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MULTICHANNEL DIGITAL STRATEGY FOR B2B BRANDS: ADAPTATION OF MARKETING COMMUNICATIONS TO MODERN MARKET

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Summary. Researching the concept of multichannel digital strategy in the B2B segment is important because it allows companies to effectively adapt marketing communications to the rapidly changing digital environment and growing customer expectations. Using an integrated approach to digital channels helps improve interactions' personalization, increase conversions and optimize marketing costs. Adapting to modern market conditions, provides a competitive advantage to B2B companies, helping them retain customers, increase engagement and successfully enter international markets. The article explores the concept of multichannel digital strategy in the B2B segment and its adaptation to modern market conditions. The main challenges that companies face in the digital transformation process are as follows: insufficient personalization of marketing communications, low level of channel integration, limited use of analytics, and difficulties in measuring the effectiveness of each tool. A SWOT and PEST analysis of Gualapak Ukraine LLC's marketing strategy was conducted, allowing us to identify the company's strengths and weaknesses and external factors that influence its development. A comprehensive model of digital channel integration was proposed, including SEO, PPC, content marketing, email marketing, social networks, marketing process automation, and data analytics. Key performance indicators (KPIs) were determined to assess the results of implementing a multi-channel strategy. It was proven that using a personalized approach, marketing communications automation, and CRM systems contributes to increasing customer engagement, conversions, and ROI. The study's practical significance lies in developing recommendations for optimizing marketing communications for B2B companies in the face of high competition and digital transformations. The proposed strategies will allow enterprises to strengthen market positions, increase brand recognition, and interact more effectively with the target audience. The study's results may be useful for B2B marketing professionals, digital marketing and analytics professionals, students and researchers in the field of marketing and business, business consultants and strategists.

Key words: B2B marketing, digital strategies, multichannel marketing, personalization, marketing automation, analytics.

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БАГАТОКАНАЛЬНА ЦИФРОВА СТРАТЕГІЯ ДЛЯ В2В-БРЕНДІВ: АДАПТАЦІЯ МАРКЕТИНГОВИХ КОМУНІКАЦІЙ ДО СУЧАСНОГО РИНКУ

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Резюме. Дослідження концепції багатоканальної цифрової стратегії у В2В-сегменті є важливим, оскільки воно дозволяє компаніям ефективно адаптувати маркетингові комунікації до швидкозмінного цифрового середовища та зростаючих очікувань клієнтів. Використання інтегрованого підходу до цифрових каналів сприяє покращенню персоналізації взаємодії, підвищенню конверсії та оптимізації витрат на маркетинг. Адаптація до сучасних ринкових умов забезпечує конкурентну перевагу

В2В-компаніям, допомагаючи їм утримувати клієнтів, підвищувати рівень залученості та успішно виходити на міжнародні ринки. Досліджено концепцію багатоканальної цифрової стратегії у В2В-сегменті та її адаптацію до сучасних ринкових умов. Розглянуто основні виклики, з якими стикаються компанії у процесі цифрової трансформації: недостатня персоналізація маркетингових комунікацій, низький рівень інтеграції каналів, обмежене використання аналітики та труднощі вимірювання ефективності кожного інструменту. Проведено SWOT- і PEST-аналіз маркетингової стратегії ТОВ «Гуалапак Україна», що дозволило визначити сильні та слабкі сторони компанії, а також зовнішні фактори, які впливають на її розвиток. Запропоновано комплексну модель інтеграції цифрових каналів, що включає SEO, PPC, контент-маркетинг, email-маркетинг, соціальні мережі, автоматизацію маркетингових процесів та аналітику даних. Визначено ключові показники ефективності (KPI) для оцінювання результатів упровадження багатоканальної стратегії. Доведено, що застосування персоналізованого підходу, автоматизації маркетингових комунікацій та CRM-систем сприяє підвищенню рівня залученості клієнтів, збільшенню конверсії та зростанню ROI. Практична значущість дослідження полягає у розробленні рекомендацій щодо оптимізації маркетингових комунікацій для В2В-компаній в умовах високої конкуренції та цифрових трансформацій. Використання запропонованих стратегій дозволить підприємствам зміцнити ринкові позиції, підвищити впізнаваність бренду та ефективніше взаємодіяти з цільовою аудиторією. Результати дослідження можуть бути корисними для маркетингових фахівців В2В-сегменту, фахівців із цифрового маркетингу та аналітики, студентів та дослідників у сфері маркетингу та бізнесу, бізнес-консультантів та стратегів.

