were legal entities (46.2%), 16,822 were individual entrepreneurs (53.8%), in the perfume and cosmetics production sector (NACE (Ukrainian Classification of Types of Economic Activities – KVED)-2010: 20.42) there were 813 enterprises, of which 459 were legal entities (56.5%), 354 were individual entrepreneurs (43.5%). This distribution indicates a significant share of small and micro-businesses within the industry’s structure. Consequently, enterprise size directly influences the choice of strategy formulation methods and the marketing tools used for their implementation.

According to the [1] study, the financial indicators of the perfumery and cosmetics sector in 2023 reflect the difficult conditions for doing business. The total net income decreased by approximately 20% compared to the pre-invasion period and amounted to more than UAH 12 billion (approximately USD 320 million at the 2023 average exchange rate). This indicates losses in purchasing demand and an increase in production costs due to high dependence on imported raw materials and logistical risks. The

profitability of the industry has become uneven: if micro- and small manufacturers experience significant pressure on margins, then medium-sized and large companies were able to partially compensate for losses due to their focus on export markets. It was export during the war period that became a key direction for maintaining competitiveness: among the main external markets for Ukrainian cosmetics are Poland, Moldova, Germany, and other EU countries.

In 2023, cosmetics imports to Ukraine continued to significantly exceed exports, with the primary suppliers being Poland (USD 131 million), France (USD 85 million), Italy (USD 75 million), China (USD 58 million), and Germany (USD 57 million). The dominance of European and transnational brands in the import structure creates a high level of competition in the domestic market: Ukrainian manufacturers are forced to compete against global corporations that possess significantly greater pricing and marketing power. Under these conditions, local producers are seeking their own competitive niches: natural and organic cosmetics, specialized care segments, and innovative direct-to-consumer (D2C) sales models via online channels.

The war in Ukraine has severely disrupted the operations of processing enterprises, thereby widening the technological gap with their European counterparts. Alongside the external shocks caused by the war, the industry faces internal factors that generate systemic problems: high financial and economic risks, curtailment of investment processes in industry, low level of cooperation of enterprises in value chains,

insufficient closed production cycles of higher technological structures, suboptimal technological structure of the industry, low amounts of research and development expenditures, increasing shortage of human resources, insufficient industrial capacities and infrastructure for internal processing of raw materials, low efficiency of State-owned enterprises [8, P. 80].

In turn, the development of the perfume and cosmetic sector in the conditions of a full-scale war is characterized by key features: a significant number of operators, the dominance of small and micro-enterprises, a decrease in total income by about a fifth, high dependence on imports and a simultaneous increase in the role of exports as a compensatory factor. National manufacturers are mostly represented by small players. However, it is the export-oriented medium-sized enterprises that demonstrate the greatest viability, driving the recovery of trade activity through sales digitalization and the redirection of exports toward the EU. Foreign brands retain dominance in the mass segment thanks to powerful marketing and distribution resources, but Ukrainian manufacturers are increasing their competitiveness in niche segments. This lays the groundwork for developing differentiated strategies that consider both wartime realities and the potential for global market integration.

In the conditions of a war economy and structural transformation, processing industry enterprises choose one of three basic development strategies: growth (mainly export), stabilization (due to internal reserves and state support), and reduction or optimization (transition to the B2B “Private Label” segment) (Table 1).

Table 1

Basic strategies for the development of domestic processing industry enterprises

Strategy Description	Implementation at Domestic Enterprises
	Growth Strategy
Active entry into foreign markets, including through state support in the form of simplified conditions for access to foreign markets. Advantages: expansion of sales, generating foreign exchange earnings, reduction of dependence on the domestic market in conditions of military, political and economic risks	Prevails among successful large and medium-sized enterprises of the “new order” – agroprocessing, cable production, furniture. Examples: Mr.SCRUBBER - investments in the development of D2C channels and its own recognizable craft brand; KODI Professional - development of professional channels (beauty salons), training programs and franchising, expansion of exports
	Stabilization strategy
Based on the components: operational sustainability and attracting government support. In small and medium-sized businesses, it is not aimed at the end consumer, but at proving its viability, transparency and compliance with the criteria of grant programs. In large businesses, it is not aimed at obtaining a grant, but at attracting large international investors and lobbying for favorable regulatory conditions	Small and medium-sized businesses: key tools – direct grants for processing enterprises, preferential loans “5-7-9”; development of B2G relations; marketing tools (website, financial models, presentations) – an integral part of the application for funding. Large businesses: infrastructure solutions (industrial parks), investment platforms (“Advantage Ukraine”) as a tool for PR (Public Relations), GR (Government Relations), IR (Investor Relations). Examples: LAMEL – use of the acceleration program from the international retailer Sally Beauty
	Reduction or optimization strategy
Involves transitioning to the B2B private label segment (manufacturing goods under retail chains’ own brands. Helps reduce costs for branding, advertising and distribution, focusing efforts on B2B sales to a narrow range of customers – retail chains	B2B partnerships: local brands, foreign startups. Examples: Astra Cosmetic and ED Cosmetics – offer full-cycle manufacturing, private label services on their own websites and have quality certificates and the possibility of export deliveries

