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# DIGITAL MARKETING STRATEGY AND BUSINESS DEVELOPMENT MANAGEMENT: THE BIGTORG ONLINE STORE CASE

## ABSTRACT

The study aims to develop a comprehensive analytical framework for examining the role of social media in business development management processes in the context of economic digitalization and the transformation of marketing communications. The research seeks to overcome the limitations of traditional marketing approaches, which insufficiently account for the network nature of digital platforms, the behavioral characteristics of online audiences, and new mechanisms of brand reputation formation in the digital environment. The empirical basis of the study consists of operational data from the online store BIGTORG, which makes it possible to assess the impact of digital marketing tools on the economic performance of an online business. Within the research, an analysis of the dynamics of key performance indicators of the online store was conducted, including traffic, number of orders, conversion rate, average order value, and revenue per visit. This analysis made it possible to identify the main trends in business development and the factors influencing fluctuations in sales performance. The results indicate that, despite a relatively stable conversion rate, the main constraint to business growth is the insufficient scale of traffic acquisition and the limited use of social media potential within the company's marketing strategy. A comparative analysis of the competitive environment demonstrates that major online retailers actively employ integrated SMM strategies, multimedia content, interactive communication formats, and systematic audience engagement. The study establishes that effective use of social media in business should be based on the integration of content marketing, personalized communication, systematic reputation management, and analytical monitoring of key marketing performance indicators. The research proposes directions for improving the digital strategy of the online store. The implementation of these measures can contribute to improving the effectiveness of marketing communications, increasing brand awareness, and strengthening the competitive position of the enterprise in the context of the evolving digital economy.

**Keywords:** social media, digital marketing, business development management, online store, competitive analysis, content strategy

**JEL Classification:** O13, O31, Q40

## INTRODUCTION

Social media are digital platforms, services, and online communication tools that enable users to create, share, and distribute information, ideas, images, videos, and other forms of content via the Internet. A key characteristic of social media is interactivity, which allows users not only to consume content but also to actively participate in its creation and dissemination. Unlike traditional media (such as television, radio, and printed publications), social media are based on two-way communication, where each user can simultaneously act as both a consumer and a producer of information (Kaplan & Haenlein, 2010). These platforms facilitate horizontal interaction among individuals, organizations, and communities, thereby creating new forms of social and economic relationships.

The relevance of studying the role of social media in business development management is significantly increasing in the context of the rapid digitalization of economic processes and the transformation of consumer behavior in online environments. Modern

enterprises increasingly rely on digital communication channels not only for marketing purposes but also for building long-term relationships with customers, managing brand reputation, and collecting analytical data for strategic decision-making. The growing importance of social media is also associated with the expansion of e-commerce and the increasing competition in digital markets, where companies must constantly adapt their communication strategies to maintain visibility and customer engagement. In particular, social media platforms have become an essential instrument for small and medium-sized enterprises that often lack large advertising budgets but can effectively compete through targeted digital communication and content marketing strategies.

Despite the significant number of studies devoted to digital marketing and social media strategies, several important scientific problems remain insufficiently explored. First, many existing studies focus mainly on large corporations or global brands, while the mechanisms through which small and medium-sized online retailers can effectively integrate social media into business development management remain underexplored. Second, there is still a lack of empirical research that links specific social media management practices with measurable economic performance indicators of online businesses, such as traffic dynamics, conversion rates, and revenue per visit. Third, the issue of integrating social media analytics into strategic management decisions at the firm level has not been sufficiently systematized in academic literature.

Therefore, this study seeks to address these research gaps by analyzing the role of social media in the business development management of an online retail enterprise, using the case of the BIGTORG online store. The research contributes to the existing literature by combining theoretical insights on social media marketing with empirical analysis of business performance indicators and by developing practical recommendations for improving digital communication strategies in e-commerce.

## LITERATURE REVIEW

Social media encompasses a wide range of platforms that can be classified according to their functional characteristics:

1. Social networking platforms are services that allow users to create personal profiles, add friends or connections, share posts, and comment on content. Examples include *Facebook*, *Instagram*, *LinkedIn*, *X (Twitter)*, and *Threads*. These platforms are used not only for personal communication but also for professional networking, advertising, and brand development.
2. Media sharing platforms focus on the distribution of multimedia content such as photos, videos, and music. Examples include *YouTube*, *TikTok*, *Vimeo*, *SoundCloud*, and *Pinterest*. For instance, YouTube has become one of the most widely used platforms for education, entertainment, and marketing activities.
3. Blogs and microblogs are formats that enable users to express ideas through either short messages or longer publications. Examples include *WordPress*, *Medium*, *Tumblr*, and *X(Twitter)*. These platforms are frequently used by experts, scholars, and journalists to share opinions, disseminate knowledge, and shape public discourse.
4. Online forums and internet-based communities are platforms designed for discussion on specific topics. Examples include *Reddit*, *Quora*, and *Discord*. Such platforms stimulate collective discussion, the exchange of experience, and crowdsourcing of ideas.
5. Messaging applications as social media. Although messaging apps were initially created for private communication, they have increasingly evolved into full-fledged social media environments. Examples include *Telegram*, *WhatsApp*, *Viber*, and *WeChat*, which allow users to create channels, communities, and even business bots for interaction with the audience and customers.

