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O. Baklanova,

*PhD in Economics, Associated Professor of the Department of Management,
National Aviation University*

ORCID ID: <https://orcid.org/0000-0003-1709-312X>

T. Chebanova,

*PhD, Associate Professor of the Department of Entrepreneurship and Tourism,
Odessa National Maritime University*

ORCID ID: <https://orcid.org/0000-0002-5142-1185>

N. Remzina,

*PhD in Economics, Associated Professor of the Department of Entrepreneurship
and Tourism, Odessa National Maritime University*

ORCID ID: <https://orcid.org/0000-0002-0838-5166>

INNOVATIVE MANAGEMENT AND MARKETING MODELS OF ENTERPRISES

О. Г. Бакланова,

*к. е. н., доцент, доцент кафедри менеджменту,
Національний Авіаційний Університет*

Т. Є. Чебанова,

*к. е. н., доцент, кафедра «Підприємництво та туризм»,
Одеський національний морський університет*

Н. А. Ремзіна,

*к. е. н., доцент кафедри "Підприємництво та туризм",
Одеський національний морський університет*

ІННОВАЦІЙНІ МОДЕЛІ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ ПІДПРИЄМСТВ

Innovative transformations of the modern economy are shaping an environment in which the efficiency of enterprise performance increasingly depends on the ability to implement management and marketing models that ensure flexibility, adaptability, and a focus on consumer needs. Accordingly, the aim of the article is to study the essence and features of innovative models in enterprise management and marketing, as well as to identify directions for their effective implementation in modern economic conditions. Therefore, this article aims to study the essence and specific features of the formation of innovative management and marketing models in enterprises, as well as to identify directions for their effective implementation. As a result of the conducted research, it has been proven that innovative marketing and management models are systemic in nature and form a coherent logic of enterprise governance. Theoretical generalizations developed in this work have enabled conceptual and analytical elaboration of the terminological apparatus and the systematization of relevant models. It has been demonstrated that marketing models define approaches to consumer interaction, value creation, and the use of digital communication channels, whereas management models ensure the effective organization of internal processes, resource allocation, and managerial decision-making. Their integration has made it possible to identify the fundamental principles for achieving synergy and increasing the performance of modern enterprises. The synthesis of theoretical provisions has enabled the identification of common characteristics of the examined models, the key ones being digitalization, data orientation, personalization, customer-centricity, managerial flexibility, and continuous improvement of business processes. It has been established that their effective implementation is possible under conditions of enterprise digital transformation, the development of an innovative organizational culture, the adoption of modern IT solutions (CRM, ERP, analytical systems), and the use of artificial intelligence in decision-making processes. The practical value of the study lies in identifying the key characteristics of modern models, enabling enterprises to more systematically select managerial and marketing tools in

accordance with the conditions of digital transformation, high competition, and changing consumer behavior. The applied significance of the research is reflected in the possibility of using the formulated provisions as a basis for implementing integrated managerial and marketing solutions that enhance enterprise efficiency, adaptability, and competitiveness.

Інноваційні трансформації сучасної економіки формують середовище у якому ефективність діяльності підприємства дедалі більше залежить від здатності впроваджувати моделі менеджменту та маркетингу, що забезпечують гнучкість, адаптивність і орієнтацію на потреби споживача. Відтак, метою статті є дослідження сутності та особливостей формування інноваційних моделей менеджменту та маркетингу підприємств, а також визначення напрямів їх ефективного впровадження. В результаті проведеного дослідження доведено, що інноваційні моделі маркетингу та менеджменту мають системний характер і формують цілісну логіку управління підприємством. Фактично реалізовані теоретичні узагальнення забезпечили теоретико-аналітичне опрацювання понятійного апарату та систематизацію відповідних моделей. Доведено, що маркетингові моделі визначають підходи до взаємодії зі споживачами, формування цінності та використання цифрових каналів комунікації, тоді як моделі менеджменту забезпечують ефективну організацію внутрішніх процесів, розподіл ресурсів і прийняття управлінських рішень. Їхня інтеграція дозволила визначити базові засади досягнення синергічного ефекту та підвищення результативності діяльності сучасного підприємства. Узагальнення теоретичних положень дозволило визначити спільні характеристики розглянутих моделей, серед яких ключовими є цифровізація, орієнтація на дані, персоналізація, клієнтоорієнтованість, гнучкість управління, безперервне вдосконалення бізнес-процесів. Встановлено, що їх ефективне впровадження можливе за умови цифрової трансформації підприємства, розвитку інноваційної організаційної культури,

