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## A HOLISTIC APPROACH TO MARKETING COMMUNICATIONS AS A DETERMINANT OF CONTEMPORARY CONSUMER BEHAVIOUR

*The article examines a holistic approach to marketing communications as a key determinant of contemporary consumer behaviour in the context of total digitalisation. The essence of holistic marketing as an integrated paradigm based on the synergy of internal, integrated, socially responsible marketing and relationship marketing is substantiated. The fundamental transformation of the role of the consumer is analyzed – from a passive object of influence to an active “prosumer” with unprecedented market power in the digital environment. The role of artificial intelligence, Big Data, and omnichannel strategies in creating a “seamless” customer experience and overcoming barriers to selective information perception is defined. Particular attention is paid to the socio-ethical aspect and the formation of the brand's emotional capital, which is becoming a determining factor of competitiveness in conditions of martial law. It has been proven that the implementation of a holistic approach allows transforming communication from a means of pressure into a mechanism of partnership, ensuring the growth of lifetime customer value (LTV) and the development of the enterprise in the paradigm of holistic marketing.*

**Keywords:** holistic marketing, integrated marketing communications, consumer behaviour, prosumerism, digitalisation, artificial intelligence, omnichannel, lifetime customer value.

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## ХОЛІСТИЧНИЙ ПІДХІД ДО МАРКЕТИНГОВИХ КОМУНІКАЦІЙ ЯК ДЕТЕРМІНАНТА СУЧАСНОЇ ПОВЕДІНКИ СПОЖИВАЧІВ

*У статті представлено результати комплексного дослідження холістичного підходу до маркетингових комунікацій як фундаментальної детермінанти, що визначає сучасну поведінку споживачів у динамічному цифровому середовищі. Обґрунтовано, що виникнення холістичної парадигми стало закономірним результатом еволюції управлінської думки – від орієнтації на нарощування обсягів виробництва до фокусу на «людську душу», соціальні цінності та цілісне сприйняття бізнес-процесів. В основу роботи покладено концепцію Ф. Котлера та К. Келлера, яка базується на синергії чотирьох компонентів. Доведено, що така інтеграція дозволяє подолати фрагментарність маркетингових зусиль і перетворити маркетинг із окремої функції на загальну філософію бізнесу. Особливу увагу приділено трансформації ролі споживача в умовах «цифрової революції», де межа між реальним та віртуальним світами стає розмитою. Виявлено перетворення пасивного об'єкта впливу на активного «прос'юмера», який завдяки вільному доступу до Big Data та інструментам миттєвого порівняння цін отримує безпрецедентну ринкову владу і диктує власні вимоги до продукту. У контексті психології споживання досліджено модель «чорної скриньки» свідомості та механізми подолання селективної уваги в умовах інформедії через створення цілісних, несуперечливих повідомлень бренду. Розкрито роль новітніх технологій – штучного інтелекту, предиктивної аналітики та омніканальних стратегій – як інструментів забезпечення «безшовного» клієнтського досвіду та гіперперсоналізації в реальному часі. На прикладах лідерів українського ринку проілюстровано ефективність маркетингу стійкості, мем-маркетингу та емоційного сторітелінгу. Визначено, що в умовах воєнного стану соціально-етичний аспект та формування емоційного капіталу стають визначальними чинниками конкурентоспроможності. Підсумовано, що холістичний підхід трансформує комунікації із засобу тиску на механізм партнерства, зміщуючи фокус із поодиноких транзакцій на управління позитивною цінністю клієнта (LTV). Стаття окреслює стратегічні перспективи розвитку бізнесу в межах парадигми холістичного маркетингу, що передбачає гармонізацію Phygital-досвіду, спільного створення цінності (Co-creation) та еко-орієнтованості.*

**Ключові слова:** холістичний маркетинг, інтегровані маркетингові комунікації, поведінка споживача, прос'юмеризм, цифровізація, штучний інтелект, омніканальність, позитивна цінність клієнта (LTV).



**Problem statement.** Global transformation of the market environment and evolution of marketing thinking. At the beginning of the 21st century, the global economy faced a radical complication of the global competitive environment, which was the result of a long evolution of management thinking and marketing practice.