Ключові слова: В2В-маркетинг, цифрові стратегії, багатоканальний маркетинг, персоналізація, автоматизація маркетингу, аналітика.

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Problem statement. Modern transformations in the digital environment compel B2B companies to adapt their marketing strategies to new competitive conditions. The implementation of multichannel digital strategies is one of the key factors ensuring effective communication, optimizing marketing processes, and increasing enterprise profitability. However, despite the growing relevance of digital transformation, many B2B companies face challenges such as the lack of an integrated strategy, limited use of analytics, insufficient personalization of customer interactions, and difficulties in measuring the effectiveness of individual channels. Consequently, there is a need for a scientific rationale for developing multichannel digital strategies for B2B companies to facilitate their adaptation to the modern market environment and contribute to achieving their strategic objectives.

Analysis of recent research and publications. Research on multichannel digital strategies has gained significant attention in academic literature and practical publications. The primary focus is on the integration of marketing channels, personalization of customer interactions, utilization of analytics, and automation of communications. Contemporary studies [1-10] examine approaches to building multichannel marketing strategies, outlining their key advantages and challenges. In particular, they emphasize the importance of adapting digital strategies to the specific characteristics of B2B companies, which often have long sales cycles and complex decision-making processes.

Studies [11, 12] analyze the impact of multichannel strategies on enterprise competitiveness. Researchers note that the successful implementation of such strategies contributes to increased profitability, enhanced customer loyalty, and optimized marketing expenditures. However, they stress the necessity of employing analytical methods to assess the effectiveness of each communication channel and automating marketing processes to improve efficiency [13, 14]. Certain academic works [15, 16] highlight the role of personalization in multichannel strategies, which is particularly relevant for B2B companies. It has been demonstrated that the use of CRM systems and marketing analytics enables the development of individualized customer interaction strategies, thereby increasing conversion rates and the overall effectiveness of marketing campaigns.

Despite a considerable number of studies in digital marketing, the adaptation of multichannel strategies to the specifics of the Ukrainian B2B market remains insufficiently

explored. The issue of effectively integrating marketing channels into a unified ecosystem, considering the characteristics of the local business environment and customer behavior patterns, remains open. This underscores the necessity of further research aimed at developing effective approaches to constructing multichannel digital strategies for B2B companies.

The purpose of the study is to develop a multichannel digital strategy for B2B companies based on the analysis of marketing communications and evaluation of their effectiveness.

Objective. The study solves the following tasks: analysis of the theoretical foundations of multichannel marketing in the B2B segment; assessment of the current state of the marketing strategy of Gualapak Ukraine LLC; development of a model for integrating digital channels for Gualapak Ukraine LLC (Ternopil, Ukraine); determination of performance indicators and evaluation of the results of the proposed strategy.

Main content. A multichannel digital strategy for B2B companies is an integrated approach to the use of digital channels that ensures effective communication with customers at all stages of their interaction with the brand. The main components of omnichannel marketing include: SEO (Search Engine Optimization), PPC advertising (Pay-Per-Click), Content marketing, Email marketing, SMM (Social Media Marketing), Video marketing, Marketing automation and Online events. A multichannel approach ensures consistency in marketing communications, personalizes content to meet customer needs, and optimizes lead acquisition costs, ultimately improving overall marketing efficiency.

Gualapak Ukraine LLC [17] is a part of the international Gualapack Group and specializes in the production of flexible packaging for food, baby food, cosmetics, and pharmaceuticals. The company actively implements modern technologies, pays attention to environmental solutions, and is certified according to international quality standards. SWOT and PEST analyses were conducted to assess the internal and external factors affecting the activities of Gualapak Ukraine LLC. Based on their results, it can be concluded that the company has significant potential for further development, but at the same time faces serious challenges related to economic instability, war and competition with international players. Among the company's strengths are its environmentally friendly products that meet current market trends, stable partnerships with local customers, and access to innovative technologies through its affiliation with the global Gualapack Group. This allows the company to maintain a high level of trust among customers and enter the international market. However, weaknesses, such as high production costs, dependence on imported raw materials and the impact of military operations, pose risks to the stable operation of the business. To overcome them, the company should focus on cost optimization and finding local suppliers of raw materials.

