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METHODICAL RECOMMENDATIONS OF MANAGEMENT DEVELOPMENT OF DIGITAL MARKETING BASED ON ECONOMICS IMPRESSIONS

МЕТОДИЧНІ РЕКОМЕНДАЦІЇ ЩОДО УПРАВЛІННЯ РОЗВИТКОМ ЦИФРОВОГО МАРКЕТИНГУ НА ЗАСАДАХ ЕКОНОМІКИ ВРАЖЕНЬ

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Татаринцева Ю.Л. Методичні рекомендації щодо управління розвитком цифрового маркетингу на засадах економіки вражень. Оглядова стаття.

У статті запропоновано методичні рекомендації щодо управління розвитком цифрового маркетингу в умовах економіки вражень. Актуальність зумовлена необхідністю інтеграції виробничо-технологічних інновацій і соціо-психологічних підходів для досягнення емоційної залученості споживача. Метою є розробка системного підходу до управління розвитком цифрового маркетингу шляхом поетапного впровадження змін від ідентифікації потреб до оцінки результатів. Визначено п'ять ключових етапів розвитку, які забезпечують гнучкість управлінських рішень. Розвиток розглядається як цілеспрямовані зміни у технологічних і соціально-психологічних компонентах маркетингу. Розкрито напрями трансформації: впровадження технологій, використання інноваційних каналів та розуміння поведінки аудиторії. Перевагою є орієнтація на створення довготривалого позитивного враження. Рекомендації є практичним інструментом для компаній у динамічному цифровому середовищі.

Ключові слова: цифровий маркетинг, розвиток, економіка вражень, управління, цифрова трансформація, соціо-психологічна складова, технологічні інновації

Tataryntseva Yu.L. Methodical Recommendations of Management Development of Digital Marketing Based on Economics Impressions. Review article.

The article offers methodological recommendations for managing the development of digital marketing in an experience economy. Its relevance stems from the need to integrate production and technological innovations and socio-psychological approaches to achieve emotional consumer engagement. The goal is to develop a systematic approach to managing the development of digital marketing through the phased implementation of changes, from identifying needs to evaluating results. Five key stages of development have been identified that ensure the flexibility of management decisions. Development is viewed as purposeful changes in the technological and socio-psychological components of marketing. The areas of transformation are revealed: the introduction of technologies, the use of innovative channels, and understanding audience behavior. The advantage is the focus on creating a long-lasting positive impression. The recommendations are a practical tool for companies in a dynamic digital environment.

Keywords: digital marketing, experience economy, integral indicator, decision tree method, performance evaluation, user experience, marketing strategies

In modern conditions, digital transformation covers all spheres of social life and business activities, and digital marketing acts as one of the key elements of this transformation. Given the rapid development of digital technologies, in particular communication tools, data analytics, artificial intelligence, virtual and augmented reality, there is a need for a systematic approach to managing the development of digital marketing. At the same time, effective management requires taking into account not only technological innovations, but also changes in consumer behavior, which are increasingly focused on emotions, experiences and impressions.

Modern consumers seek not just to receive a product or service - they expect immersion in vivid, personalized interactions with brands that form emotional involvement. In this regard, the application of the concept of the impression economy in digital marketing becomes relevant. It allows you to rethink classic approaches to promotion, building consumer loyalty and creating a unique value proposition. Managing the development of digital marketing on the principles of the impression economy makes it possible to increase the effectiveness of communication with the target audience by activating its emotional involvement.

Thus, the study and development of methodological recommendations for managing the development of digital marketing in the context of the experience economy is an extremely relevant scientific and practical task. This allows enterprises not only to adapt to dynamic changes in the external environment, but also to ensure sustainable development through the implementation of innovative approaches to marketing activities, focused on a deep understanding of the needs, values, and expectations of consumers.

Analysis of recent researches and publications

In science literature is growing interest questions management digital marketing in context economy impressions, permanent development and organizational transformations. Tataryntseva Y.L. in her fundamental

monograph [1] outlines digital marketing as a multidimensional system that combines technological innovation, emotional customer interaction and value brand proposition. In collaboration with Yurieva and Nazarova, she details how the development social responsibility affects financial indicators enterprises, emphasizing focus on integration ESG – approaches in digital campaign [2]. In its modern the author of the article emphasizes the role of human resources in the formation of digital marketing strategies that consistent with trends European practices [3]. Thus, Ukrainian scientific school already formed weighty approaches to integrated management digital marketing as a dynamic process adaptations business to digital calls.