Social media plays a significant role in political, cultural, economic, and educational life. They have become an important platform for digital democracy, knowledge dissemination, and civic participation. During major social events or crises, social networks enable the rapid exchange of information, mobilize the public, and influence public opinion. From an economic perspective, social media has opened a new era of digital marketing. Companies use these platforms for advertising, collecting consumer data, creating engaging content, and developing socially responsible brands (Mangold & Faulds, 2009; Chyrak, 2025). For example, brands such as *Nike* and *Coca-Cola* actively use platforms like *Instagram* and *TikTok* to build a positive brand image, engage younger audiences, and promote the values of sustainable development. In the business environment, *LinkedIn* has become an important tool for professional development, recruitment, and the establishment of business connections.

Among the main advantages of social media are instant access to information, opportunities for self-expression and social participation, the formation of networks based on shared interests, and the expansion of opportunities for business, marketing, and education (Arinilhaq & Fatmawati, 2024). At the same time, social media are associated with several significant risks (Tufekci, 2015; Gameda & Durie, 2024), including the spread of misinformation, the manipulation of public opinion, dependence on digital technologies, and threats to the privacy and security of personal data.

The use of social media in business management is associated with the emergence of new business models based on openness, interaction, and trust (Mangold & Faulds, 2009; Yan et al., 2025). Companies actively use social platforms to analyze markets, monitor trends, and forecast consumer sentiment. This creates conditions for timely managerial decision-making and allows businesses to adapt to a rapidly changing digital environment. Moreover, social media enable companies to build communities around their brands, encouraging co-creation between firms and consumers (Kapoor et al., 2018). Such interaction contributes to the development of innovative products and increases the level of customer loyalty.

One of the key functions of social media is corporate reputation management. In the era of information transparency, even a single negative review can significantly influence the perception of a brand. Therefore, companies implement online reputation management strategies aimed at responding promptly to potential crises and maintaining a positive image of the organization (Fayvishenko et al., 2023; Aichner & Jacob, 2015; Zatonatska et al., 2022; Kuhn, 2025). An important role in this process is played by influencers and opinion leaders, who help build trust in a brand through personalized content and social proof.

The key characteristics of social media define them as digital platforms that enable the creation, sharing, and interaction with content as well as communication among users. The main characteristics include: 1) interactivity; 2) user-generated content; 3) network connectivity and community formation; 4) public and semi-public communication; 5) rapid dissemination of information; 6) personalization and algorithmic management; 7) accessibility and digital presence; 8) multimedia integration.

Social media operate on the basis of network effects, whereby their value increases as the number of users grows. The more people use a platform, the greater the opportunities it provides for communication, information exchange, and professional interaction. For example, professional networks enable connections between employers and employees, thereby increasing the efficiency of job searching and contributing to the development of new forms of digital social capital (Ellison et al., 2007). In this context, social media function as an infrastructure of social interaction that connects individual users into complex network structures.

An important feature of social media is the viral dissemination of information, which enables content to reach millions of users within a very short period of time. This creates new opportunities for the rapid mobilization of resources, the organization of social initiatives, and the dissemination of socially important information. For example, announcements about charitable fundraising or volunteer initiatives can quickly spread through reposts and shares, significantly increasing the effectiveness of collective action (Vosoughi et al., 2018; Ahmad et al., 2018; Sharma et al., 2025). At the same time, such a high speed of information dissemination may also contribute to the spread of unverified or manipulative messages.

Algorithmic mechanisms of social media play a crucial role in shaping users' information environments through content personalization. Algorithms analyze user behavior, preferences, and interactions in order to generate an individualized news feed. This increases the convenience and efficiency of using the platform; however, it may also create so-called "echo chambers", where users are primarily exposed to information that confirms their existing views. Such a mechanism can intensify social and political polarization by limiting exposure to alternative perspectives (Sunstein, 2017; Pariser, 2011).

Social media also performs an important function of self-presentation and the formation of digital identity. Users create personal profiles and share information about their professional activities, interests, and achievements, thereby shaping a public image that may influence their social and professional opportunities. For example, professional profiles can be used to demonstrate competencies and career achievements, while other platforms are often used to maintain social connections and facilitate personal communication (Castells, 2012).

Moreover, social media have become an important tool for social and political mobilization, as they enable the rapid coordination of actions among large groups of people. Through social platforms, information about civic initiatives, public events, and crisis situations can spread quickly, contributing to a higher level of civic engagement. Thus, social media have transformed the ways in which communication occurs, creating new mechanisms for shaping public opinion, facilitating social interaction, and enabling collective action within the digital environment.

In the modern digital economy, social media has become a strategic tool for businesses, enabling new forms of interaction between companies and consumers. Unlike traditional marketing channels, social media allows organizations to establish two-way communication, receive real-time feedback, and build long-term relationships with customers. Research indicates (Candra & Susanto, 2020; Castells, 2012; Chyrak et al., 2024; Ihnatenko, 2022) that the use of social media positively affects business performance, particularly through improved customer relationships, increased accessibility of information, and greater efficiency of marketing activities. In this context, social media functions as a form of digital business infrastructure that integrates marketing, customer service, and communication processes.

