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OPTIMIZATION OF B2B TARGETING FOR DIGITAL PRODUCTS OF IT ENTERPRISES BASED ON THE ANALYSIS OF PRODUCT POLICY AND GLOBAL CONSUMER BEHAVIOR

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Summary. The article examines the theoretical and methodological foundations and applied aspects of optimizing B2B targeting of digital products of IT enterprises in the context of wartime and postwar economic transformations and intensified global competition. The purpose of the study was to substantiate directions for improving targeting decisions based on a comprehensive analysis of the behavior of global B2B consumers and the development of product policy of IT companies. The research employed general scientific and specialized methods of inquiry, including analysis and synthesis; systemic and structural-functional approaches (to investigate the interrelationships between the behavior of global B2B consumers, targeting strategies, and product policy of IT enterprises); comparative analysis; behavioral analytics methods; economic and statistical methods; and the abstract-logical method. The paper reveals the role of B2B targeting within the system of strategic marketing in global markets and analyzes key behavioral patterns of organizational buyers of digital products and their impact on the effectiveness of marketing strategies. It is established that decision-making in the B2B segment is characterized by the multi-stage nature of buying centers, the predominance of digital interaction prior to contact with the seller, a nonlinear customer journey, and a combination of rational and emotional motives. The study substantiates the existence of a close bidirectional relationship between product policy and targeting, whereby the product determines target segments, communication channels, and formats, while customers' behavioral signals shape subsequent product decisions. The expediency of integrating marketing, product, and analytical processes, implementing product analytics, and ensuring end-to-end interaction between marketing and sales is demonstrated. The practical value of the results lies in the possibility of their application to enhance the adaptability of product and communication decisions of IT enterprises under conditions of uncertainty and economic recovery. Further research will focus on the development of a decision-making model for B2B buyers of digital products in the global market.

Key words: B2B marketing, marketing, product policy, strategic positioning, targeting, digital marketing, digital product, global consumer.

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ОПТИМІЗАЦІЯ В2В-ТАРГЕТИНГУ ЦИФРОВИХ ПРОДУКТІВ ІТ-ПІДПРИЄМСТВ НА ОСНОВІ АНАЛІЗУ ПРОДУКТОВОЇ ПОЛІТИКИ І ПОВЕДІНКИ ГЛОБАЛЬНИХ СПОЖИВАЧІВ

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Резюме. Досліджено теоретико-методичні засади та прикладні аспекти оптимізації В2В-таргетингу цифрових продуктів ІТ-підприємств у контексті воєнних і повоєнних трансформацій

економіки та посилення глобальної конкуренції. Мета дослідження – обґрунтування напрямів удосконалення таргетингових рішень на основі комплексного аналізу поведінки глобальних B2B-споживачів і розвитку продуктової політики IT-компаній. Використано загальнонаукові та спеціальні методи пізнання, зокрема аналіз і синтез; системний і структурно-функціональний підходи (для дослідження взаємозв'язку між поведінкою глобальних B2B-споживачів, таргетинговими стратегіями, продуктовою політикою IT-підприємств); порівняльний аналіз; методи поведінкової аналітики; економіко-статистичні методи; абстрактно-логічний метод. Розкрито роль B2B-таргетингу в системі стратегічного маркетингу на глобальних ринках, проаналізовано ключові поведінкові патерни організаційних покупців цифрових продуктів та їхній вплив на результативність маркетингових стратегій. Встановлено, що процес прийняття рішень у B2B-сегменті характеризується багатоступеневістю закупівельних центрів, домінуванням цифрової взаємодії до контакту з продавцем, нелінійною клієнтською подорожжю та поєднанням раціональних і емоційних мотивів. Обґрунтовано наявність тісної двосторонньої залежності між продуктовою політикою та таргетингом, за якої продукт визначає цільові сегменти, канали й формати комунікації, а поведінкові сигнали клієнтів формують подальші продуктові рішення. Доведено доцільність інтеграції маркетингових, продуктових і аналітичних процесів, упровадження продуктової аналітики та забезпечення наскрізної взаємодії між маркетингом і продажами. Практична цінність результатів полягає у можливості їх використання для підвищення адаптивності продуктових і комунікаційних рішень IT-підприємств в умовах невизначеності та відновлення економіки. Подальші наукові дослідження стосуватимуться розроблення моделі прийняття рішень B2B-покупцем цифрових продуктів на глобальному ринку.