Deepening digitalization marketing processes necessitates a rethinking of both institutional principles and socio-cultural aspects management. Ievtushenko and Kutsenko [4] emphasize necessity integration digital transformation into strategic management by an enterprise that the results also confirm research Komarova and Kovalchuk [5], who indicate a close connection between digital changes and corporate culture. Pantileeva and Didkovsky [6] emphasize attention to technology measurement – processing of large arrays data as a basis for acceptance managerial solutions. In turn, Boyko and Vovk [7] raise the topic of digitalization social responsibility business, which is a key factor in building trust in the online environment. Research Iermolenko [8] adds to the discourse valuable component, indicating institutionalization social responsibility as a basis sustainable digital development. Thus, modern scientific opinion recognizes necessity harmonization technological innovations with humanitarian factors.

International academic community also pays great attention digital marketing transformation in context development of artificial intelligence, automation and change behavior consumers. Garkushenko [9] and Kasych and Kravchenko [10] suggest systemic approaches to digitalization sustainable development, which echoes with developments Chao et al., who are considering efficiency implementation marketing technologies (MarTech) in construction branded values [11]. Significant work Kotler, Kartajaya and Setiawan [12] presents concept Marketing 5.0 – symbiosis technology and humanity. Chaffey [13] points out the importance of strategic digital planning and modeling customer journey. Meanwhile, classic concepts Ansoff [14] on resistance to change remain relevant even today – digital changes need not only technically support, but also active overcoming internal resistance. Labor Prahalad and Ramaswamy [15] with the concept co - creation emphasize value interactions from consumer as co-author values, which is especially relevant in the conditions personalized marketing. So, scientific the controversy agrees that management digital marketing should be interdisciplinary, combining technologies, social practices and institutional transformations.

Unsolved aspects of the problem

Despite the growing body of research on digital marketing and its integration into sustainable business strategies, several critical areas remain insufficiently explored or theoretically fragmented. One of the unresolved issues is the lack of a unified conceptual framework that would link digital marketing tools with measurable indicators of sustainable development, especially in the context of emerging markets and post-industrial economies. While numerous studies emphasize the importance of incorporating ESG criteria into marketing strategies [2], there is still a gap in understanding how digital platforms can systematically support long-term social and ecological goals without compromising business efficiency [11, 12]. Furthermore, existing models often overlook the dynamic influence of cultural and institutional factors on the adoption of sustainable digital practices, especially within SME sectors that operate with limited resources and digital competencies [4, 9].

Another significant challenge lies in the methodological limitations of current research, which frequently prioritizes quantitative metrics of consumer behavior while neglecting qualitative aspects such as value co-creation, emotional engagement, and ethical considerations in digital communication [15]. Although the concept of co-creation has gained attention in recent years [14], its operationalization within digital marketing frameworks remains underdeveloped. Moreover, the fast evolution of artificial intelligence and MarTech (marketing technologies) raises ethical dilemmas related this data privacy, algorithmic transparency, and digital inclusion that are insufficiently addressed in existing literature [10, 13]. These aspects ask for more nuanced and interdisciplinary approach that bridges gaps between marketing theory, digital ethics, and social innovation.

Finally, the role of human capital and organizational culture in shaping sustainable digital strategies is still under-theorized. Despite evidence suggesting that the success of digital transformation initiatives depends largely on leadership style, employee engagement, and cross-functional collaboration [3, 7], there is a lack of integrative models that position human and institutional capabilities at the core of sustainable marketing development. Addressing these gaps is essential for building resilient digital ecosystems that align business performance with broader social values, particularly in light of growing demands for corporate responsibility and transparent communication in the digital age.

The main part

Presentation of the main research material. Digital marketing is a key tool for achieving competitiveness in today's world, where technological innovations and changes in consumer preferences occur rapidly and often unpredictably. In the context of globalization and the growing influence of digital platforms, businesses are faced with the need to adapt their marketing strategies to new realities, in particular within the experience economy. Experiences are becoming an important component of customer interactions, as consumer satisfaction largely depends on how deep and unforgettable their emotional experiences are from interacting with a brand or product.

The experience economy focuses on creating positive experiences for consumers, where not only technology and tools play an important role, but also the emotional component of interaction. In this context, digital marketing acts as a powerful tool for influencing brand perception, developing customer loyalty and ensuring their continued interest in a product or service. To effectively use these opportunities, companies must actively implement the latest tools.

The aim of this study is to develop methodological recommendations for managing the development of digital marketing in the experience economy, taking into account the specific factors influencing the choice of tools and strategies, as well as interaction with target groups. An important aspect is to understand how changes in consumer demands and new technologies can be used to create unique experiences for customers, which will ensure the competitiveness and sustainable development of the company.