One of the key trends is the transformation of social media into a fully developed marketing channel, enabling companies to promote their products at lower costs compared to traditional advertising. Social media provides access to a global audience regardless of a company's physical location, which is particularly important for small and medium-sized enterprises (Candra & Susanto, 2020). Moreover, marketing studies show that companies actively using social platforms often demonstrate growth in sales and financial performance, as digital advertising, influencer partnerships, and targeted promotion significantly increase the effectiveness of marketing campaigns (Lestari et al., 2024).

Another important trend is the use of social media as a tool for brand building and reputation management. Social platforms enable companies to create their own information space in which brand image, corporate identity, and customer trust are formed (Pourkhani et al., 2019; Farenjuk et al., 2022; Chyrak et al., 2023). In this context, authenticity and an informal communication style are often more effective than traditional corporate advertising, as users tend to perceive social media as an environment of interpersonal interaction rather than a space for formal promotional messages.

In addition, modern trends are associated with the use of data analytics and algorithms to personalize marketing strategies. Social platforms collect large volumes of data on user behavior, enabling companies to tailor advertising to specific audience segments. According to global surveys of marketers, the main advantages of using social media include increased brand awareness (81%), higher website traffic (71%), and lead generation (62%). At the same time, advertising expenditures on social media are growing rapidly and have already exceeded USD 230 billion, highlighting their strategic importance in modern business (Statista, 2025).

A separate direction involves the integration of social media into the internal business processes of organizations. Social platforms are used not only for marketing purposes but also for customer service, recruitment, market analysis, and the support of corporate communication. Thus, social media are evolving from a supplementary tool into a key element of digital business strategy, influencing the competitiveness and innovative development of enterprises.

## AIMS AND OBJECTIVES

The purpose of the study was to examine the impact of social media on business development management processes.

To achieve the stated research aim, the following research objectives were formulated:

1. To analyze the theoretical foundations of the role of social media in business development management in the context of digitalization and the transformation of marketing communications.
2. To examine the dynamics of key performance indicators of the BIGTORG online store, including website traffic, number of orders, conversion rate, average order value, and revenue per visit.
3. To identify the main factors influencing the economic performance of the online store, particularly the role of traffic acquisition and digital marketing instruments.
4. To analyze the structure and characteristics of the target audience of the BIGTORG online store in order to determine the key customer segments and their needs.
5. To conduct a SWOT analysis of the enterprise in order to identify its strengths, weaknesses, opportunities, and threats in the digital market environment.
6. To perform a comparative analysis of the social media strategies of major competitors in the online retail sector and evaluate the level of BIGTORG's presence and activity in social media.
7. To develop practical recommendations for improving the social media strategy of the enterprise, aimed at increasing audience engagement, strengthening brand positioning, and improving business performance.

## METHODS

This study applies a mixed-methods approach that combines quantitative and qualitative techniques to evaluate the effectiveness of social media use in business. The empirical basis of the research consists of digital data obtained from the online store BIGTORG. The dataset integrates several sources, including internal company analytics (sales dynamics, conversion rates, and customer interactions), platform-based statistics from the e-commerce marketplace (e.g., Prom.ua), and web analytics collected through Google Analytics (traffic sources, user behavior, and session characteristics). In addition, social media data from platforms such as Facebook and Instagram were included, covering engagement indicators and user-generated content (comments, reviews, and reactions). The data cover the period from 2022 to 2025, ensuring the analysis of both short-term fluctuations and medium-term trends in digital marketing performance.

Quantitative analysis focuses on measurable indicators of user interaction and business outcomes. The key metrics include reach, number of followers, impressions, engagement rate (likes, comments, shares), click-through rate (CTR), and conversion rate. These indicators allow for an objective assessment of the effectiveness of digital communication strategies and audience engagement. Descriptive statistics and comparative analysis were applied to identify patterns and trends, while correlation analysis was used to examine the relationship between social media activity and key performance indicators such as website traffic and sales.

Qualitative analysis complements the quantitative findings by examining the nature and tone of user interaction with the brand. Content analysis and sentiment analysis were conducted on user-generated content, including comments, reviews, and mentions in social media. The tone of communication (positive, neutral, or negative) was assessed to evaluate brand reputation, customer satisfaction, and the level of trust in the company. All data were предварительно cleaned, structured, and anonymized prior to analysis. Quantitative data were processed using statistical tools (e.g., Excel and SPSS), while qualitative data were coded and categorized according to predefined thematic and sentiment criteria. The integration of quantitative and qualitative results ensures a comprehensive and robust assessment of the effectiveness of social media in business activities.

## RESULTS

The online store BIGTORG positions itself with the motto “we are always closer to you, and we love what we do”, which reflects the company’s intention to remain accessible and customer-oriented (BIGTORG official site, 2025). BIGTORG.IN.UA is an online store offering a very wide range of products, including household and utility goods, equipment, tools, automotive products, gifts, electronics, furniture fittings, food products, and even body armor.