Ключові слова: B2B-маркетинг, маркетинг, товарна політика, стратегічне позиціонування, таргетинг, цифровий маркетинг, цифровий продукт, глобальний споживач.

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Statement of the problem. During the ongoing war in Ukraine, the IT sector of Ukraine demonstrates extraordinary resilience and strategic importance for the national economy. Despite the increasing influence of geopolitical, economic and social risks, the IT industry remains one of the key drivers of economic activity and export of services. Thus, in 2024, the turnover of the IT sector of Ukraine amounted to 7.48 billion USD, and the export of IT services – 6.45 billion USD, which provided the sector with leading positions among the country's export industries. Including computer services accounted for 41.9% of the total volume of service exports, and the IT sector as a whole provided 12.3% of exports of goods and services, however, the industry's turnover fell by 5.3% (the second year in a row without growth) [1]. Given these trends, improving B2B targeting strategies for digital products becomes relevant not only from the perspective of ensuring the commercial efficiency of IT companies in difficult external conditions, but also as a factor in stabilizing the national economy as a whole.

Analysis of recent research and publications. The issues of B2B targeting, consumer behavior and product policy of digital products are thoroughly covered in the works of foreign scholars. In particular, F. Kotler, K. Keller, M. Porter laid the theoretical foundations of strategic marketing and market segmentation, which became the basis for the development of B2B marketing approaches. The studies of J. Webster and A. Lehman focus on the specifics of B2B customer behavior, the concept of a buying center and decision-making in a B2B environment. Domestic scholars focus on the adaptation of classical marketing concepts to the conditions of a transformational economy and the development of the IT sector. The works of L. Balabanova, N. Chukhrai, T. Reshetilova explore the issues of strategic marketing, customer orientation and the formation of product policy of enterprises. M. Oklander substantiated a comprehensive approach to segmentation and selection of target customers in markets, taking into account organizational, industry and communication factors. The features of the functioning of IT enterprises, export orientation and digitalization of business processes are considered in the works of O. Kuzmin, I. Lylyk, as well as in applied analytical studies of specialized associations. At the same time, an analysis of scientific sources indicates an insufficient number of comprehensive studies that combine behavioral analysis of

global B2B consumers with issues of optimizing targeting and improving the product policy of IT enterprises in wartime. Therefore, the topic of the study is relevant.

Objective of the study is to substantiate the theoretical and methodological foundations and develop practical recommendations for optimizing B2B targeting of digital products of IT companies based on an analysis of global consumer behavior and improving product policy in the context of war and post-war economic transformations.

Statement of the task. To achieve the goal, the article outlines the tasks:

- to investigate the theoretical foundations of B2B targeting of digital products of IT companies and determine its role in the marketing system in global markets;
- to analyze the behavioral features of global B2B consumers of digital IT products as a basis for forming effective targeting solutions;
- to substantiate the directions for improving the product policy of IT companies in order to increase the effectiveness of B2B targeting in wartime.

Presentation of the main material of the study. In the work [2] it is noted that B2B targeting in marketing consists in using deterministic approaches for planning, focusing, deploying and optimizing media and marketing programs in a business-to-business environment. In contrast to the orientation to the individual consumer, B2B targeting focuses on the analysis of business needs, operational indicators, supply chains, roles in decision-making and the potential for interaction.

Digital products of IT companies occupy a special place in the system of modern B2B marketing, as they differ significantly from tangible goods in their economic nature, method of value creation and consumption mechanisms. Digital products of IT companies include software, cloud services, platforms, mobile and web applications, digital infrastructure solutions, as well as complex IT services. A key feature of digital products is their intangible nature, which makes it difficult to demonstrate and assess value until the moment of use. In this regard, marketing of IT products is focused not so much on physical characteristics as on functionality, scalability, reliability, security and integration capabilities, and the value of digital products is determined not by the cost of reproduction, but by the intellectual capital invested in development and the economic effect for the client.

A feature of digital products as a commodity in the modern world is their high rate of obsolescence, which turns the product into a dynamic category that is constantly evolving throughout its life cycle. In such conditions, marketing activities are closely linked to product management, development and after-sales support. In addition, digital products of IT companies have a network effect, when their value increases with an increase in the number of users or integrated partners, which makes the importance of marketing strategies for market penetration, pricing and promotion relevant.