During the research, special attention will be paid to approaches that promote the effective use of digital tools to improve interaction with customers on an emotional level. The developed methodological recommendations will allow enterprises not only to optimize their marketing strategies, but also to significantly increase the effectiveness of communication with target groups, adapting their offers to modern requirements and technological trends.

The controversy surrounding the concept of managing the development of digital marketing in the experience economy is due to numerous theoretical and applied approaches to the phenomenon of digital marketing itself, as well as the transformation of its functions in the new economic paradigm. On the one hand, most classical marketing schools focus on the technocratic aspect of digital marketing as a set of tools and platforms that ensure the promotion of a product in the online environment. On the other hand, recent studies emphasize the shift in emphasis from a transactional approach to the creation of an emotional, intuitive and aesthetic consumer experience, which is the essence of the experience economy [1-3].

According to leading Ukrainian researchers [1-3], the development of digital marketing is not a linear or universal process: it depends on the combination of technological maturity of the business and the ability to generate impressions that meet the needs and values of the target audience [16, 17]. They emphasize the need to integrate the instrumental-technological and socio-psychological levels of management, which allows forming multi-layered impressions and increasing brand loyalty. This approach goes beyond the classical marketing model "4P" and is oriented towards the concept of "4E": Experience, Exchange, Everyplace, Evangelism.

At the same time, a number of foreign researchers (e.g., Pine and Gilmore [18], Kotler and al. [19]) prove that the development of digital marketing in the conditions of experience economy requires companies to rethink the very concept of value created in interaction with the customer. They emphasize that today the company does not simply "promote" a product, but curates an impression, where the consumer is not a passive recipient, but an active co-creator of the experience. Therefore, managing the development of digital marketing should include cognitive-affective mechanisms of interaction, identification of emotional triggers, digital ethics, as well as dynamic adaptation to consumer feedback.

In our opinion, under the concept of digital marketing development we will understand targeted, irreversible quantitative and (or) qualitative changes occurring in the production-technological and socio-psychological components of digital marketing [3]. The essential characteristics of each component are presented in Table 4.5. Within this structure, the production-technological component focuses on the implementation of new tools, platforms, channels, and the socio-psychological component focuses on adapting to the values, behavior and expectations of consumers, building trust and emotional connection. This approach allows us to achieve a sustainable effect of engagement in the conditions of the experience economy.

The directions of development of digital marketing in the conditions of the impression economy are logically divided into two complementary components: production and technological and socio-psychological. The first involves the implementation of advanced technological solutions, the use of innovative tools and channels of digital communication. In particular, we are talking about the use of artificial intelligence, blockchain technologies, geolocation services, mobile marketing, gamification, e-commerce and augmented/virtual reality broadcast channels. All these innovations are aimed at increasing the efficiency of digital marketing, improving customer interaction and personalizing offers.

The socio-psychological component focuses on a deeper understanding of the target audience through identifying their values, analyzing online behavior, and creating psychological and emotional impact. This involves studying consumer expectations, moral guidelines, and lifestyle, as well as using web analytics tools, web vision, and trust and reputation management methods. All this allows you to create holistic impressions of brand interaction, which is a key factor for competitiveness in the impression economy, where emotions, engagement, and personalized user experience play a crucial role.

When considering digital marketing development management in the experience economy, it is important to identify clear stages that will help companies effectively adapt their strategies to the changing market environment and new consumer demands. Here are some key stages that define a methodical approach to digital marketing development management (Table 1).

First stage management development of digital marketing is to identify the need for change through assessment current problems that can arise from both internal and external pulses. This the process is the basis for further successful implementation new digital marketing strategies and tools. External impulses, such as changes in economic environment or technological trends, can to force company rethink your marketing strategy.

Table 1. The main stages of a methodological approach to managing the development of digital marketing

Stage	Description stage	Basic tools
1. Determining the needs for CM development	Rating current problems and identifying needs for change through internal or external impulses.	SWOT analysis, survey, analysis trends
2. Choice directions development of CM	Definition key areas for improving digital marketing: technological tools, socio-psychological approaches.	Technical innovation, analysis consumer behavior, formation values
3. Planning and budgeting	Creation of a detailed action plan, distribution resources and tasks to achieve desired state of development.	Project management, planning budgets, KPIs
4. Implementation changes in CM	Embodiment planned changes in practice, launching new one's tools and strategies.	Content development, platform setup, management social networks
5. Evaluation results	Analysis efficiency implemented changes, measurement results.	Measurement ROI, analysis data, reviews customers

Source: author' own elaboration

Internal impulses, in turn, often arise due to insufficient efficiency current marketing processes that can to appear in low levels customer interactions or inconsistencies marketing tools to the needs of the audience. Evaluation current problems allows organizations understand which exactly changes necessary implement, and helps to formulate clear goals development of digital marketing. It is important that this stage predicted analysis weak places current strategies, as well as consideration trends that may be decisive for the future development. If changes caused proactive impulse, company has possibility choice among several options development and can install ambitious goals for the future. However, in the case of a reactive impulse, the process identifying the need for change is more urgent and aimed at immediate solution specific problems, such as lag from competitors or abbreviation client's Bases. Definition problems and development needs in this area stage creates a foundation for development strategic initiatives that will provide constant development of digital marketing in the organization.