застосування сучасних IT-рішень (CRM, ERP, аналітичних систем) та використання штучного інтелекту в процесах прийняття рішень. Практична цінність дослідження полягає у визначенні ключових характеристик сучасних моделей, що дозволять підприємствам більш обґрунтовано підходити до вибору управлінських і маркетингових інструментів (тобто врахувати умови цифрової трансформації, конкуренції та зміни споживчої поведінки). Прикладне значення дослідження полягає у можливості використання сформульованих положень як основи для впровадження комплексних управлінських і маркетингових рішень, що сприяють підвищенню ефективності діяльності підприємств, їх адаптивності та конкурентоспроможності.

Keywords: *managerial and marketing decisions; model; data orientation; personalization; customer-centricity; digitalization; business efficiency; innovation, managerial authority.*

Ключові слова: *управлінські та маркетингові рішення; модель; орієнтація на дані; персоналізація; клієнтоорієнтованість; цифровізація; ефективність діяльності; інновації; управлінські повноваження.*

Problem statement. Innovative transformations of the modern economy are shaping an environment in which the effectiveness of enterprise performance increasingly depends on the ability to implement management and marketing models that ensure flexibility, adaptability, and a focus on consumer needs. As an illustration, if a modern enterprise actively employs, in particular, a CRM-oriented model of customer relationship management—integrating big data analytics, offering personalization, and automating logistics processes—it is able to respond quickly to changes in demand, transform supply chains, and provide a high level of customer service.

Actually, contemporary enterprises operate in conditions of high uncertainty; therefore, classical management and marketing approaches no longer guarantee

sustainable development, unlike innovative ones (which are based on the integration of digital technologies, the development of human capital, flexible organizational structures, and network-based interaction). Notably, within innovative models, marketing is transforming from a product promotion tool into a strategic function that creates customer value through the use of data analytics, personalization, and digital communication channels.

Thus, the relevance of this study is driven by the growing role of innovation as a key factor in enterprise competitiveness, as well as the need to systematize modern management and marketing approaches, methods, and tools aimed at the effective implementation of innovations.

Actual scientific researches and issues analysis. Modern enterprise management and marketing problems have been analyzed in the works of Raiko D.V., Lebedieva L.E. [5], Yaromich S.A., Velychko T.H. [9], Brychko A.M. [1], Voloshchuk Yu.O., and Voloshchuk V.R. [2]. Specifically, these scholars have outlined the main trends in the development of management and marketing approaches, identified key problems of enterprise functioning under contemporary conditions, and proposed directions for their resolution.

Meanwhile, a comprehensive study of innovative models of enterprise management and marketing is lacking in the scientific literature, which raises several practical and theoretical issues. Without a holistic approach, research remains fragmented: marketing, management, and digital tools are considered separately, with no integrated vision of their interaction. In addition, enterprises face difficulties in implementing innovative management and marketing solutions due to the lack of clear, comprehensive recommendations or validated models.

Research aim. This article aims to examine the essence and specific characteristics of innovative management and marketing models in enterprises, as well as to identify directions for their effective implementation. To fulfil this aim, the study sets the following objectives:

- general identification of the main models of innovative management and marketing;

- analysis of the key characteristics of innovative management and marketing models;
- substantiation of practical recommendations for the application of innovative management and marketing models.

Main findings of the research. Within the framework of the study, the authors emphasize that, in a broader sense, innovative management and marketing models encompass new principles of organizing management and demand formation (such as flexibility, decentralization, a project-based approach, the use of digital technologies, and the development of human capital) [6-7].

Flexibility implies an enterprise's ability to quickly adapt to market changes; decentralization refers to the delegation of part of managerial authority and responsibilities for product promotion and sales to lower management levels; the project-based approach involves organizing activities in the form of separate projects with clear goals, timelines, and resources; the use of digital technologies entails the implementation of modern information and communication systems and technologies; and the development of human capital means investing in employees' knowledge, skills, and competencies.

More precisely, innovative management and marketing models of enterprises represent a set of modern managerial and marketing approaches, methods, and tools based on the implementation of new or significantly improved ideas, technologies, working methods, and approaches to the production of goods or services, aimed at increasing the efficiency of a modern enterprise, its adaptability to change, and strengthening its competitive position [2; 5; 8]. Such models ensure the innovative development of an enterprise by promoting the systematic renewal of its activities, which is especially relevant in the conditions of a "red ocean," characterized by high competition, market saturation, and limited opportunities for differentiation.