In our opinion, global B2B consumers of digital products of IT enterprises constitute a specific category of economic entities, the behavior and needs of which determine the peculiarities of demand formation in international markets and require thorough characterization and classification. Based on the study [3-6], it was established that global B2B consumers are organizations that purchase goods and services to ensure their own production, operational or management activities in an international or transnational environment. In the field of IT marketing, such consumers are companies from various sectors of the economy, government institutions, financial organizations, startups and corporations that use digital solutions to improve the efficiency of business processes. Specific features of global B2B consumers are the rationality and collegiality of the decision-making process, the peculiarities of purchasing IT products with the participation of several individuals or departments (decision-making centers), within which each participant has its own technical, economic, strategic or organizational evaluation criteria.

Analysis of scientific works [3-6] revealed a number of classification features of global B2B consumers of IT products:

- by industry affiliation (financial sector, industry, logistics, healthcare, education, public sector, non-governmental organizations);
- by level of digital maturity (companies at the initial stage of digital transformation, organizations with mature IT infrastructures, digitally-oriented businesses);
- by geography of activity (local, regional, global clients).

Since the product acts as the main carrier of consumer value for the corporate client, the generalization of scientific approaches revealed that product policy is a central element of the B2B marketing system of IT companies. In the B2B segment, the product is considered not as a separate unit of sale, but as a comprehensive solution capable of solving specific business tasks of the customer. In the context of IT marketing product policy covers the formation of functional characteristics of a digital product, determination of its architecture, level of use, provision model, organization of service and technical support.

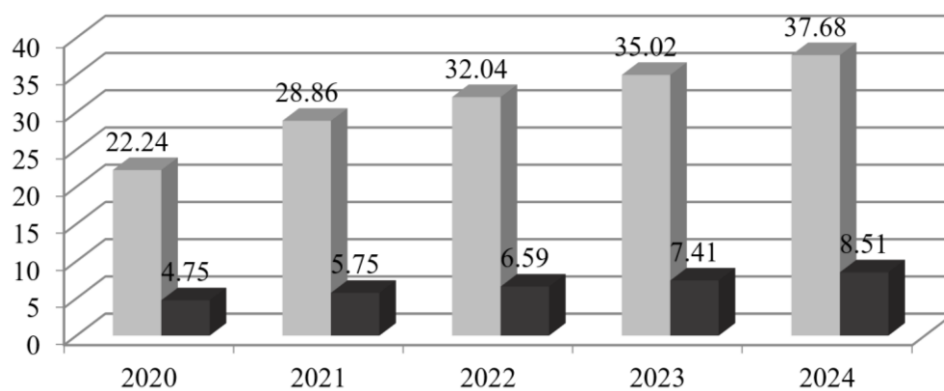


Figure 1. Dynamics of spending on advertising and marketing technologies in B2B in the USA, 2020–2024*

*Formulated by the authors based on [7].

The growth in spending on B2B advertising and marketing technologies, reflected in Fig. 1, confirms the increasing role of product policy in IT marketing, since investments in promotion and marketing technologies are directly related to the development, positioning and adaptation of digital products to the needs of global B2B consumers.

Unlike consumer markets, in the B2B segment, purchasing decisions are made by organizations under conditions of increased uncertainty, responsibility, and long-term commitments, which determines the more rational and systematic nature of B2B buyers' purchasing behavior. The behavior of B2B customers in global markets is formed under the influence of a complex of interrelated factors of an economic, organizational, technological, and socio-cultural nature [8–12].

First, the economic environment of the international market has the greatest impact on the behavior of B2B customers and includes the level of economic development of countries, currency fluctuations, tax policy, customs regimes and investment climate. Since in conditions of global instability, cost predictability and the possibility of long-term planning become especially important, for B2B customers these factors directly affect procurement budgets, supplier selection and contract terms.

Secondly, the influence of organizational factors on the behavior of B2B customers is related to the company structure, corporate culture, internal procurement procedures and decision-making systems. In an international environment, organizational factors are complicated by multi-level management structures, and the division of powers between the head office and regional divisions, as well as the need to coordinate decisions between representatives of different countries.

Third, in the context of IT product and digital services markets, technological factors such as the level of technological maturity of the client company, the state of its digital infrastructure, cybersecurity requirements and integration with existing systems significantly influence the choice of supplier. B2B clients in international markets prefer solutions that are scalable, compatible with international standards and able to adapt to different regulatory environments.