Globalisation, total digitalisation and fundamental changes in consumer behaviour became the objective determinants of the emergence of a holistic approach. In the context of the "digital revolution", the boundary between the real and virtual worlds has become blurred, and information technology has given consumers unprecedented market power. Whereas manufacturers used to "hunt" for buyers, in today's dynamic virtual environment, consumers themselves have become "hunters" who dictate requirements for products, prices, and communication channels. Moreover, there has been a transformation of the consumer from a passive object of influence to an active "prosumer" (consumer-producer) who independently designs product characteristics and directly influences marketing processes. The strengthening of the consumer's role reduces the effectiveness of traditional marketing tools, in particular the concept of the product life cycle and portfolio models in an environment of instant communication and high-speed information exchange.

Therefore, traditional approaches often focus on individual functions or tools, creating functional barriers between departments within a company. At the same time, in conditions of information overload, consumers apply mechanisms of selective attention, which makes the mass "monologue" of brands ineffective.

That is why only coherent, consistent messages broadcast across all touchpoints can overcome the barrier of perception. This requires abandoning the understanding of marketing as a separate support function and transforming it into a general business philosophy, a tool for coordinating all processes around the creation of consumer value.

**Analysis of recent research and publications.** The problem of implementing a holistic approach to marketing communications and its impact on modern consumer behaviour is the focus of attention of both foreign and domestic scientists. The fundamental principles of holistic marketing were laid down by P. Kotler and K. Keller [1], who defined it as the development and implementation of marketing programmes and processes, taking into account their breadth and interdependence.

The evolution of marketing concepts in the context of the changing role of the consumer is studied in detail in the works of Sibruk V.L. and Sibruk A.V. The authors note that the current stage is characterised by a transition from reactive management methods to provocative approaches, i.e. the holistic approach considers business as a single system where "everything matters" and success depends on the synergy of all channels of interaction [7].

The theoretical foundations of consumer behaviour as the basis of marketing activities are highlighted in the works of Pakhuchaya E.V. [5]. The researcher emphasises the radical change in the psychology of the modern buyer, who has become a "hunter" who independently dictates market conditions. The priority direction is a shift in focus from mass needs to high-quality satisfaction of the demands of each individual.

The impact of digitalisation on consumer behaviour is analysed in the works of many contemporary researchers:

O.I. Zaitseva and Y.T. Pelikh study the development of new technologies as a means of adapting business to global challenges, K.S. Bolibruk highlights trends in the use of artificial intelligence to study changes in consumer behaviour, which allows the creation of hyper-personalised offers, Verkholyuk O.R. considers "digital footprints" as the basis for personalising the customer experience, Salamakha Yu.V. analyses meme marketing as a strategic communication tool that forms an emotional connection in conditions of martial law.

Despite a significant body of research, the following issues remain controversial and insufficiently studied: methodological aspects of assessing the quantitative synergistic effect of the interaction of all components of holistic marketing; features of adapting a holistic approach for small and medium-sized businesses with limited marketing budgets; ethical limits of using artificial intelligence and big data in the formation of personalised communications; transformation of internal marketing in the context of total remote work and digital interaction.

Thus, the need for further theoretical justification of the holistic approach as a determinant of consumer behaviour in conditions of unprecedented market turbulence determined the choice of the topic of this article.

**Formulation of the article's objectives.** The purpose of the article is to conduct a comprehensive study of the holistic approach to marketing communications as a determining factor in modern consumer behaviour in conditions of total digitalisation and global market transformations.

**Presentation of the main research material.** The concept of holistic marketing is the result of a long evolution of management thinking and marketing practice that emerged in response to the radical complexity of the global market environment at the beginning of the 21st century. The very name of this approach comes from the Greek word "ὅλος", which translates as "holistic" or "whole". Unlike traditional approaches, which often focused on individual functions or tools, holistic marketing is based on a philosophy of integrity, where "everything matters": breadth of coverage, interconnection of processes and their interdependence.