Source: compiled by the authors

An analysis of how domestic perfumery and cosmetics manufacturers implement basic strategies reveals several key trends under wartime conditions. Growth is primarily driven by foreign markets and is pursued by large and medium-sized enterprises. Stabilization strategies vary by company size: small and medium-sized businesses focus on securing grant funding, while large enterprises aim to attract major international investors. Meanwhile, retrenchment or optimization strategies manifest as a transition to the

B2B private label segment, specifically manufacturing for retail chains.

Marketing tools are one of the important components of the implementation of the enterprise’s strategy. To achieve the goals defined in the strategy, domestic processing industry enterprises use traditional, digital and technological marketing tools (Table 2). The common goal of all tools is to achieve the company’s business goals through effective communication with the target audience.

Table 2

Goals and operational objectives of marketing tools in the system of implementing the enterprise strategy

Marketing Tool	Implementation Benefits	Operational Objective
Traditional Tools		
Advertising (online and offline, ATL-marketing)	quick engagement and sales promotion	creating a short-term impulse
PR (Public Relations)	forming long-term relationships with the audience	building brand image, reputation, and trust
BTL-marketing (events, promotions, exhibitions)	quick engagement and sales promotion	direct contact, emotional impact
Digital-Tools		
SEO (search engine optimization)	forming long-term relationships with the audience	ensuring organic search visibility
SMM (social media marketing)	audience interaction	creating community and loyalty around the brand
Email-marketing	personalized communication, customer retention, and conversion optimization	leveraging the existing customer base
Influencer marketing	leveraging social proof to build trust and drive sales	leveraging the credibility of opinion leaders and building trust through personal brands
Technological Tools		
Analytics and Big Data	deep understanding of customer behavior	data collection and analysis to improve the effectiveness of other marketing tools
CRM systems	relationship management, service personalization	customer segmentation for email marketing
AI-driven marketing	automation, content generation, forecasting	algorithmic recommendations, audience segmentation, and automated content generation

Source: compiled by the authors

In practice, the use of marketing tools varies depending on the size of the enterprise and the type of strategy. Small and medium-sized businesses often start with digital tools (SMM, targeted advertising) due to their low cost of entry, the ability to quickly launch and easy measurement of results. Traditional advertising (ATL-marketing) may be too expensive for them, while BTL-marketing can be used locally. Large enterprises use an integrated approach, combining all three groups of tools. They can afford expensive advertising campaigns on television, as well as invest in deep analytics and CRM systems to manage a large customer audience.

In turn, a growth strategy requires the aggressive application of tools to ensure rapid scaling. To quickly expand the customer base, it is necessary to utilize large-scale advertising, engaging BTL-activities, and effective targeted advertising across digital channels. A stabilization strategy focuses on maintaining the existing position in the market. In this case, the emphasis shifts to PR that maintains reputation, SEO that provides a stable flow of organic traffic, and Email marketing and CRM systems that strengthen relationships with existing customers. A reduction strategy (for example, when optimizing costs or restructuring) requires minimizing marketing costs.

Companies can focus on the most profitable digital tools that allow working with a “warm” audience, and on retaining key customers using CRM.

Thus, implementing strategies within processing industry enterprises involves a comprehensive mix of traditional, digital, and technological marketing tools, each serving diverse objectives and operational tasks. The selection of these tools is highly differentiated, depending on the enterprise’s size and specific strategy. Consequently, formulating this marketing tool mix must rely on evaluation metrics that assess both their effectiveness and their integration potential into the enterprise’s strategic management system.

The scientific community has developed a number of approaches to assessing the effectiveness of marketing tools. Most of them involve the integration of quantitative performance indicators with qualitative expert assessments, which are processed using specialized mathematical algorithms.