Fourth, in international B2B marketing, socio-cultural factors are no less important, manifested in differences in business culture, communication styles, the level of formalization of negotiations and attitude to risk. Cultural features determine not only the format of interaction with the client, but also the speed of decision-making, as well as the level of trust in new suppliers and expectations for service support. We believe that unlike the traditional linear funnel, modern B2B buyer journey models are mostly nonlinear, multi-channel in nature due to the availability of digital information and more active online search. Therefore, we can conclude that the first impression of the brand and solution is formed through digital touchpoints (company website, SEO, social networks, industry online events).

Fifth, the behavior of B2B customers in international markets is shaped by legal and institutional conditions, such as international standards, data protection requirements, software licensing, intellectual property terms, contract law, etc. For B2B customers, compliance with legal norms is a critical criterion for choosing a supplier, especially in the IT sector, where violation of regulatory requirements can have significant financial and reputational consequences.

Sixth, despite the dominant traditional emphasis on rationality in B2B, analytical research confirms that emotional factors also play a significant role in organizational buyer decisions. For example, a study [13] found that in 50% of cases, emotional connections to a brand influence B2B customers' decisions as strongly as rational arguments regarding KPIs.

Based on the study of analytical research and theoretical explorations of scientists [8–13], we have established that targeting in the B2B segment should take into account behavioral patterns of decision-making, which are determined by factors specific to this area:

- multi-stage centers of purchasing decisions with a large number of roles involved and different priorities;
- the dominance of digital behavior of the buyer, where most of the process takes place before contact with the seller in the digital environment;
- the nonlinear and flexible nature of the customer journey, which requires constant adaptation of marketing strategies and personalized messages;
- a combination of rational and emotional motives, which makes it possible to build a brand and interpersonal interactions in B2B as well as in B2C.

In the B2B IT context, the buying process is usually more complex and longer. It combines the interests of technical, financial and operational groups in the buyer's company. The number of people influencing the decision often exceeds 5–7 key stakeholders and most B2B buyers prefer the digital process directly. However, the most effective deals are achieved by combining digital, traditional interactions, i.e., cultural dimensions (e.g. individualism or collectivism, level of uncertainty) have a significant impact on the perception of innovations, risk management, and willingness to partnership in IT projects. Personalization of marketing and targeting campaigns has become one of the key elements of modern digital strategies for promoting IT products, as it allows taking into account individual behavioral and contextual characteristics of users to increase the relevance of messages, cost efficiency and campaign performance. Personalization as an approach is based on big data analysis, machine learning algorithms, and artificial intelligence algorithms, which allows you to create dynamic audience segments and adapt advertising content in real time according to user behavior in the digital environment.

In the context of developing the relationship between product policy and B2B targeting, it is advisable to refer to the experience of Ukrainian IT companies [14–15]. Mostly export-oriented, they demonstrate high competitiveness in global markets due to the ability to adapt

product solutions to the specific needs of corporate clients. This fact necessitates the integration of targeting tools directly into the process of forming a product portfolio. The growing role of personalization, industry specialization, and data-driven approaches in the B2B segment contributes to the transformation of product policy from universal offers to adaptive digital products focused on specific business usage scenarios. In particular, through the implementation of key account marketing approaches common among SaaS companies working with the US and European Union markets. Here the product is viewed as a modular system of functions and services adapted to individual corporate accounts, as well as through the practices of service and custom development companies. For them, B2B targeting serves as a tool for long-term customer relationship management, optimization of sales cycles, and formation of sustainable value at the level of specific industries, segments, and regional markets.

Studies of cross-cultural business communications in B2B [16–18] show that national culture influences both communication style and decision-making in partner relationships. Compared, for example, with American culture, where straightforwardness and speed of decisions are the norm, Chinese B2B partners emphasize trust, long-term relationships and personal contact. Table 1 summarizes regional aspects of user experience (UE) of global B2B consumers of digital IT products by sources [16–22].