Essentially, innovative marketing models involve the application of modern concepts of consumer interaction, a focus on value creation, personalization of

offerings, the use of data analytics, and digital communication channels. These include [5; 9]:

- Digital marketing – aimed at promoting goods and services through digital channels (including the internet, social media, search engines, email, and mobile applications);
- Content marketing – aimed at creating and distributing valuable, relevant content across digital and traditional communication channels (websites, blogs, social media, email newsletters, and media platforms) to attract and retain audiences and build trust;
- Influencer marketing – aimed at promoting products through opinion leaders (bloggers, public figures) who influence their audience;
- Omnichannel marketing – aimed at ensuring a unified and continuous customer experience across all channels (online and offline [8]);
- Relationship marketing – aimed at building long-term relationships with customers, increasing loyalty, and improving retention;
- Personalized marketing – aimed at adapting offers, content, and communications to the individual needs and behavior of a specific consumer;
- Neuromarketing – aimed at studying brain responses and subconscious factors of consumer behavior to more effectively influence decision-making;
- Viral marketing – aimed at creating content that spreads rapidly through word of mouth or social networks;
- Social media marketing – aimed at promoting a brand and engaging with audiences through social networks;
- Artificial intelligence- and automation-based marketing – aimed at using AI algorithms and automated systems to analyze data, predict customer behavior, and optimize marketing campaigns.

We have identified the outlined approaches, methods, and marketing tools as distinct models because they each have their own logic for structuring marketing, a specific focus (i.e., they clearly define what the company concentrates on—

content, data, relationships, channels, etc.), or they establish a framework for interaction with the customer. Meanwhile, a closer analysis of each of these innovative models (see Table 1) indicates that they shape the way marketing activities are conducted, defining certain principles, tools, and mechanisms for interaction with the target audience.

Table 1. Characteristics of innovative marketing models of an enterprise

Marketing model	Essence of the model	Core features	Examples of application
Digital marketing	Promotion of goods and services through digital channels	Use of the internet, analytics, automation, targeting	Google Ads advertising, email campaigns, banner ads
Content marketing	Attracting customers through useful and relevant content	Focus on value, long-term relationships, storytelling	Company blogs, brand YouTube channels
Influencer marketing	Promotion through opinion leaders	Audience trust, native advertising, social influence	Product promotion via Instagram bloggers
Omnichannel marketing	Integration of all communication channels into a unified system	Seamless customer experience, consistency	Online purchase with in-store pickup
Relationship marketing	Building long-term relationships with customers	Loyalty, personalized approach, focus on CRM systems	Loyalty programs, bonus cards
Personalized marketing	Use of data to create individualized offers	Consumer behavior analysis, market segmentation, Big Data analysis	Personalized product recommendations
Neuromarketing	Study of consumer reactions to marketing stimuli	Use of psychology, emotional impact, brain research	Ad testing through eye-tracking
Viral marketing	Rapid spread of content through users	Word-of-mouth effect, emotional appeal, creativity	Viral videos, memes
Social media marketing	Promotion through social networks	Interactivity, fast feedback, targeting	Brand pages on Instagram, TikTok
AI-driven and automated marketing	Use of artificial intelligence to optimize marketing	Automation of basic marketing processes, forecasting, chatbots	Recommendation systems, support chatbots

Source: created by the author based on [5; 8-9]

These models determine how an enterprise analyzes consumers, selects communication channels, formulates its value proposition, and builds interactions

with the target audience. These characteristics establish the overall logic of marketing decisions and actions [5].

Innovative management models involve implementing modern approaches to organizing management that ensure flexibility, adaptability, efficient use of resources, and personnel development. These include [1-4]:

- Agile management – centered on ensuring flexible management through rapid adaptation to change, iterative planning, and continuous feedback.
- Project management – concentrated on achieving specific goals through effective planning, implementation, and control of projects within defined resources and timelines.
- Process management – directed at optimizing and managing business processes to improve organizational efficiency.
- Lean management – oriented toward minimizing waste and maximizing customer value through the rational use of resources.
- Knowledge management – focused on the creation, accumulation, sharing, and effective use of knowledge within the organization.
- Change management – devoted to planning, implementing, and controlling changes in the organization to ensure its adaptation to the external environment.
- Remote and hybrid management – focused on organizing effective work and interaction of personnel in conditions of remote or partially remote employment.
- Holacracy – targeted at decentralizing management through team self-organization and the distribution of responsibilities without rigid hierarchy.
- Teal organizations – centered on building management based on trust, employee self-realization, and the absence of traditional hierarchy..
- Digital management – aimed at using digital technologies, automation, and data analytics to enhance management efficiency.