The fundamental principles of this paradigm were first systematically outlined by Philip Kotler and Kevin Lane Keller in 2006 in their work *Marketing Management*. The authors defined holistic marketing as the planning, development and implementation of marketing programmes, processes and activities, taking into account their breadth and interdependence. The theoretical roots of holism in marketing stem from the need to balance different competencies and overcome the fragmentation of marketing efforts, which has become an obstacle to business development in the information economy [1].

The evolutionary path to a holistic concept includes several key stages, each of which developed and complemented previous developments (Fig. 1).

A significant theoretical prerequisite for the formation of a holistic approach was the transformation of the marketing paradigm, which consisted in the transition from the dominance of a product-centric orientation to a human-centric model. Within this transformation, the focus shifted from product characteristics to the underlying needs, values, and socio-cultural orientations of the consumer. Marketing 3.0 and 4.0, described by P. Kotler, emphasise



Figure 1. The evolutionary path of the holistic marketing concept

Source: constructed by the authors using AI based on [1, 7]

the transition from reactive management to proactive trend formation and consumer involvement in the process of creating new products (the concept of “prosumerism”) [1].

The complexity of today's market requires an integrative paradigm that combines previous achievements into a single “perception-response” system. The fundamental principles of this paradigm were outlined by P. Kotler and K. Keller, who defined holistic marketing as the planning of marketing programmes taking into account their interdependence (Fig. 2).

The concept of holistic marketing recognises that a company can only operate successfully if its internal resources are harmonised with external market opportunities. This requires the removal of functional barriers between departments, where marketing was often seen as

a separate support function. Instead, it becomes a general business philosophy, a tool for coordinating all business processes around the creation of consumer value.

The development of CRM (Customer Relationship Management) and omnichannel strategies played a special role in the formation of the concept. The ability to collect and analyse huge amounts of data (Big Data) has allowed companies to move from mass influence to deeply personalised communications. The introduction of artificial intelligence, augmented reality (AR) and blockchain into marketing activities has become the technological basis for implementing a holistic approach in practice [2].

The theoretical foundations of holistic marketing are based on the integration of a systematic approach, interaction theory, consumer psychology, and social

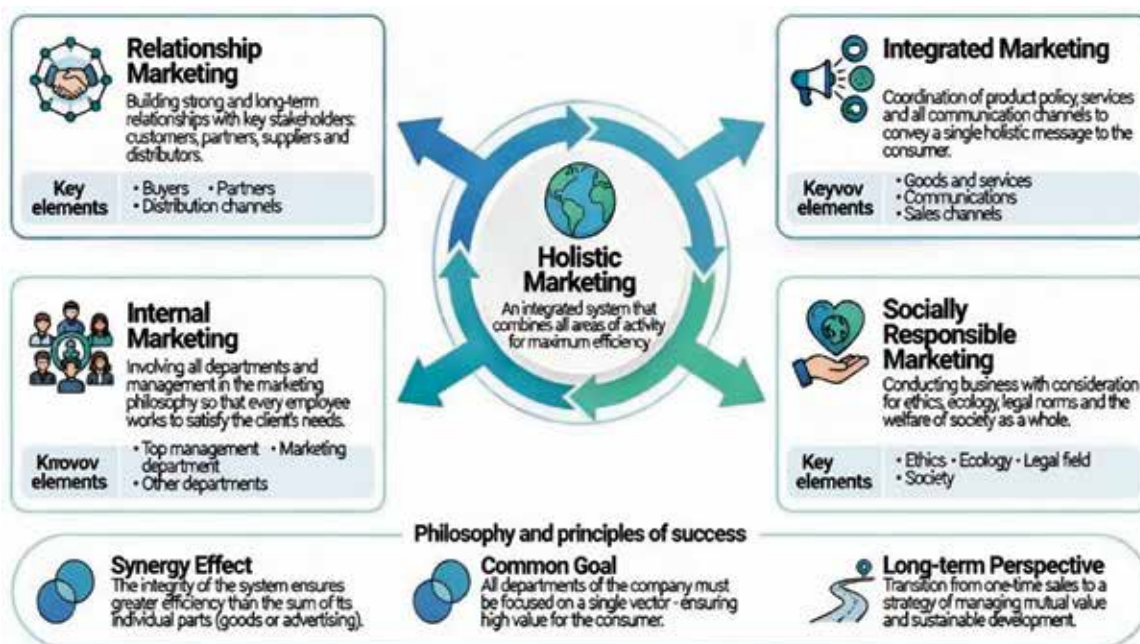


Figure 2. The structure of holistic marketing (according to P. Kotler and K. Keller)

