



Olha MELNYK

Doctor of Economics, Professor, Head of department, Lviv Polytechnic National University

ORCID: <https://orcid.org/0000-0001-8819-1910>

e-mail: olga.g.melnyk@lpnu.ua



Kateryna DOLOSHYTSKA

student, Lviv Polytechnic National University

ORCID: <https://orcid.org/0009-0007-9353-3154>

e-mail: kateryna.doloshytska.me.2022@lpnu.ua

DIGITAL MARKETING IN WARTIME

Introduction. *The full-scale Russian invasion of Ukraine radically changed the economic environment and the behavior of enterprises and consumers. Digital marketing became not only a promotion tool, but a means of survival for companies facing disrupted logistics, destroyed infrastructure, the migration of customers and a general decline in purchasing power.*

The purpose of the paper is to analyze how Ukrainian enterprises transform digital marketing tools in wartime conditions, identify key challenges and determine the most effective strategies of adaptation.

Results. *Based on analytical reports, statistics and practical cases of Ukrainian companies, the research shows an increased use of social media marketing, targeted advertising, influencer marketing, marketplaces, CRM systems and chat-bots. Businesses shifted to fast content formats, humanitarian communication, geotargeting, safety-based messages and optimization of advertising budgets. The study summarizes the most effective digital tools during the war and evaluates their sustainability and return on investment.*

Conclusions. *Wartime conditions forced Ukrainian companies to rethink their communication with consumers. The most adaptable enterprises moved to digital channels, automated sales and focused on personalized interaction. Digital marketing became a stabilizing tool that helped businesses retain customers, enter new markets and continue operations under uncertainty.*

Keywords: *digital marketing, wartime economy, consumer behavior, Ukrainian business, online promotion, advertising tools*

INTRODUCTION

The digital transformation of Ukrainian business, which actively developed before 2022, faced a serious stress test with the beginning of the full-scale invasion. Enterprises lost access to traditional promotion channels, offline retail networks were damaged, logistics chains were broken, and a significant part of the consumers changed their place of residence or switched to online consumption. In such conditions, digital marketing became a critical tool for business survival, customer retention, and entry into foreign markets.

Digital communication channels allowed companies to continue interacting with clients despite physical limitations. Even small enterprises began to use social media, marketplaces, CRM systems, and automated advertising tools. At the same time, the behavior of consumers also changed: people started to prioritize essential goods, trusted recommendations more, and reacted positively to socially responsible brands.

Scientific studies confirm the rapid growth of online sales and the digital economy in Ukraine during wartime. According to analytical reports of the Ministry of Digital Transformation and private marketing agencies, more than 80% of small and medium-sized enterprises intensified digital promotion in 2022–2023. However, many aspects of the adaptation of digital marketing tools during war remain understudied.

The **PURPOSE** of the paper is to analyze which digital marketing tools proved most effective during wartime, what challenges companies faced, and how digital communication helped businesses ensure sustainability under extreme conditions.

RESEARCH METHODS

The research uses a set of general scientific and analytical methods: comparative analysis, synthesis, systematization, statistical analysis, and case study. The empirical base consists of open statistical data, reports of Ukrainian and international marketing agencies, surveys of enterprises and expert assessments.

To evaluate the transformation of digital marketing, the study compares indicators related to advertising expenses, consumer behavior, online sales, social media engagement and the use of CRM systems. Special attention is paid to cases of Ukrainian businesses that successfully adapted to wartime conditions using digital instruments. Such cases include small retail companies, charitable foundations, IT projects, and service businesses.

In addition, the research uses data from surveys conducted in 2023 by Ukrainian analytical platforms, which show consumer preferences, trust in brands, and reaction to marketing messages. The results allow identifying the most stable and effective communication strategies.