The data presented in Table 1 and Figure 1 show the analytics of the online store BIGTORG.COM in the ProSale (Prom.ua) system over the last four years of its operation.

**Table 1. Key performance indicators of the BIGTORG online store.**

| Year | Total number of visits | Number of orders | Conversion rate, % | Total order value, UAH | Average order value, UAH | Revenue per visit, UAH |
|------|------------------------|------------------|--------------------|------------------------|--------------------------|------------------------|
| 2022 | 67040                  | 719              | 1.07               | 1917947                | 2688                     | 28.6                   |
| 2023 | 33644                  | 632              | 1.88               | 1067222                | 1688                     | 31.7                   |
| 2024 | 53121                  | 707              | 1.33               | 1516591                | 2145                     | 28.5                   |
| 2025 | 23505                  | 414              | 1.76               | 1040162                | 2513                     | 44.3                   |

Overall, the store has gradually increased its presence and activity within the ProSale system. A large number of impressions indicate a broad product assortment and effective optimization of SEO descriptions. The conversion rate remains stable but relatively low, suggesting that the potential for growth lies in improving visual content, customer reviews, promotional offers, and the response speed of managers. At the same time, the effectiveness of advertising exceeds the average market level, indicating that the business operates profitably and uses its marketing budget efficiently.



**Figure 1. Trends in the performance indicators of the BIGTORG online store, 2022–2025.**

The year 2022 was characterized by the highest levels of turnover and traffic. In 2023, a sharp decline in the total value of orders occurred (–44.4%), accompanied by an almost twofold reduction in traffic. At the same time, the conversion rate increased to 1.88%, indicating an improvement in the quality of the attracted audience. In 2024, financial indicators began to recover (+42.1% compared to the previous year), although the level of 2022 was not reached. In 2025, a critical decrease in the number of orders was recorded (–41.4%) despite a relatively high conversion rate (1.76%), which suggests that the main problem lies in traffic scaling rather than sales efficiency. Since in 2025 the revenue per visit increased to UAH 44.3 (compared with UAH 28–32 in previous years), it can be concluded that this trend reflects improved traffic quality, more effective advertising campaigns, and better audience segmentation.

The business model of the online store BIGTORG maintains an effective level of conversion; however, the main factor influencing fluctuations is the scale of traffic. In 2025, there is a clear concentration on higher-quality but smaller traffic volumes. The strong dependence on promotional peaks indicates the absence of a stable and systematic strategic approach.

The results of the analysis indicate that the key limiting factor in the development of the BIGTORG online store in 2025 is the reduction in traffic volume while maintaining a relatively high conversion rate. In this regard, the primary direction of managerial intervention should be the implementation of a strategy aimed at scaling customer acquisition. It is advisable to increase the advertising budget during periods of peak seasonality, which would help maximize the return on marketing investments. At the same time, the diversification of audience acquisition channels is necessary, particularly through strengthening SEO promotion, the use of contextual advertising, and expanding the company's presence on marketplaces. The strategic objective should be to restore the number of impressions to at least 1.5 million per year, which would provide the scale necessary for stable growth in the number of orders.

The second direction of improvement involves the optimization of the average order value structure. Since the analysis has shown a relatively stable conversion rate, additional growth in turnover can be achieved by increasing the value of each individual order. Effective tools for this purpose include the implementation of upselling and cross-selling mechanisms, the development of bundled product offers, and the use of threshold-based discounts that encourage customers to increase the volume of their purchases. Such measures can contribute to higher revenue without a proportional increase in customer acquisition costs.

A third important objective is to reduce seasonal fluctuations in sales. To achieve this, it is necessary to move from occasional promotional campaigns to systematic planning of quarterly marketing waves, with a clear allocation of budgets and target indicators. In addition, it is advisable to implement CRM campaigns focused on repeat purchases, as well as to develop a customer loyalty program that will increase customer retention and reduce dependence on external traffic sources.

The online store BIGTORG is a broad, general-purpose online retailer that aims to attract both a wide audience of mass consumers and specific niche segments (such as tools, automotive products, and equipment). Its product assortment covers various categories, allowing the company to engage multiple customer segments simultaneously.

Overall, the target audience of the BIGTORG online store includes the following segments (Table 2):

1. Households and homeowners who are interested in practical solutions for home improvement, repairs, insulation, and energy efficiency.
2. Families and mass consumers are attracted by everyday household needs as well as the desire to purchase gifts and small consumer goods.
3. Car owners representing a segment of customers interested in automotive products and travel-related goods.
4. Professionals and technical specialists who seek professional-grade tools and technical solutions.
5. Niche customers with specific interests who require specialized products and solutions.

The main challenge for the store is its overly broad product assortment without a clearly defined positioning core. When a store sells greenhouses, body armor, automotive products, kitchen utensils, and tools simultaneously, it becomes difficult for consumers to form a clear perception of the brand. This, in turn, complicates the development of customer loyalty, brand recognition, and the effectiveness of advertising, as blurred target audiences lead to higher customer acquisition costs (cost per lead).