The PEST analysis shows that political and economic factors present both threats and opportunities. For example, government support and European funding programs can help offset economic risks. At the same time, the tightening of environmental standards in the EU creates new opportunities for expansion if a company adapts to these requirements faster than its competitors. Threats, such as currency volatility, competition from global companies, and possible legislative changes, emphasize the need for strategic planning and flexibility in decision-making.

The study analyzed the company's digital strategy, which included an assessment of existing marketing channels and their effectiveness. The main channels used by Gualapak Ukraine LLC were considered: corporate website, social networks (LinkedIn, Facebook, YouTube), paid advertising (Google Ads), SEO optimization, publication of specialized articles, and participation in industry exhibitions/contests/forums. The company's corporate website was noted as the main tool for providing information about products. The analysis of social networks revealed that LinkedIn and Facebook are the most active platforms for B2B

communications, where news about the company's products, achievements, and corporate initiatives are regularly published. At the same time, YouTube activity remains low, which limits the reach of a wider audience. The results of work with Google Ads showed that the company achieves an average level of efficiency in contextual advertising, in particular, the CTR (Click-Through Rate) is within industry standards. However, the potential of this tool remains underutilized due to the limited number of advertising campaigns. Publications in specialized sources and participating in exhibitions allow the company to strengthen ties with potential customers and partners while increasing its reputation in the market. It is also an important step in expanding its influence in international markets and demonstrating its willingness to cooperate with other players in the industry.

Participation in the Sustainable Business Forum, as well as international exhibitions such as Interpack and WorldFood, and winning the UKRAINE PACKAGING STAR competition, confirms the high level of technological and innovative achievements of the company, which is an important factor in maintaining competitiveness and attracting new business opportunities. Thus, the company's marketing strategy is focused on innovation, sustainable development and active promotion to international markets, which is an important aspect for further strengthening its position in the industry.

To increase the efficiency of the marketing activities of Gualapak Ukraine LLC, an integrated multichannel digital strategy is proposed, which includes:

1. Expanding channels through the implementation of email marketing: using segmented databases precise targeting, a series of mailings for informing, retaining, and cross-selling customers (greetings, special offers, follow-up), and regular analysis of email open rates and conversions.
2. Emphasis on environmental friendliness:
 - Expanding the section of the website dedicated to sustainable solutions.
 - Launching an information campaign on social media, PPC, and email newsletters.
 - Use certifications and customer cases to promote eco-friendly products.
3. Improvement of existing channels (presented in Table 1).

Table 1. Ways to improve digital channels for Gualapak Ukraine LLC

Digital channel	Improvements
1	2
Website	<ul style="list-style-type: none"> – Optimize UX/UI for customer convenience. – Include detailed product descriptions with technical specifications and examples of their use. – Regularly update your blog or news to keep your site active. – Adding SEO-optimized case studies and video content.
Social networks	LinkedIn: <ul style="list-style-type: none"> – Increase the frequency of publications: regular updates will help increase audience engagement. – Publish content that demonstrates expertise: articles, client success stories, and analytical materials that emphasize the company's professionalism.
	Facebook: <ul style="list-style-type: none"> – Increase the activity of the official page: this will allow you to better interact with customers and partners. – Ongoing analysis: track CTR, reach, conversions, and adjust your strategy based on the data.
	YouTube: <ul style="list-style-type: none"> – Increase the amount of interesting and expert content: a series of videos about innovative solutions, the production process, and participation in events. – Ongoing analysis: track CTR, reach, conversions, and adjust strategy based on data.

End of the table 1

1	2
Google Ads	<ul style="list-style-type: none"> – Retargeting to re-engage users. – Campaigns to promote new eco-friendly products. – Focus on high-converting B2B keywords (for example, «flexible packaging for baby food»). – Use new ad extensions. – Using a Google form to attract potential customers right on the search page.
SEO	<ul style="list-style-type: none"> – Use competitor analysis to find undervalued keywords. – Publish technical content that meets the needs of the target audience to increase organic traffic. – Expanding the semantic core to cover new keywords (e.g., «eco-friendly packaging for B2B»).
Publication of specialized articles on social networks and websites	<ul style="list-style-type: none"> – Increase the frequency of publishing specialized articles on social media. – Publish customer cases and successful examples of packaging use. – Involve industry experts in writing guest articles on the website. – Use SEO optimization to increase the visibility of articles in search engines. – Analyze the effectiveness of publications through metrics (number of views, interactions, website visits) and adjust the content strategy.
Participation in exhibitions, contests, forums	<ul style="list-style-type: none"> – Increase engagement by adding new local and international events to the calendar. – Develop interactive stands using AR/VR technologies to attract more visitors. – Continue to participate in innovation competitions to strengthen our reputation.