The second stage of digital marketing development management is to identify key areas for improving the strategy, which is determined by the results of the assessment of current problems. At this stage, the organization must determine which aspects of digital marketing need to be changed and improved. One of these areas is the technological component, which includes the implementation of new tools and technologies that will help the company interact with the target audience more effectively. This may include the implementation of innovative digital platforms, automated systems for data analysis or new methods of content personalization that can increase the effectiveness of marketing campaigns. At the same time, it is important to pay attention to the socio-psychological aspects of digital marketing. This can include the formation of a psycho-emotional impact on the consumer, the study of his online behavior, as well as focusing on changes in the social values and beliefs of the target audience. For example, an important area is the development of strategies to attract Generation Z or millennials, for whom emotional and psychological factors may be more important than the purely functional characteristics of a product or service. In addition, the choice of development directions requires taking into account sustainable trends in digital marketing, such as the growth of video content, the integration of chatbots, virtual and augmented reality. The choice of development direction depends on the effect the company wants to achieve: whether it is improving customer interaction, increasing the level of personalization of marketing campaigns, or optimizing workflows in the company. In any case, the right choice of directions allows you to lay the foundation for further successful implementation of changes and achieving the desired results in the development of digital marketing.

The third stage of digital marketing development management is to create a detailed action plan, allocate resources and tasks that need to be completed to achieve the desired state of development. At this stage, it is important to develop a clear strategy taking into account the goals set and the identified development directions, which allows the company to organize work processes, coordinate the actions of all departments and optimize resources. Planning includes the distribution of tasks between teams, determining the deadlines for their implementation and the tools that will be used to achieve the intended goals. Separate attention trace to give installation clear KPI (key performance indicators) indicators efficiency), which allow to evaluate efficiency completed events within digital marketing. In addition, it is important to determine responsible persons for each direction and stage implementation of the plan, which allows to provide coordination action and avoid spraying efforts. Budgeting is an integral part of part this stage, because it provides allocation financial and human resources for each direction development. This gives able to determine exactly how much funds and time are needed for implementation new technological decisions, socio-psychological approaches or others aspects of digital marketing. It is important that planning and budgeting also took into account unpredictable situations that can to arise during implementation changes that will allow you to save flexibility and adaptability strategies. Systemic approach to this stage is the key success in achieving delivered goals and provides effective using all available resources.

Fourth stage management development of digital marketing is to implement planned changes in practice that includes the launch of new tools and strategies. This This stage is critically important because just in the process

implementation certain plans can see real results from changes in digital marketing. For successful implementation necessary to carry out integration new technological solutions and tools in current business processes. This maybe comprise implementation new software platforms, updates websites, launching new one's channels customer communications or adaptation systems analytics for more effective collection and processing data. In parallel with technological changes, company has realized socio-psychological strategies, focusing on establishing emotional connection with the target audience, increase equal interaction with users through content personalization or using new forms of marketing campaigns. It is important that on this stage implementation was monitored all planned events, because from accuracy their implementation depends achievement desired results. Involvement employees to the process changes and clear explanation their role in implementation innovations allows minimize resistance and create team spirit to achieve common goal. Implementation changes also provides regular monitoring results, adaptation strategies and tactics depending on from external circumstances and internal reviews. Successful implementation this stage means not only technical implementation new tools, but also a significant transformation internal cultures organizations that capable adapt to change in digital marketing.

Fifth stage management development of digital marketing is to evaluate efficiency implemented changes and measurement received results. Evaluation results is a critically important step because it allows to understand whether reached companies delivered goals and whether justified embedded resources. On this stage is carried out thoroughly analysis results using certain previously KPI (key performance indicators) indicators efficiency), such as the level of involvement users, conversions, increase sales, growth quantities followers on social platforms, etc. It is important not only to measure quantitative indicators, but also to evaluate high-quality changes, such as changes in behavior consumers, emotional marketing feedback campaigns and level trust to the brand. For this can to be used different tools analysis data, including web analytics systems, surveys consumers, analysis reviews and comments on social networks. Rating results should be carried out on a regular basis basis, so that have the ability to quickly adjust strategies if they do n't give desired effect. Collection and processing data on this stage allows not only to evaluate progress implemented changes, but also to get important information for future adjustments in digital marketing strategy. Successful rating results may be the basis for further scaling initiatives and integration new ideas that will contribute sustainable development of digital marketing within the enterprise.