In marketing communications with customers, in order to strengthen the brand's distinct "personality", it is necessary to:

1. Identify 1-2 priority segments, focusing primarily on the core segment of the "practical homeowner" and a secondary focus on the "professional craftsman." This would provide clearer positioning: "Everything for home, workshop, and household needs."
2. Restructure communication strategies, moving beyond a simple product catalog toward curated selections (e.g., "5 solutions for home insulation"), seasonal guides, model comparisons, and short video reviews.
3. Segment advertising campaigns, implementing separate marketing campaigns for automotive audiences, farmers, and DIY enthusiasts.

Overall, while the store's broad assortment and scalability represent its key strengths, its main weakness is the lack of a clearly defined positioning strategy.

**Table 2. Analysis of the target audience of the BIGTORG online store.**

| No | Target audience                                | Needs                                                                                                                                                                                                                                  | Typical customers                                                                                                                            |
|----|------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | <b>Households and homeowners</b>               | <ul style="list-style-type: none"> <li>▪ heating devices and thermal insulation products</li> <li>▪ repair and maintenance tools</li> <li>▪ household goods (lighting, appliances)</li> <li>▪ garden and household supplies</li> </ul> | <ul style="list-style-type: none"> <li>▪ apartment and house owners</li> <li>▪ DIY enthusiasts</li> <li>▪ tenants</li> </ul>                 |
| 2. | <b>Families and mass consumers</b>             | <ul style="list-style-type: none"> <li>▪ toys and decorative items</li> <li>▪ gifts</li> <li>▪ kitchen accessories</li> <li>▪ leisure and recreation products,</li> </ul>                                                              | <ul style="list-style-type: none"> <li>▪ families</li> <li>▪ young parents</li> <li>▪ people who make seasonal purchases</li> </ul>          |
| 3. | <b>Car owners</b>                              | <ul style="list-style-type: none"> <li>▪ car roof racks and cargo boxes</li> <li>▪ automobile accessories</li> </ul>                                                                                                                   | <ul style="list-style-type: none"> <li>▪ car owners</li> <li>▪ active travellers,</li> </ul>                                                 |
| 4. | <b>Professionals and technical specialists</b> | <ul style="list-style-type: none"> <li>▪ specialized tools</li> <li>▪ two-way radios and communication equipment</li> <li>▪ professional components and fittings</li> </ul>                                                            | <ul style="list-style-type: none"> <li>▪ construction workers</li> <li>▪ repair specialists</li> <li>▪ craftsmen</li> </ul>                  |
| 5. | <b>Specialized customers</b>                   | <ul style="list-style-type: none"> <li>▪ body armor</li> <li>▪ greenhouses</li> <li>▪ pest control products</li> </ul>                                                                                                                 | <ul style="list-style-type: none"> <li>▪ farmers and rural household owners</li> <li>▪ people with specific or non-standard needs</li> </ul> |

Let us conduct a SWOT analysis of the BIGTORG online store. SWOT analysis is a strategic analysis method aimed at identifying the internal strengths and weaknesses of an enterprise, as well as external opportunities and threats, in order to develop an effective competitive strategy. According to the concept of strategic management, SWOT analysis allows for the integration of the results of internal resource analysis with the assessment of the market environment (Chaffey & Ellis-Chadwick, 2019; Kotler & Keller, 2016; Chyrak, 2025).

SWOT analysis (Helms & Nixon, 2010; Porter, 2008) provides a logical framework for the development of strategic alternatives, facilitates the identification of growth directions, and is widely used as an initial stage of strategic planning. At the same time, contemporary research emphasizes that SWOT analysis should be complemented by quantitative analytical methods in order to enhance the validity of managerial decision-making. Table 3 presents the strengths and weaknesses of the BIGTORG online store, as well as its key opportunities and threats.

At the national level, the main competitors for audience attention in the retail and home goods category are large multi-channel players such as Rozetka, Epicentr K, as well as retail chains like Eva and major marketplaces (Prom.ua, OLX). These companies have significantly larger audiences on Facebook/Instagram than the BIGTORG online store, regularly publish multimedia content, and conduct large-scale advertising campaigns.

The analysis of the competitive environment in social media includes (Shymanska et al., 2022): an assessment of brand presence on key platforms (Facebook, Instagram, TikTok); evaluation of the frequency of publications and content formats; comparison of audience engagement levels (interaction metrics such as likes, comments, and shares); evaluation of competitors' content strategies (advertising campaigns, video content, and user-generated content – UGC); and the development of a model for forecasting the impact of content strategies on economic indicators (reach, CTR, and conversions).