It is noteworthy that we have distinguished the outlined approaches, methods, and management tools into separate models, since each of them forms a holistic

management system that determines how an organization plans its activities, allocates responsibilities, responds to changes, and achieves its set goals (see Table 2).

Table 2. Characteristics of innovative enterprise management models

Management model	Essence of the model	Core features	Application examples
Agile management	A flexible management approach based on rapid adaptation to changes	Iterativity, teamwork, fast feedback, flexibility	IT companies, startups, product development
Project management	Managing activities through the implementation of separate projects	Clear objectives, limited resources and timeframes, structured approach	Construction, consulting, engineering
Process approach (BPM)	Management through business process optimization	Process orientation, standardization, continuous improvement	Manufacturing, logistics, banking
Lean management	Eliminating waste and increasing process efficiency	Resource optimization, waste minimization, value orientation	Manufacturing, automotive industry
Knowledge management	Systematic creation, storage, and use of knowledge	Knowledge sharing, staff training, innovation	Education, consulting, IT
Change management	Organization and control of change processes within a company	Flexibility, adaptation, managing resistance	Corporations undergoing transformation
Remote and hybrid management	Managing distributed teams	Use of digital tools, flexible schedules, remote interaction	IT, marketing, international companies
Holacracy	A self-organized management system without a rigid hierarchy	Decentralization, team autonomy, roles instead of positions	Innovative companies, startups
Teal organizations	A management model based on trust and self-management	Absence of hierarchy, values, employee self-realization	Creative industries, social enterprises
Digital management (e-management)	Management based on digital technologies and data	Automation, analytics, use of IT systems	E-commerce, fintech, modern enterprises

Source: created by the author based on [1-4; 7-8]

The outlined management models define the modern logic of organizing managerial activities within an enterprise, establishing principles for planning, allocation of responsibilities, personnel interaction, resource utilization, and decision-making [4].

Thus, the innovative management and marketing models identified in this study are considered a key instrument for ensuring the long-term development, resilience, and competitiveness of enterprises in a dynamic market environment. Their interrelation lies in the fact that management ensures the effective organization of internal enterprise activities, while marketing ensures its market and customer orientation. Together, they form an integrated management system aimed at enhancing competitiveness under the following conditions:

1. High-quality digitalization of business processes has been achieved, and the use of modern IT solutions (such as CRM, ERP systems, and data analytics) is ensured.
2. A customer-oriented approach is implemented through marketing personalization and the development of relationship marketing.
3. Continuous optimization of business processes is ensured based on process-oriented and lean approaches.
4. Data and artificial intelligence are used for managerial and marketing decision-making.
5. Virtual work practices and new team organization models are developed.
6. An innovative corporate culture is implemented that supports change, learning, and employee self-development.

Conclusions.

As a result of the conducted study, it has been demonstrated that innovative marketing and management models are systemic in nature and form a coherent logic of enterprise management. The theoretical generalizations carried out in fact ensured the conceptual and analytical development of the relevant theoretical framework and the systematization of the corresponding models.

The study confirms that marketing models define approaches to consumer interaction, value creation, and the use of digital communication channels, whereas management models ensure the effective organization of internal processes, resource allocation, and managerial decision-making. Their integration has made it

possible to identify the fundamental principles for achieving a synergistic effect and enhancing the performance of modern enterprises.

The generalization of theoretical provisions has allowed for the identification of common characteristics of the considered models, among which the key ones are digitalization, data orientation, personalization, customer-centricity, management flexibility, and continuous business process improvement. It has been established that their effective implementation is possible under conditions of enterprise digital transformation, the development of an innovative organizational culture, the application of modern IT solutions (CRM, ERP, and analytical systems), and the use of artificial intelligence in decision-making processes.

The practical value of the study lies in identifying the key characteristics of modern models, which enables enterprises to make more informed choices of managerial and marketing tools in response to digital transformation, high competition, and changing consumer behavior. The applied significance of the study consists in the possibility of using the formulated provisions as a basis for implementing integrated managerial and marketing solutions that contribute to improving enterprise efficiency, adaptability, and competitiveness.

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