Table 1. Regional characteristics of the user experience of global B2B consumers of digital IT products

<i>Regional market</i>	<i>Key features of the user experience</i>	<i>Regulatory and infrastructural features of market entry</i>	<i>Impact on B2B consumers and IT product suppliers</i>
Europe as a whole	High cultural and linguistic complexity (24 official EU languages), limited standardization of user experience	Strict regulatory framework (GDPR), high requirements for data protection and compliance with standards	Inappropriate communications reduce satisfaction and increase churn; companies are forced to develop localized B2B service models
Germany	Focus on accuracy, formalization of processes, detailed technical documentation	Strong regulatory and technical standardization environment	High expectations for reliability, compliance and transparency
France	Culturally focused, strategic partnership	Regulatory compliance is combined with a high role for institutional trust	Personalized UE, supplier reputation, and long-term cooperation are important
Great Britain	Pragmatism and focus on ROI	More flexible regulatory environment compared to the EU, focus on business efficiency	Priority is given to rapid implementation, measurable results and cost-effectiveness
China and the Asia-Pacific region	Integration of B2B CD into digital ecosystems (ordering, logistics, support, payment on one platform)	High pace of digital transformation, developed IT infrastructure, mobile-oriented platforms	High expectations for seamless digital experiences, service consistency, and mobile optimization

The information presented in Table 1 indicates significant regional differentiation of UE and conditions for entering international B2B markets for digital IT products. European markets are characterized by high cultural and linguistic diversity and strict regulatory requirements, in particular in the field of data protection, which limits the possibilities of standardizing the user experience and forces companies to implement localized models of interaction with customers. At the same time, individual European countries demonstrate specific expectations of B2B consumers related to accuracy, strategic partnerships and orientation towards economic efficiency. A high level of digital integration and the pace of implementation of platform solutions, which forms the demand for a seamless, mobile-oriented customer experience, on the contrary, distinguish the Asia-Pacific region.

Data analytics plays a key role in consumer behavior research, as it provides a comprehensive, multidimensional, and dynamic understanding of decision-making

processes, allows you to integrate structured and unstructured data sets from different touchpoints, identify hidden behavioral patterns, predict consumer reactions, and personalize marketing influences in real time. Modern consumer data platforms integrate data from different sources, creating unified consumer profiles, and allow you to predict the likelihood that a customer will take a certain action, determine the optimal next steps in customer interaction, segment behavior, and customize personalized marketing campaigns.

Thus, in the globalized B2B IT environment, the strategy for entering regional markets is being shaped by the influence of unified digital practices and at the same time the growing need for local adaptation, which forces companies to balance between standardization of business processes and sensitivity to regional peculiarities of customer behavior, regulatory environment and cultural norms. Digital touchpoints often serve as the primary channel of interaction between the IT solution provider and the corporate customer, and their relevance and clarity critically affect the perception of the company. Therefore, a key element of such a strategy is the preparation of localized digital marketing, which involves the adaptation of content, UX/UI and accompanying technical and commercial documentation in accordance with the linguistic, cognitive and professional expectations of target markets. No less important is the localization of contacts and communication channels, which involves taking into account language differences, cultural models of business communication and decision-making characteristics, implemented through local representatives, regional offices or adapted digital support channels that increase the level of trust and perception of the company as a reliable partner. Taking into account the changing behavior of B2B buyers, who increasingly combine independent digital information search with the expectation of expert support, necessitates the use of a hybrid approach to sales. Such approach integrates digital self-service (online platforms, demo environments and automated consultations) with the involvement of contacts at critical stages of the negotiation process, allowing at the same time to scale sales and maintain a high level of personalization in complex, high-value or strategically important deals.

Conclusions. The conducted study allowed for the identification of several key findings. Considering B2B targeting as a systematic process of identifying, segmenting, and prioritizing organizational clients, followed by the selection of marketing and sales actions aimed at specific accounts or account groups, in B2B IT contexts product policy and targeting are closely interdependent: the product defines target segments, as well as the channel and format of engagement, while the results of targeting campaigns and clients' behavioral signals inform subsequent product decisions. For effectiveness, firms require integration of product and marketing processes, product analytics and technology, as well as seamless communication between product managers, marketers, and sales teams.

The application of behavioral data for segment identification enables companies to more accurately forecast client needs and optimize their engagement processes. B2B consumer segmentation represents a crucial step in developing effective marketing strategies in global markets, as behavioral segmentation involves grouping consumers based on their interaction with a product or service, including purchase frequency, order volume, communication channels, engagement levels, and response to marketing initiatives. The advantages of behavioral segmentation include increased precision of targeted marketing, personalization of commercial offers, and optimized allocation of company resources. Furthermore, behavioral data analysis allows firms to anticipate potential shifts in demand and adapt sales strategies promptly, which is particularly relevant under conditions of global competition and rapid technological change. In the context of the global B2B market, behavioral data acquire particular significance due to the diversity of cultural, economic, and regulatory conditions influencing purchasing behavior.

Future research will focus on developing a decision-making model for B2B buyers of digital products in the global market.

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