RESULTS

The results of the research demonstrate that wartime conditions led to a rapid transformation of consumer behavior and forced Ukrainian enterprises to adapt their marketing strategies to new economic and psychological realities. Consumers became significantly more rational in their purchasing decisions, showing a clear preference toward reliability, social responsibility, and safe interaction with brands. According to analytical surveys, the number of impulsive purchases substantially decreased, while the share of purchases based on recommendations, reviews, and trust factors increased. The instability of the economic environment, re-

location of large segments of the population, and limited access to traditional retail accelerated the use of online channels. Consumers began to expect fast communication, transparent delivery processes, secure payment systems and personalized offers. In this context, simple and convenient digital interaction became more important than traditional brand image or large-scale promotional campaigns.

A key finding of the study is the significant strengthening of digital communication tools during wartime. Ukrainian enterprises actively reallocated marketing budgets from outdoor, print and television advertising to online promotion. Social media marketing became the main instrument of business communication. Facebook, Instagram, TikTok and YouTube were used not only for advertising but also for building emotional connection, showing real production processes, charity initiatives, participation in volunteer projects, and cooperation with the Armed Forces of Ukraine. Short video formats, live streams, user-generated content, and humanitarian storytelling demonstrated higher engagement than classical promotional posts. For many small and medium-sized enterprises, social networks became the only available sales channel.

Targeted advertising also adapted to wartime conditions. Companies refused expensive and broad campaigns, instead relying on narrow targeting and optimization of budgets. Advertising messages emphasized safety of delivery, product availability, humanitarian support, discounts for relocated Ukrainians, or international shipping options. Even with reduced purchasing power, personalized ads remained effective because they reached consumers with clearly defined needs. The research also recorded increased usage of remarketing tools, which helped companies retain customers with minimal cost.

Influencer marketing gained special importance. Cooperation with bloggers and public opinion leaders allowed enterprises to quickly gain trust and reach audiences who were skeptical of traditional advertising. Influencers became intermediaries between brands and consumers, providing recommendations, demonstrating products in real conditions, and often supporting volunteer initiatives. This type of partnership was especially effective for manufacturers of clothing, accessories, handmade goods, beauty products and food items. Many small Ukrainian brands, which lost their offline stores due to destruction or occupation, managed not only to survive, but also to expand their customer base thanks to influencers on Instagram, TikTok and YouTube.

Another important result is the active use of marketplaces as alternative sales channels. Platforms such as Rozetka, Prom, Etsy, Amazon and Facebook Marketplace offered Ukrainian producers access to customers outside their region or even abroad. This was especially crucial for relocated businesses that lost local markets. Marketplaces provided logistics solutions, secure payments and international delivery options, helping enterprises maintain sales at a time when traditional commerce was blocked.

A significant part of adaptation was automation of communication. CRM systems and chatbots allowed companies to process orders faster, provide instant customer support, and collect data on consumer preferences. This reduced the workload on employees, minimized mistakes, and increased customer satisfaction. Automated communication became a competitive advantage, since consumers under stress preferred companies that responded quickly, provided clear inst-

ructions and offered reliable delivery tracking.

The empirical analysis of practical business cases shows that the combination of social media promotion, influencer cooperation, marketplace presence and automated communication produced the most stable results. Ukrainian clothing brands, handmade workshops, IT services and volunteer initiatives successfully applied these tools to attract both Ukrainian and international customers. Some enterprises expanded exports to the EU and North America using digital advertising and English-language marketplaces. These examples confirm that digital marketing not only helps maintain business activity but can also stimulate growth in crisis conditions.

Overall, the research results indicate that the stability and adaptability of Ukrainian businesses during wartime directly depend on the level of digitalization. Enterprises that actively used digital tools demonstrated higher resilience, faster recovery of sales and increased competitiveness compared to those that relied on traditional promotion methods.

CONCLUSIONS

The findings of the study confirm that digital marketing became a critical stabilizing factor for Ukrainian enterprises during wartime. It ensured continuity of communication with customers, supported demand in conditions of economic decline, and allowed businesses to function despite disrupted logistics and physical limitations. The transition to online channels compensated for the loss of traditional sales infrastructure, while automation and personalization increased customer loyalty and trust.