The peculiarity of the proposed methodological approach to managing the development of digital marketing lies in its interdisciplinary nature, which combines the classical principles of strategic management, project management, digital technologies and socio-psychological aspects of consumer behavior. The main innovation of the approach is the consideration of the paradigm of the economy of impressions, which assumes that the key asset and source of value in digital marketing is not just a product or service, but the emotional experience that the consumer receives in interaction with the brand. That is why each of the five stages is logically linked not only to the structural development of digital marketing as a function of the enterprise, but also to the formation of novelty, involvement and unforgettable impressions in the target audience.

The choice of such stages is due to the need to implement a dynamic and adaptive process that begins with an understanding of the deep motivation for change (reactive or proactive) and ends with a quantitative and qualitative assessment of the effectiveness of innovations.

1. Defining the needs for CM development – lays the foundation for further actions, helps identify triggers for change that arise from changes in consumer behavior or the external environment. This is especially relevant in the context of the impression economy, where not only the communication channel but also the very essence of interaction is changing.

2. Choosing development directions – the focus shifts from the mechanical implementation of technologies to the purposeful creation of emotionally meaningful practices that create a sense of involvement, novelty, and inspiration.

3. Planning and budgeting – allows for rational allocation of resources, while taking into account that investments in emotional experience can have a delayed but long-term effect (e.g., loyalty building, word of mouth).

4. Implementing change becomes an act of embodying brand values, not just updating technical tools. The team's ability to think in terms of "impressions" and not just metrics plays a special role here.

5. Evaluation of results – focuses not only on ROI, CAC, or leads, but also on emotional impact, recognition indicators, recommendations, and the level of consumer infrastructure involvement. It is these results that indicate the effective integration of the brand into the client's everyday life.

Thus, a methodical approach not only optimizes marketing activities, but also creates a platform for sustainable evolutionary development, in which each contact with a customer is an opportunity to form a new experience, a new impression, and, as a result, new value. Taking into account the impression economy turns digital marketing from a functional tool into a strategic asset of the enterprise.

Conclusions

As a result of the conducted research, the essence of the concept of digital marketing development as targeted, irreversible quantitative and qualitative changes in its production, technological and socio-psychological components was clarified. The peculiarity of this approach lies in the comprehensive consideration of both the technical aspects of the implementation of innovations and the in-depth analysis of the behavior and values of the target audience in the conditions of the impression economy. This allows achieve more stable effect attraction and retention consumers in the digital environment. Proposed copyright methodical recommendations of management

the development of digital marketing, which cover five interconnected stages - from identifying needs for assessment results. Determined directions development production and technological components (technology, tools, channels) and socio-psychological (values, behavior, influence). The role of digital technology as a tool formation personalized impressions the emphasis is on the need for a systemic approach to transformation marketing practices. Results research can be the basis for the development digital marketing strategies in companies focused on emotional experience client. Methodical the approach is flexible and adaptable to change external digital environment. Prospects further research consist of testing developed recommendations in practice and expansion toolkit assessments efficiency influence experiences in digital channels.

Abstract

The article presents methodological recommendations for assessing the effectiveness of digital marketing on the basis of the experience economy. The relevance of the study is due to the growing role of users' emotional perception in the process of interaction with digital marketing activities. The aim of the article is to develop an approach to assessing the effectiveness of digital marketing taking into account the impact of impressions, which allows adapting strategies in accordance with changes in consumer behavior.

The proposed methodology is based on an integral impression assessment indicator, which is formed on the basis of expert analysis and allows for a comprehensive assessment of the effectiveness of marketing campaigns. The study identifies an optimal set of indicators for assessing impressions in various digital channels, such as websites, social networks, and advertising platforms. Using the decision tree method makes it possible to systematize the process of making managerial decisions and take into account both internal and external factors. The impression assessment system provides for dynamic monitoring of changes, which allows for a prompt response to changes in the digital environment. The methodological recommendations proposed in the article help enterprises more effectively allocate the marketing budget and adjust promotion strategies.

The presented approach contributes to increasing the level of personalization of marketing communications and improving the user experience. The implementation of this methodology allows not only to improve the results of digital marketing, but also to ensure long-term customer loyalty. Thus, the article offers practical solutions for improving the processes of evaluating and managing digital marketing activities.

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