Source: constructed by the authors using AI based on [1]

responsibility. The emergence of this concept was a natural response to the challenges of the 21st century, where business success depends not on individual transactions, but on the ability to create a holistic, seamless and value-oriented experience for all market participants [7].

Thus, the objective determinants of the emergence of the holistic approach were globalisation, total digitalisation, and the changing role of the consumer. In the context of the “digital revolution”, the line between the real and virtual worlds has become blurred, and information technology has given consumers unprecedented market power. Whereas manufacturers used to “hunt” for buyers, now consumers themselves have become “hunters” who dictate requirements for products, prices, and communication channels. Traditional tools, such as product life cycle or portfolio models, have become insufficiently effective in an environment of instant communication and strategic alliances.

When studying the factors influencing consumer behaviour in the context of digitalisation, it can be argued that it is a complex process determined by a combination of internal (psychological) and external (sociocultural) factors. In the context of holistic marketing, particular attention is paid to how these factors interact with the marketing incentives of the enterprise (Fig. 3).

Key influencing factors include:

- Motivation and needs: according to Maslow and Herzberg's theories, modern consumers not only satisfy their basic needs but also seek self-expression. Holistic communications appeal to the higher levels of the pyramid of needs, offering not a product but an identity;

- perception and attention: in conditions of information overload (infodemic), consumers use mechanisms of selective attention. Only coherent, consistent brand messages can overcome the barrier of perception.

Social environment and reference groups: the influence of opinion leaders (influencers) and reviews on social networks is often more significant than direct advertising.

The digital transformation of the global economy has also been a key catalyst for changes in consumer behaviour patterns, transforming the traditional market into a dynamic virtual environment. The rapid development of information and communication technologies has radically

changed the ways in which we obtain information, communicate and make purchases, making digitalisation an integral part of everyday life. In the context of “digital evolution”, the line between the real and virtual worlds is gradually disappearing, forcing businesses to rethink their customer engagement strategies. Today's consumers have gained unprecedented market power based on free access to information, the ability to instantly compare prices and analyse reviews from around the world.

One of the fundamental factors of influence is the changing role of the consumer – from a passive object of marketing influence to an active “prosumer” (consumer-producer). Thanks to digital tools, buyers can now independently design product characteristics, dictate acceptable prices, and directly influence the marketing processes of production. This phenomenon, known as “consumer dictatorship”, requires brands to be completely transparent and able to adapt to unique individual requests in real time [5, 8].

Psychological factors influencing behaviour in the digital environment have taken on new dimensions through personalisation and emotional engagement. Motivation, perception, assimilation and attitude remain the basic determinants, but digitalisation makes these processes more complex and individualised. The “digital footprints” that consumers leave on the Internet (search history, clicks, likes) have become the most valuable resource for studying subconscious desires and predicting future decisions. Companies use this data to create personalised offers that match the consumer's inner essence and self-perception [5, 6, 8].

Social networks and opinion leaders have become a powerful external factor shaping modern consumer habits. Traditional advertising is gradually losing credibility, giving way to authentic content and user-generated content (UGC). Modern buyers tend to trust the experiences of real people and reviews on online platforms more than official brand communications. Studies confirm that over 90% of consumers make purchasing decisions based on recommendations from friends, family, or other users online. Social interaction through chats, forums, and video hosting sites creates a “social proof” effect, which is critical for building loyalty [2, 4, 8].