An analysis of approaches to evaluating marketing tools used in strategy implementation reveals a shift in focus toward the tool’s strategic relevance. It highlights that a tool’s effectiveness depends not on its sheer number of features, but rather on its ability to integrate into the enterprise’s existing digital infrastructure (Table 3).

Table 3

Academic approaches to assessing the effectiveness of marketing tools

Marketing Tool	Evaluation criterion or indicator	Method or set of evaluation methods	Analytical conclusion
Quantitative Evaluation of Sustainable Marketing Effectiveness [6]			
formalized sustainable marketing mix – 4P (sustainable product, pricing, distribution, promotion)	a set of sub-indicators for each P (environmental friendliness of packaging, consideration of environmental costs in the price, green logistics, eco-communications, etc.)	index approach (development index – an aggregate of domain scores) and DEMATEL to identify cause-and-effect relationships between factors	Sustainability indicators are uneven across domains (e.g. social aspects regarding employees are better than environmental indicators of distribution); DEMATEL found weak integration of sustainability into pricing and promotion
Determining social media marketing tools [14]			
typical digital tools: Facebook, Instagram, LinkedIn, Twitter, etc.	criteria – Effectiveness, Cost, User-Friendliness, Audience Relevance	AHP (Analytic Hierarchy Process) – pairwise comparisons of criteria and alternatives; calculation of weights and ranking	AHP allows businesses to clearly prioritize platforms based on criteria
Marketing intelligence in digital age [16]			
Marketing Intelligence vs Business Intelligence Tools as predictors of E-marketing strategies	competitor analysis, and market trend evaluation; frequency, effectiveness, and impact of BI tools on decision-making processes	PLS-SEM (SmartPLS) – construction of latent constructs (Marketing Intelligence, BI Tools, E-Marketing Strategies), reliability/validity test (AVE, Composite Reliability), Fornell-Larcker, HTMT, SRMR, R ² , mediation and VAF (variance accounted for)	Business intelligence tools play an integral moderating role that improves the effectiveness of marketing intelligence in enhancing e-marketing performance
Impact of Artificial Intelligence on Digital Marketing [3]			
compares the results of companies that have implemented AI in marketing with those that have not	implementation percentages and impacts on KPIs (engagement, conversion)	quantitative survey (SPSS analysis), statistical correlations, descriptive tables, frequency indices	Companies that use AI in marketing demonstrate higher engagement and conversion rates; AI also reduces costs and increases operational efficiency (~75% of respondents reported cost reductions)
Digital Advertising Trends and Effectiveness in the Modern E [13]			
social networks (SMM, video ads, influencer), paid search, PPC, email, SEO and AI-personalization	CTR, conversion rate, engagement rate, ROI, repeat purchase rate	meta-analyses, content analysis, as well as a combination of quantitative research (surveys) and case analysis, performance metrics (CTR, conversion rate, engagement), ROI, repeat purchase rate	digital tools (especially video + SMM + AI-personalization) are most often compared with each other; traditional tools are less frequently found in comparisons and usually in the context of integrated IMC (integrated marketing communications)

Source: compiled by [6; 14; 16; 3; 13]

As shown in Table 3, researchers primarily focus on digital tools (SMM, SEO, PPC, email, and influencer marketing). In contrast, technological tools (BI, CRM, AI, Big Data) are typically modeled as amplifiers that enhance the effectiveness of digital tools (often evaluated through SEM or case studies). Meanwhile, traditional tools (TV, ATL, BTL, PR) appear less frequently in empirical comparisons; their role is usually discussed within the Integrated Marketing Communications (IMC) framework or as a supplementary context for digital campaigns. The methodologies employed to evaluate these tools vary by objective: AHP, MAHP, and other MCDM techniques are used for tool prioritization; DEMATEL and ISM for mapping cause-and-effect relationships; and PLS-SEM or SEM for quantitatively modeling the tools' impact as latent constructs on enterprise performance. Finally, systematic reviews and case studies are frequently applied to track trends and benchmark KPIs like CTR, conversion rates, engagement, and ROI.

When implementing a strategy for processing industry enterprises, it is important to have methodological approaches to assessing the effectiveness of marketing tools adapted to the specifics of the industry. This is necessary for further management decisions on the application of each tool, the formation of a portfolio of the most effective marketing tools to achieve the goals defined at the

strategic planning stage. Analysis of the dynamics of the processing industry development and basic strategies of enterprises indicates the differentiation of industry sectors by development rates, level of technology, the influence of business size on the choice of basic strategy and marketing tools for its implementation. Therefore, we propose to evaluate marketing tools depending on the size of the business (small, medium, large) and the type of basic strategy of the enterprise (growth, stabilization and reduction) based on a rating that takes into account complex performance indicators and weighting factors that reflect the strategic priorities of the enterprise and its resource capabilities depending on the size of the business.