**Table 3. SWOT analysis of the online store BIGTORG.**

| Strengths                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Weaknesses                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> <li><b>A wide range of practical-demand products.</b> The availability of tools, household goods, and equipment that support household autonomy creates stable demand regardless of seasonal fluctuations in the consumer market.</li> <li><b>An online business model with delivery across Ukraine.</b> This enables business scaling without significant capital investments in an offline retail network.</li> <li><b>Focus on utilitarian products.</b> The product assortment does not belong to impulse consumption categories, which increases the predictability of demand.</li> <li><b>Ability to benefit from seasonal demand peaks.</b> Products such as greenhouses, heating devices, and automobile accessories allow the company to implement seasonal marketing campaigns.</li> </ol> | <ol style="list-style-type: none"> <li><b>Lack of clearly defined positioning.</b> The excessive breadth of the product assortment complicates the formation of a strong brand identity.</li> <li><b>Low differentiation from marketplaces.</b> In the absence of a unique value proposition, the company is forced to compete primarily on price.</li> <li><b>Potentially low brand recognition.</b> In a highly competitive online market, this reduces customer trust and the conversion rate.</li> <li><b>Limited emotional component in communication.</b> The website is focused mainly on a product catalog rather than on building an expert brand image.</li> </ol> |
| Opportunities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Threats                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <ol style="list-style-type: none"> <li><b>Growing demand for DIY solutions and household autonomy.</b> Socio-economic conditions in Ukraine stimulate the development of self-repair practices and energy independence.</li> <li><b>Development of content marketing in technical product niches.</b> Informational support (guides, comparisons, and reviews) can become a source of organic traffic.</li> <li><b>Expansion of the B2B segment.</b> Focusing on craftsmen and small construction teams may ensure stable repeat sales.</li> <li><b>Segmentation and personalization of offers.</b> The use of CRM systems and remarketing tools can increase customer lifetime value (LTV).</li> </ol>                                                                                                                                 | <ol style="list-style-type: none"> <li><b>Dominance of large marketplaces.</b></li> <li><b>Price competition and dumping.</b></li> <li><b>Declining purchasing power of the population.</b></li> <li><b>Logistical and macroeconomic risks.</b></li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                   |

Let's conduct a comparative analysis of the content strategy and the strengths and weaknesses of competitors:

- Regarding the frequency and format of content, it should be noted that large retailers publish content daily or at least several times a week (posts, videos, stories) and actively use video and visual product reviews. This significantly increases audience reach and engagement. In comparison, the activity of BIGTORG appears rather sporadic.
- In terms of promotion and special offers, competitors regularly launch targeted promotions, coupons, and collaborations with influencers. Such tactics generate short-term peaks in traffic and sales. Smaller players such as BIGTORG often cannot compete in terms of marketing budgets, but they may gain advantages through niche positioning and localized offers.
- Regarding service and reputation, large retail chains integrate social media with CRM systems and customer support services (prompt responses in comments and messengers), which increases customer trust. For a smaller store like BIGTORG, fast response times and personalized service can become a significant competitive advantage.

According to the analysis of open sources (BIGTORG official site, 2025), it has been established that the company BIGTORG is represented on Facebook; however, the activity of its page remains relatively low. Publications are posted irregularly, a systematic content plan is absent, and the level of audience engagement (likes, comments, and shares) is limited. The

content is mainly informational in nature (product presentations) and lacks the active use of video formats, interactive elements, or user-generated content (UGC). This indicates an insufficient integration of social media into the company's overall marketing strategy.

For the analysis of competitors, three key competitors in the online retail segment of home and household goods were selected (Table 4): Rozetka, Epicentr, and Prom.ua. Rozetka demonstrates high activity on Facebook and Instagram, publishing content on a daily basis. The company actively uses product video reviews, interactive formats (polls and stories), as well as seasonal promotions and advertising campaigns. The audience of its pages significantly exceeds that of smaller online stores, and engagement is actively supported through prompt responses in comments. Epicentr actively uses multimedia content, regular promotions, and integrated advertising campaigns. Its content is aimed at both retail consumers and the B2B segment, while social media channels are integrated with customer service and e-commerce platforms. Prom.ua publishes content primarily targeted at entrepreneurs and marketplace sellers. Its posts have a business-oriented and educational character, which helps build trust and an expert brand image.

**Table 4. Analysis of the social media presence of the BIGTORG online store.**

| Criterion             | BIGTORG       | Rozetka       | Epicentr           | Prom.ua            |
|-----------------------|---------------|---------------|--------------------|--------------------|
| Posting frequency     | Irregular     | Daily         | 3–5 times per week | 3–4 times per week |
| Video content         | Almost absent | Actively used | Actively used      | Partially used     |
| Interactive content   | Low           | High          | Moderate           | Moderate           |
| Engagement            | Low           | High          | High               | Moderate           |
| Advertising campaigns | Limited       | Large-scale   | Large-scale        | Systematic         |

All competitors of BIGTORG use a combined SMM strategy, including targeted advertising, user-generated content (UGC), regular video content, and storytelling formats, which ensures higher levels of engagement and conversion. The analysis of the competitive environment shows that BIGTORG significantly lags behind national retailers in terms of activity and the integration of social media into business processes. Competitors employ comprehensive SMM strategies, multimedia content, targeted advertising, and systematic audience engagement.

At the same time, the company has growth potential through the implementation of a regular content plan, the increased use of video formats, local targeting, and the development of customer interaction strategies. The implementation of these measures can significantly increase audience engagement, brand recognition, and the financial effectiveness of social media use.