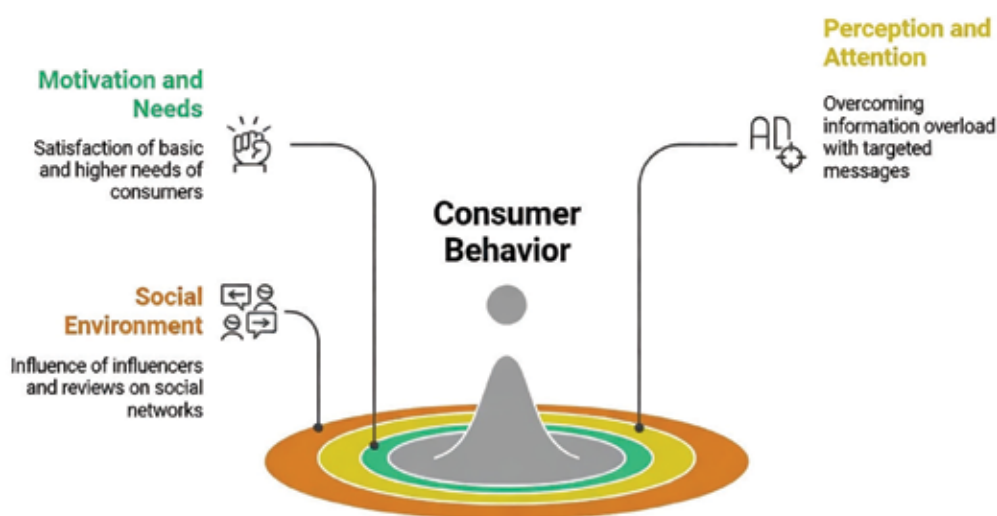


Figure 3. Factors influencing consumer behaviour

Source: constructed by the authors using AI based on [5]

Technological determinants such as artificial intelligence (AI) and Big Data are key drivers of customer experience transformation. The use of machine learning algorithms allows businesses to analyse huge amounts of data, predict demand and automate communications through chatbots. AI-based personalisation ensures the relevance of advertising messages, which significantly increases the likelihood of conversion and customer satisfaction. In addition, augmented reality (AR) and virtual reality (VR) technologies create an immersive experience, allowing consumers to “test” products in a virtual space before making a purchase [6, 8].

Time and convenience have become decisive factors in the purchasing decision-making process. Digital consumers are increasingly pressed for time and appreciate the ability to place orders 24/7 from any device. The expectation of instant responses to requests and fast delivery is forcing companies to implement omnichannel strategies that provide a “seamless” experience when switching between offline and online points of contact. If consumers do not receive a quick response or convenient service, they easily switch to competitors, as the cost of such a switch in the digital world is minimal.

Economic and situational factors have also changed in the context of digitalisation. The use of dynamic pricing systems allows companies to adjust the cost of goods in real time depending on demand and user behaviour. At the same time, consumers have become more price-sensitive due to the ease of comparing prices on marketplaces. Global crises, such as the COVID-19 pandemic or military conflicts, have accelerated the transition to online consumption and increased attention to business ethics and brand social responsibility.

An important aspect of this impact is the formation of new value orientations, such as environmental awareness and sustainable development. Digital media allows consumers to study in detail the origin of goods, the composition of products, and the impact of production on the environment. Today's buyer chooses not just a product, but a brand whose values coincide with their own, which requires companies to integrate social and ethical principles into every communication.

Psychographic segmentation of the audience by lifestyle, interests and value levels (for example, according to the spiral dynamics model) is becoming more effective than traditional demographic segmentation. Understanding the level of consciousness of the digital consumer (from the search for protection to the desire for global harmonisation) allows brands to accompany them in their development by creating messages that resonate internally [5].

Summarising the analysis of influencing factors, it can be argued that consumer behaviour in the digital age is determined by the synergy of technological innovation, social interaction and deep psychological personalisation. Traditional linear decision-making models are being replaced by complex interactive paths, where each point of contact is critical to building trust and long-term loyalty. Understanding these determinants allows companies not only to adapt to change, but also to actively shape new market trends, ensuring their competitiveness in an unstable global environment.

That is why the use of holistic communications allows you to level the risk of “selective perception” by creating a single “information field” that determines a positive purchase decision [4, 5, 7].