We propose to evaluate each tool according to five criteria: COST – cost of implementation and maintenance; ROI – return on investment, the ratio of profit to costs for the tool; SPEED – speed of achieving the effect; TECH – level of digitalization or technologicality (to what extent the tool is based on modern technologies and increases efficiency and competitiveness in the long term); FLEX – flexibility, the ability to quickly change the scale, audience or format of using the tool.

The assessment is carried out on a ten-point scale, where 1 corresponds to the lowest level of manifestation of the characteristic, and 10 – the highest (Table 4).

Table 4

Marketing tools rating scale

Criterion	Rating scale (1–10 points)
COST	1 – extremely high costs, unaffordable for most businesses; 5 – average costs, affordable for a part of the market; 10 – low costs, easily scalable even for small and medium-sized businesses
ROI	1 – almost no payback, low effect; 5 – average payback, depends on scale and channel; 10 – high payback, the tool consistently generates profit
SPEED	1 – the result appears after 5+ years; 5 – the result in the medium term (up to 1.5 years); 10 – quick effect (3 months-6 months)
TECH	1 – minimal technological integration, manual control; 5 – basic digital capabilities, limited automation; 10 – high level of technological capability, use of AI, full integration with business processes
FLEX	1 – the tool is difficult to adapt, rigid structure; 5 – medium level of flexibility; 10 – high adaptability, ability to quickly change messages and audience

The rating of a marketing tool for an enterprise within a specific sector of the processing is industry calculated using the following formula

$$R_{instr}^{es} = \sum_{i=1}^n a_i^e b_i^e X_i^s, \quad (1)$$

where X_i^s – a comprehensive indicator of the evaluation of a marketing tool in the sector according to the i -th efficiency criterion (COST, ROI, SPEED, TECH, FLEX), points, $X_i^s \in [1; 10]$;

a_i^e – weight coefficient of the i -th criterion depending on the size of the enterprise's business (large, medium, small), unit shares, $a_i^e \in [0; 1]$;

b_i^e – weight coefficient of the i -th criterion depending on the selected basic strategy (growth, stabilization and reduction), unit shares, $b_i^e \in [0; 1]$;

n – number of evaluation criteria;

e – number of enterprises in the processing industry sector whose strategy is being studied;

s – number of processing industry sectors studied;
i – number of criteria (in the proposed methodological approach i = 5 – COST, ROI, SPEED, TECH, FLEX).

It is proposed to assess the level of compliance of a marketing tool with the size of the business and the chosen strategy of the enterprise using a modified model with an “ideal point” – the ratio of the obtained rating to the “ideal profile” of the tool, expressed in percentages.

$$I_{instr}^{es} = \frac{R_{instr}^{es}}{R_{instr}^{os}} * 100\%, \quad (2)$$

where R_{instr}^{os} – «ideal profile» of a marketing tool, points.

$$R_{instr}^{os} = \sum_{i=1}^n a_i^e b_i^e X_{0i}^s, \quad (3)$$

where X_{0i}^s – maximum value of the complex evaluation indicator for the i-th efficiency criterion (COST, ROI, SPEED, TECH, FLEX), points. According to the 10-point evaluation scale proposed in this methodological approach $X_{0i}^s = 10$.

Based on the values of the proposed indicator of the level of compliance (I_{instr}^{es}) three zones of interpretation are introduced for making decisions on the feasibility of using a marketing tool in the process of implementing the enterprise’s strategy: more than 80% – the tool is recommended, 50-80% – conditionally acceptable, less than 50% – undesirable for use in certain conditions. Ultimately, this approach facilitates the systematic comparison of various tools, the evaluation of their economic viability and strategic effectiveness, and the configuration of optimal marketing portfolios for processing industry enterprises, tailored to their operational scale and chosen strategy.