The research demonstrates that enterprises, which actively used social media, targeted advertising and influencer partnerships adapted more successfully to market uncertainty. Humanitarian communication, storytelling and socially responsible initiatives significantly increased brand trust and customer engagement. Consumers showed a preference for companies that supported the Armed Forces of Ukraine, donated to charity and openly communicated about safety and delivery conditions. Thus, digital marketing became not only an economic tool but also an instrument of social support and reputation building.

Practical implications of the study are substantial. For small and medium-sized enterprises, digital marketing offers inexpensive and flexible promotion channels that can be implemented even with limited resources. Marketplaces and automated sales systems help businesses enter foreign markets, attract new audiences and reduce transaction costs. For large enterprises, digitalization improves brand image, increases operational efficiency and ensures access to analytical data for accurate decision-making.

The results also show that the effectiveness of digital marketing is closely related to the ability of enterprises to collect and analyze customer data. CRM systems, chat-bots and analytics tools make it possible to forecast demand, personalize offers and optimize advertising budgets. These technologies help enterprises maintain stability even in conditions of fluctuating customer activity and reduced purchasing power.

Strategically, the study proves that digital marketing has long-term significance for Ukraine's economy. Its advantages will remain relevant after the end of the war. Enterprises that adopted digital tools are more competitive, flexible and technologically advanced. They are more prepared

for integration into the European and global markets, international logistics chains and cross-border e-commerce.

Further research should focus on measuring the long-term effects of digitalization, evaluating the impact of digital marketing on export volumes, and analyzing the differences between industries. It is also necessary to study how consumer preferences will change after the war and whether humanitarian communication will remain a dominant form of advertising.

In conclusion, digital marketing has transformed from a supplementary promotional tool into a key mechanism for business sustainability. It helped Ukrainian companies retain clients, maintain production, enter foreign markets and support volunteer initiatives. The experience of wartime adaptation shows that enterprises with a strong digital strategy have a higher level of resilience, faster recovery potential and greater competitiveness in global markets.

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Ольга Григорівна МЕЛЬНИК

д.е.н., професор, зав. кафедри, Національний університет "Львівська політехніка"

ORCID: <https://orcid.org/0000-0001-8819-1910>

e-mail: olga.g.melnyk@lpnu.ua

Катерина Андріївна ДОЛОШИЦЬКА

студентка, Національний університет "Львівська політехніка"

ORCID: <https://orcid.org/0009-0007-9353-3154>

e-mail: kateryna.doloshytska.me.2022@lpnu.ua

ЦИФРОВИЙ МАРКЕТИНГ У ВОЄННИЙ ЧАС

Вступ. Повномасштабне вторгнення росії в Україну кардинально змінило економічні умови та поведінку підприємств і споживачів. Цифровий маркетинг перетворився не лише на інструмент просування, а на засіб виживання компаній в умовах порушеної логістики, зруйнованої інфраструктури, міграції споживачів та загального зниження платоспроможності населення.

Метою дослідження – аналіз трансформації інструментів цифрового маркетингу українських підприємств у воєнний період, визначення ключових викликів та ефективних стратегій адаптації.

Результати. На основі аналітичних звітів, статистичних даних і практичних кейсів українських компаній виявлено посилення застосування SMM, таргетованої реклами, інфлюенсер-маркетингу, маркетплейсів, CRM-систем і чат-ботів. Бізнес переходить до швидких форматів контенту, гуманітарних повідомлень, геотаргетингу, реклами на основі безпеки та оптимізації бюджетів. У статті систематизовано найефективніші цифрові інструменти та визначено їхню стійкість і окупність у воєнний час.

Висновки. Воєнні умови змусили українські компанії переосмислити комунікацію зі споживачами. Найбільш гнучкі підприємства перейшли на цифрові канали, автоматизували продажі та зосередилися на персоналізації. Цифровий маркетинг став стабілізуючим інструментом, який допоміг утримати клієнтів, виходити на нові ринки та продовжувати діяльність в умовах невизначеності.

Ключові слова: цифровий маркетинг, воєнна економіка, поведінка споживачів, український бізнес, онлайн-просування, рекламні інструменти