To understand the choice, a “black box” model of consciousness is used, where marketing stimuli are transformed into a response. Artificial intelligence (AI) and Big Data are becoming key drivers of this transformation. AI allows (Fig. 4).

Integrated marketing communications (IMC) are a fundamental tool for implementing the concept of holistic marketing, which is based on the philosophy of integrity and interdependence of all business processes. The holistic approach views marketing not as a separate department function, but as a general business philosophy. In this system, IMC provides a synergistic effect through the carefully considered and coordinated work of all communication channels to form a clear, consistent and compelling brand image in the consumer's mind (Table 1).

The theoretical essence of IMC within holism lies in the integration of four key components: relationship marketing, integrated marketing, internal marketing, and socially responsible marketing. Each of these elements

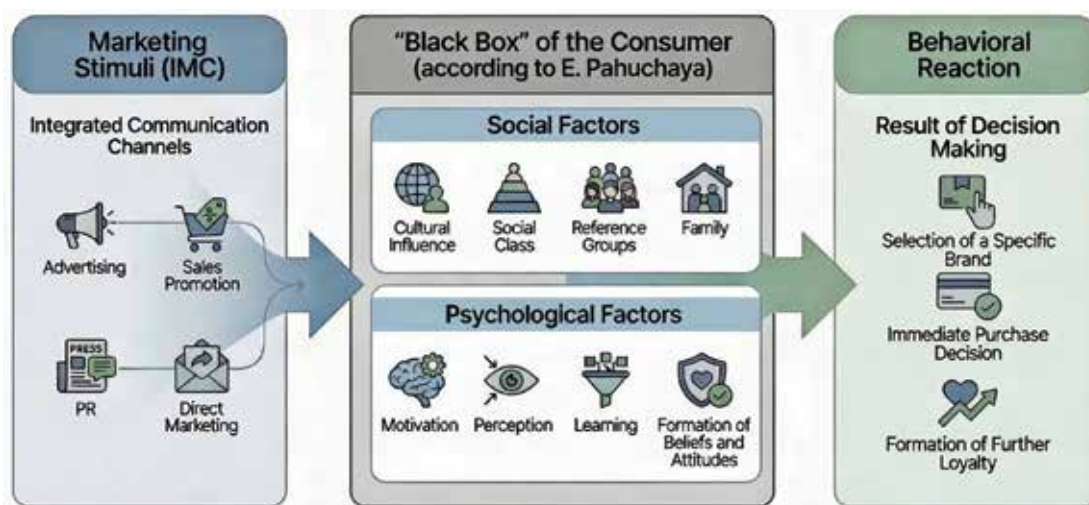


Figure 4. Model of consumer behaviour determination through the prism of holistic communications

Source: constructed by the authors using AI based on [4, 5, 7]

uses communication as the “lifeblood” of the organisation, connecting internal resources with external market opportunities.

The structure of the modern IMC complex has expanded significantly under the influence of digitalisation, encompassing both traditional and synthetic promotion tools. Synthetic tools such as branding, sponsorship, exhibition activities, and merchandising allow brands to build deeper interactions with their audience. In a market oversaturated with information, branding becomes a platform for creating emotional capital.

Internal marketing, which treats employees as “internal customers”, occupies a special place in the holistic communications system. Effective communication within the company ensures that all staff accept marketing principles, which is critical for providing high-quality service to external consumers. Companies such as Nova Poshta and MHP demonstrate that caring for employees, motivating them and involving them in a common goal transforms staff into key brand ambassadors.

Merchandising is a tool for directly influencing consumers psychologically at the point of purchase decision. A holistic approach requires merchandising to be integrated with the overall promotion strategy, reinforcing the messages received by consumers through other channels.

The transformation of marketing communications in the “era of digitalisation” has led to a shift from a mass “monologue” to an interactive, personalised “dialogue”. Personalisation is becoming a key determinant, as today’s consumers expect an individual approach at every point of contact. On the other hand, ethical and technological barriers arise. The main challenge today is data management and AI ethics. Companies are forced to balance deep personalisation and privacy (GDPR). For small businesses, the lack of resources to implement complex IT solutions remains an obstacle [2, 3, 4].