Conclusions

This article proposes a methodological approach to selecting marketing tools for implementing strategies in the manufacturing industry, based on ranking each tool for companies in a specific sector and making decisions regarding the appropriateness of its use based on the extent to which the tool aligns with the “ideal profile.” The proposed approach differs from existing ones in that it takes into account a comprehensive assessment of each instrument (traditional, digital, or technological) based on effectiveness criteria (COST, ROI, SPEED, TECH, FLEX) and the weight of each criterion depending on the size of the business (large, medium, small) and the company’s chosen core strategy (growth, stabilization, and downsizing), which allows for a more informed determination of the rating, an assessment of the instrument’s alignment with the “ideal profile,” and the selection of

instruments for implementing corporate strategies in each sector of the manufacturing industry.

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МЕТОДИЧНИЙ ПІДХІД ДО ВИБОРУ ІНСТРУМЕНТІВ МАРКЕТИНГУ ПРИ РЕАЛІЗАЦІЇ СТРАТЕГІЇ ПІДПРИЄМСТВ ПЕРЕРОБНОЇ ПРОМИСЛОВОСТІ

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Статтю присвячено формуванню методичного підходу до вибору інструментів маркетингу при реалізації стратегії підприємств переробної промисловості. Аналіз динаміки розвитку переробної промисловості та базових стратегій підприємств показав диференціацію секторів галузі за темпами розвитку, рівнем технології, вплив розміру бізнесу на вибір базової стратегії та маркетингових інструментів її впровадження. Виявлено, що в умовах воєнної економіки та структурної трансформації підприємства переробної промисловості обирають одну з трьох базових стратегій розвитку: зростання (переважно експортне), стабілізація (за рахунок внутрішніх резервів та державної підтримки) та скорочення чи оптимізація (перехід у сегмент B2B «Private Labels»), а інструментарій маркетингу передбачає застосування традиційних, digital- та технологічних інструментів, спрямованих на досягнення бізнес-цілей компанії через ефективну комунікацію з цільовою аудиторією. Запропоновано методичний підхід до вибору інструментів маркетингу при реалізації стратегії підприємств переробної промисловості, який базується на визначенні рейтингу кожного інструмента для підприємства окремого сектору та прийнятті рішень щодо доцільності його застосування на основі рівня відповідності інструмента «ідеальному профілю». Наукова новизна запропонованого підходу полягає у врахуванні комплексної оцінки кожного інструмента (традиційного, digital- чи технологічного) за критеріями ефективності (COST, ROI, SPEED, TECH, FLEX) і вагомості кожного критерію залежно від розміру бізнесу (великий, середній, малий) та обраної базової стратегії підприємства (зростання, стабілізація та скорочення), що дозволяє більш обґрунтовано визначати рейтинг, оцінювати рівень відповідності інструмента «ідеальному профілю» та здійснювати відбір інструментів для реалізації стратегії підприємств у кожному секторі переробної промисловості.

Ключові слова: стратегія підприємства, процес реалізації стратегії підприємства, інструменти маркетингу, рейтингове оцінювання, переробна промисловість.

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METHODOLOGICAL APPROACH TO THE SELECTION OF MARKETING TOOLS FOR IMPLEMENTING THE STRATEGY OF PROCESSING INDUSTRY ENTERPRISES

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This article focuses on developing a methodological approach to selecting marketing tools for implementing strategies in the processing industry. An analysis of the processing industry's growth trends and companies' core strategies revealed differences among industry sectors in terms of growth rates, technological levels, and the impact of business size on the choice of core strategy and the marketing tools used to implement it. It has been found that, under conditions of a wartime economy and structural transformation, processing companies adopt one of three basic development strategies: growth (primarily export-driven), stabilization (through internal reserves and government support), and downsizing or optimization (transition to the B2B "Private Label" segment), and the marketing toolkit involves the use of traditional, digital, and technological tools aimed at achieving the company's business goals through effective communication with the target audience. A methodological approach is proposed for selecting marketing tools when implementing strategies for enterprises in the processing industry. This approach is based on determining the ranking of each tool for enterprises in a specific sector and making decisions regarding the appropriateness of its use based on the extent to which the tool aligns with the "ideal profile." The scientific novelty of the proposed approach lies in its comprehensive evaluation of each instrument (traditional, digital, or technological) based on effectiveness criteria (COST, ROI, SPEED, TECH, FLEX) and the weighting of each criterion depending on the size of the business (large, medium, small) and the enterprise's chosen core strategy (growth, stabilization, and downsizing), which allows for a more informed determination of the rating, an assessment of the instrument's alignment with the "ideal profile," and the selection of instruments for implementing enterprise strategies in each sector of the processing industry.

Keywords: enterprise strategy, enterprise strategy implementation process, marketing tools, rating assessment, processing industry.

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