4. Integration of channels:

- Data integration through CRM: all customer actions from the website, Google Ads, social media, etc. are synchronized for analysis.
- Retargeting via email and Google Ads: interact with users who have left a request or visited the website.
- Synchronize social media with Google Ads: use social media audiences for targeting in Google Ads, promoting videos and posts.
- Website and email integration: triggers for emails after interaction with the website (page views, applications).
- Data from events: QR codes at exhibitions to collect contacts and follow-up emails after events.

The proposed strategy will ensure a unified communication system, improve customer interaction and increase the efficiency of marketing costs.

To assess the effectiveness of the omnichannel strategy, the main KPIs have been identified:

1. Email marketing will provide a channel for long-term communication, especially with key customers, at relatively low costs. Requires regular analysis of effectiveness (CTR, conversions).

Expected results:

- Increased email open rate to 20–25% thanks to segmented emails.
- Increase email conversions to 1.5–2% through personalized offers.
- Increased customer retention by 10% through regular communication.

2. The emphasis on environmental friendliness will strengthen the company's image, but the results will depend on the activity of competitors in this segment.

Expected results:

- Attracting 2–3 new customers per year, who are focused on eco-friendly packaging.
- Increase in website traffic through environmentally friendly PPC campaigns by 10%.

3. Improving existing channels will help to gradually increase engagement rates, but the effect will depend on the regularity of implementing changes and monitoring results.

Expected results:

- Growth of organic traffic through SEO by 15% in the first year.
- Increase social media engagement (ER) by up to 3–5% thanks to active content.
- Increase CTR in Google Ads to 8–10% due to update campaigns.
- Generate up to 10% more leads by improving website UX.

4. Channel integration will help to better understand customer behavior, optimize costs, and create a unified interactive ecosystem. Full realization will depend on the implementation of modern CRM tools.

Expected results:

- Improved lead conversions through CRM integration by 5%.
- Increase the ROI of marketing campaigns through retargeting by up to 3%.
- Increase in repeat orders by 10% due to synchronized work of email and Google Ads.

The effective implementation of Gualapak Ukraine's marketing strategy may be accompanied by a number of risks, but they can be minimized by clearly prioritizing resources, integrating modern technologies, and a flexible approach to the market. The limited budget is compensated by focusing on the most profitable channels, and the human factor is compensated by engaging experts and improving the team's skills. Competitive challenges and low customer interest can be overcome with personalized content, strategy testing, and unique value propositions. Regular analysis of KPIs and the use of automated analytical tools will help to avoid planning mistakes, and adaptation to market changes will ensure stable development. Flexibility, strategic thinking, and quick response to challenges will help the company strengthen its position and achieve its goals.

Conclusion. The study found that a multichannel digital strategy is an important tool for improving the effectiveness of marketing communications in the B2B segment. It allows to optimization of the process of interaction with customers, increases the level of engagement and provides a personalized approach to each segment of the target audience.

A multichannel digital strategy is a key element of Gualapak Ukraine's development, as it allows us to effectively interact with customers at all stages of decision-making, increase brand awareness and optimize marketing costs.

The company has significant potential for expansion, especially in the segment of environmental solutions, which are gaining popularity in the international market. The use of tools such as SEO, PPC, content marketing, email newsletters, and social media will increase the reach of the target audience, improve customer interaction, and increase conversion rates. An important part of the strategy is the integration of marketing channels through a CRM system, which will help analyze data, optimize costs and increase the efficiency of all communication activities.

The implementation of a digital strategy should take into account risks, including budget constraints, competitive pressure, technical limitations, and possible low customer interest. They can be minimized by prioritizing resources, gradually introducing changes, using automated analytical tools, and a flexible approach to the market. Continuous monitoring of key performance indicators, such as engagement, conversion, and ROI, will allow you to quickly adjust your strategy and achieve your business goals.

Thus, the proposed omnichannel digital strategy is not only a means of increasing the efficiency of marketing activities, but also an important tool for strengthening the company's

market position. Thanks to an integrated approach, a focus on environmental friendliness, the introduction of innovations and the use of modern marketing technologies, Gualapak Ukraine LLC has the opportunity to strengthen its competitiveness and expand its presence in international markets.

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