Omnichannel is currently the highest stage of CRM development, providing a seamless interaction experience regardless of the channel chosen. The modern omnichannel strategy involves integrating offline stores, mobile

applications, social networks, and websites into a single ecosystem. Ukrainian market leaders such as Epicentre K and Foxtrot are implementing platforms for instant response to customer inquiries, which allows them to retain attention and increase audience loyalty [3, 4, 5] (Table 2).

Emotional marketing and storytelling are becoming powerful mechanisms for engaging consumers in the digital environment. Consumers increasingly prefer social media content to traditional advertising. The use of psychological triggers and storytelling allows brands to build deep connections by turning dry facts into compelling narratives that resonate with the audience’s values.

Meme marketing has proven to be a strategic communication tool in Ukraine during the war. Brands’ quick response to current events through humour and patriotic memes not only helps maintain the emotional state of society but also strengthens the connection with the brand. The examples of Dnipro-M, YASNOL, and Strateg illustrate how meme marketing has become a symbol of national unity and fighting spirit, increasing brand awareness and loyalty at minimal cost.

Socially responsible marketing integrates ethical and humanitarian values into a company’s communication strategy. Since 2022, Uklon has ceased to be just a taxi service, becoming part of the national identity through the Volunteer-Uklon project and the launch of inclusive car classes. For consumers, this has become a key determinant: using the service means supporting shared values. In the difficult conditions of martial law, support for the Armed Forces, volunteering, and environmental initiatives are not just part of PR, but a reflection of the inner essence of the business. Brands that demonstrate social responsibility gain greater trust from consumers who expect large companies to make a positive contribution to the future of the country [4, 7, 8].

The effectiveness of CRM within a holistic model is assessed using a set of indicators: ROI, conversion, retention and customer loyalty. Systematic analysis of customer experience at all points of interaction allows businesses to adapt their strategies to the changing market environment in a timely manner. The use of CRM systems

Table 1

**Comparative characteristics of traditional and holistic approaches to communications**

Comparison parameter	Traditional approach	Holistic approach
Focus object	Separate sale (transaction)	Lifetime value of a customer (LTV)
The role of staff	Function performers	Internal consumers and ambassadors
Communications	One-sided (monologue)	Interactive, omnichannel
Objective	Market share	Share in the customer’s «wallet» and «heart»
Social role	Profit above all else	Social mission and ethics

Source: compiled by the author based on [1, 4, 7, 8]

Table 2

**The evolution of the marketing strategy of the Foxtrot chain**

Period	Stage name	Key communication focus	Result for consumer behaviour
2019–2020	Updating and rebranding	Launch of the character «Foxy», slogan «Live Live»	Engaging the youth segment (Gen Z)
2021–2022	Digital transformation	Development of mobile applications, chatbots	Forming the habit of buying with one click
2022–2024	Sustainability marketing	Social assistance to the Armed Forces of Ukraine, energy independence	Growth in emotional loyalty (brand patriotism)
2025–2026 (forecast)	Hyper-personalisation	Artificial intelligence in recommendations	Anticipating consumer needs (Pre-emptive)

Source: constructed by the author based on [3, 4, 5]

and analytical tools ensures transparency of communication processes and allows you to measure the real impact of marketing activities on financial results.

A holistic approach to marketing communications transforms them from a means of pressure into a mechanism of partnership, allowing companies not only to respond effectively to modern challenges, but also to actively shape new market trends, ensuring sustainable development and high competitiveness in a dynamic digital world. In other words, this comprehensive approach has a fundamental impact on customer lifetime value (LTV), as it reorients the company's activities from conducting individual transactions to managing the integrity of long-term relationships. At the

heart of the philosophy under study is not the product, but the customer as a personality, which requires the creation of a lasting emotional connection (Fig. 5).

Therefore, a holistic approach to marketing communications is becoming a determinant of modern consumer behaviour, as it creates a comprehensive, value-oriented experience that meets the expectations of a technically literate and socially conscious buyer and contributes to strategic development (Fig. 6).