The structure of the content plan for the BIGTORG online store can be presented through several key elements:

1. Informational and expert content (40%), aimed at building expertise and trust. Examples include: product selection tips; reviews of new products; comparative characteristics; usage instructions; and customer case studies (especially for the B2B segment). The expected effect is an increase in trust toward the brand.
2. Reputational content (20%), aimed at strengthening social proof. This may include: customer reviews; demonstrations of completed orders; photos or videos of real cases; and stories of cooperation with professional craftsmen. This direction is particularly important for building trust and minimizing the risk of negative brand perception.
3. Commercial content (20%), aimed at stimulating sales through promotional offers; seasonal selections; special conditions for B2B clients; and limited-time offers. It is important to maintain a balance so that commercial content does not dominate and reduce audience engagement.
4. Engaging and interactive content (20%), aimed at increasing the engagement rate through polls, questions for the audience, behind-the-scenes demonstrations of the store's operations, and live streams featuring product reviews. Increased engagement enhances the algorithmic visibility of the page and helps build a community around the brand.

Effective interaction with the audience on social media is one of the key elements in building and maintaining a positive corporate reputation. In the digital environment, the nature of communication directly influences the level of trust, brand perception, and consumers' willingness to engage in repeat cooperation. For the online store BIGTORG, three priority areas of audience interaction can be identified: prompt feedback, systematic work with negative reviews, and personalized communication.

The analysis of the BIGTORG online store's performance in the ProSale system during 2022–2025 indicates a steady increase in the effectiveness of online sales. The store achieved over 2.9 million impressions and more than 71 thousand visits, demonstrating high visibility and strong user interest. With an average conversion rate of about 1.25% and a turnover exceeding UAH 650 thousand over five years, advertising proved to be highly efficient, as marketing expenses accounted for only 5.5% of total turnover. The dynamics of these indicators confirm a consistent increase in business activity, indicating the store's adaptation to market conditions and the successful use of the Prom.ua marketplace as a key promotional channel.

The analysis of the competitive environment shows that although competitors in the retail segment effectively use social media to increase brand recognition and stimulate sales, BIGTORG's social media strategy requires significant improvement. The implementation of a systematic content strategy, with a higher posting frequency, multimedia product reviews, and dynamic marketing campaigns, would significantly increase audience engagement and the economic effectiveness of social media activities.

## DISCUSSION

The findings of this study confirm the general conclusion widely presented in the scholarly literature that social media have evolved from an auxiliary communication channel into an important instrument of business development management. Previous studies emphasize that social media contribute to customer engagement, brand visibility, trust formation, and improved business performance through interactive communication and lower-cost digital promotion (Mangold & Faulds, 2009; Aichner & Jacob, 2015; Kapoor et al., 2018). The results obtained in this article are consistent with these approaches, since the case of the BIGTORG online store demonstrates that the weak integration of social media into the company's overall business strategy limits opportunities for traffic expansion, customer retention, and stronger competitive positioning.

At the same time, the present study refines the conclusions of earlier works by showing that the relationship between social media activity and business performance is not linear and cannot be reduced solely to growth in online visibility. A number of scholars argue that social media usage generally has a positive effect on firm performance, especially in the case of SMEs and online businesses (Candra & Susanto, 2020; Pourkhani et al., 2019; Lestari et al., 2024). However, the empirical evidence from BIGTORG suggests that the existence of digital channels alone does not guarantee business growth. Even with a relatively stable conversion rate, the business still faces growth constraints because of insufficient traffic scale, irregular social media activity, and the absence of a systematic content strategy. Thus, this article supports the view that social media effectiveness depends not simply on their presence but on their strategic integration with broader marketing and managerial processes.

This conclusion creates a point of discussion with the strand of literature that tends to interpret social media primarily as a universal low-cost tool for sales growth. In practice, as demonstrated by the BIGTORG case, social media cannot automatically compensate for structural weaknesses in positioning, segmentation, and communication consistency. In this regard, the study is closer to those authors who stress the managerial and analytical dimensions of social media use, including content planning, KPI monitoring, reputation management, and customer-oriented communication (Chyrak et al., 2024; Fayvishenko et al., 2023; Shymanska et al., 2022). The article, therefore, argues that social media should be considered not merely as promotional platforms, but as elements of an integrated business development system that influence strategic decision-making.

Another important aspect of the discussion concerns the issue of audience segmentation and competitive positioning. Existing research often examines social media marketing in broad conceptual terms, focusing on engagement metrics, branding practices, or digital communication patterns. By contrast, this study shows that for a multi-category online retailer such as BIGTORG, one of the central managerial problems lies in the mismatch between an overly broad product assortment and insufficiently focused communication with target audiences. In other words, the problem is not only the intensity of SMM activity, but also the absence of a clearly articulated positioning core. This complements earlier studies by demonstrating that in e-commerce, social media performance depends significantly on how well the company translates its assortment structure into differentiated value propositions for specific customer segments.

The article also differs from many prior studies by combining theoretical arguments about social media with empirical business analytics. A considerable share of the literature is conceptual, survey-based, or focused on general marketing effects. In contrast, this study links social media strategy to measurable indicators of online business performance, including traffic, number of orders, conversion rate, average order value, and revenue per visit. Such an approach makes it possible to move beyond descriptive claims and to assess the business implications of weak or strong digital communication

practices more precisely. Therefore, the scientific novelty of the article lies in the integration of social media analysis with operational e-commerce metrics and strategic management tools such as target audience analysis, SWOT analysis, and competitor benchmarking within one analytical framework.