In conclusion, it can be argued that the future belongs to brands that are able to provide “seamless” interaction and become part of their customer's value world, and that a holistic approach to marketing communications is an

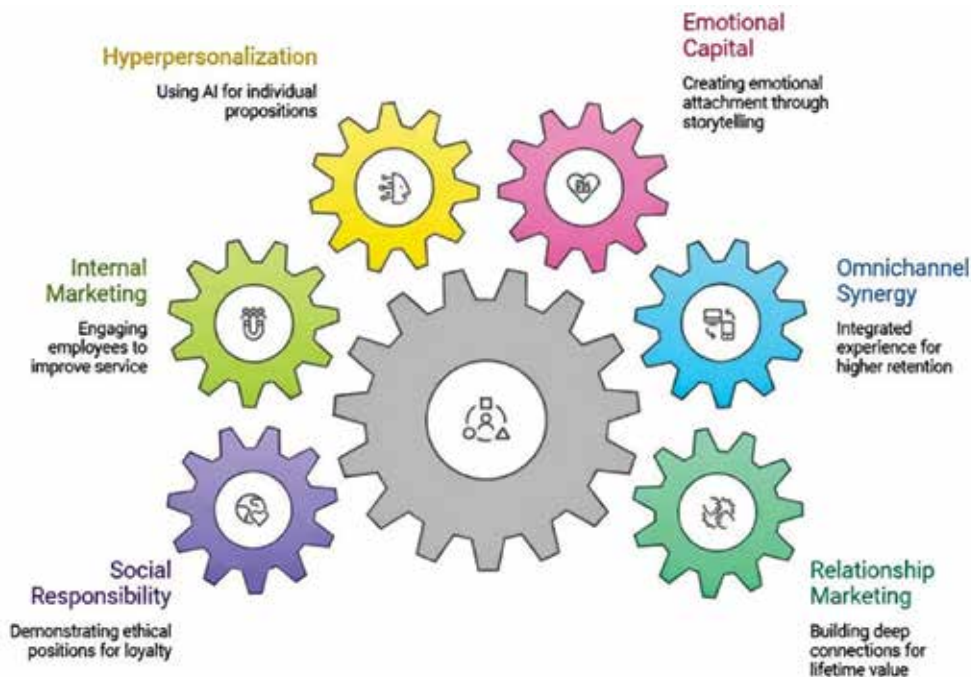


Figure 5. Model for maximising consumer loyalty

Source: constructed by the authors using AI based on [3, 4, 5, 6, 8]



Figure 6. Model of a holistic approach to marketing communications as determinants of modern consumer behaviour

Source: constructed by the authors using AI based on [1, 2, 3, 4, 5, 8]

evolutionary path for transforming business into a human-centred system. Modern consumers make decisions based on a holistic customer experience, where the emotional capital of a brand is more important than price. In the context of the war in Ukraine, the socio-ethical aspect of marketing has become a determining factor in competitiveness.

**Conclusions.** The study comprehensively analysed the formation and functioning of a holistic approach to marketing communications as a fundamental determinant of modern consumer behaviour.

It has been established that the concept of holistic marketing has become a natural result of the evolution of management thinking – from a focus on increasing production volumes to the formation of an integrated “perception-reaction” system. Each of its elements uses communication as a “circulatory system” that connects the internal resources of the organisation with external market opportunities.

It has been proven that globalisation and total digitalisation have led to a fundamental change in market power: the boundary between the real and virtual worlds has blurred,

and consumers have transformed from passive objects of influence into active “prosumers” who independently construct product characteristics, dictate terms, and use free access to information to instantly compare offers.

It has been found that within the holistic paradigm, IMC has transformed from a mass “monologue” into a personalised interactive “dialogue”.

Thus, it can be argued that the holistic approach reorients the activities of enterprises from conducting individual transactions to managing the lifetime value of the customer. Holistic communications transform marketing from a means of pressure into a mechanism of partnership, where the whole is greater than the sum of its parts, ensuring the sustainable development of business as a human-centred system.

Only those companies that can provide a holistic, value-oriented experience and become part of their customer's inner world are capable of actively shaping new market trends and ensuring strategic competitiveness in the long term.

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