A further element of novelty is the focus on a Ukrainian online retailer operating in a highly competitive and unstable market environment. Much of the existing international literature is based on large firms, global brands, or relatively stable institutional settings. This article contributes to the literature by showing how social media strategies function in the context of a national e-commerce market shaped by intensified competition, constrained consumer demand, and the need for adaptive managerial decisions. In this sense, the contribution of the study is twofold: first, it expands the empirical geography of social media research by adding evidence from Ukraine; second, it demonstrates the practical relevance of combining digital marketing analytics with business development management in transition and crisis-affected market conditions.

The practical contribution of the article is also significant. Unlike studies that remain at a highly abstract level, this research proposes concrete managerial directions for improving the digital strategy of the enterprise: strengthening content planning, increasing the use of video and interactive formats, focusing on priority customer segments, introducing more systematic reputation management, and linking social media activity to measurable KPIs. These recommendations can be useful not only for BIGTORG but also for other small and medium-sized online retailers facing similar challenges of weak differentiation, limited promotion budgets, and fragmented digital communication.

At the same time, the study has several limitations that should be acknowledged. First, the empirical analysis is based on a single case study, which limits the possibility of broad generalization to all online retailers or sectors. Second, the article relies primarily on the operational data of one company and open-source observations of competitor activity, which may not fully capture the internal marketing budgets, targeting settings, or platform algorithms influencing performance outcomes. Third, the study focuses mainly on Facebook-centered social media presence and does not provide a deeper comparative assessment of other rapidly growing platforms such as TikTok, YouTube, or Telegram. Fourth, the research design does not allow for strict causal identification of the exact contribution of each SMM instrument to sales dynamics, since traffic and conversion outcomes may also be affected by broader macroeconomic, seasonal, and logistical factors.

These limitations open directions for further research. Future studies could expand the empirical base by including several online retailers from different sectors, applying comparative and econometric approaches to evaluate the causal relationship between SMM activity and business performance. It would also be useful to explore platform-specific strategies, the role of artificial intelligence in social media management, and the long-term effects of personalization and CRM integration on customer retention and lifetime value. Such research would deepen the understanding of how social media can be transformed from a communication tool into a full-scale mechanism of strategic business development.

## CONCLUSIONS

The study examined the role of social media in business development management using the case of the BIGTORG online store. The results confirm that social media have become an important component of modern digital business strategies, influencing communication with customers, brand reputation, and the economic performance of online enterprises.

First, the analysis of the theoretical foundations of social media use in business management demonstrates that digital platforms have evolved from supplementary communication tools into strategic elements of marketing and customer relationship management. Social media provides companies with opportunities for two-way communication, rapid dissemination of information, audience engagement, and the formation of digital communities around brands.

Second, the analysis of the dynamics of the key performance indicators of the BIGTORG online store revealed that the company maintains a relatively stable conversion rate, while the main factor influencing business performance is the scale of traffic acquisition. Fluctuations in visits and the number of orders indicate that the effectiveness of business development depends largely on the ability to attract and maintain a stable flow of potential customers.

Third, the study identified the main factors affecting the economic performance of the online store. The results show that insufficient use of social media tools and irregular marketing activity significantly limit opportunities for scaling traffic and increasing sales volumes. Consequently, the strategic integration of social media into the company's marketing system becomes a critical condition for sustainable business development.

Fourth, the analysis of the target audience structure revealed that the online store operates with a very broad range of customer segments, including households, families, car owners, professionals, and niche customers. However, such diversity creates difficulties in forming a clear brand positioning and complicates the development of focused marketing communications.

Fifth, the SWOT analysis of the enterprise demonstrated that the main strengths of the business include a wide assortment of practical-demand products and the scalability of the online business model, while the key weaknesses are weak differentiation from marketplaces and the absence of a clearly defined positioning strategy. At the same time, growing demand for DIY solutions and the development of content marketing in technical product niches create significant opportunities for business growth.

Sixth, the comparative analysis of competitors' social media strategies revealed that large online retailers actively employ integrated SMM approaches, including multimedia content, interactive communication formats, and systematic audience engagement. In contrast, the activity of the BIGTORG online store in social media remains irregular and insufficiently integrated into the overall marketing strategy, which reduces the effectiveness of digital promotion.

Seventh, based on the results of the analysis, practical recommendations were developed for improving the company's social media strategy. These recommendations include strengthening the systematic planning of content, increasing the use of video and interactive formats, focusing on priority audience segments, and implementing analytical monitoring of key performance indicators. The implementation of these measures can contribute to increasing brand awareness, improving customer engagement, and strengthening the competitive position of the enterprise.

Overall, the study demonstrates that social media should be considered not only as communication platforms but also as strategic instruments of business development management that influence traffic generation, customer loyalty, and long-term competitiveness in the digital economy.

An important result of the study is the establishment of a direct relationship between the use of social media marketing tools and the key performance indicators of e-commerce. The analysis shows that social media primarily influences business performance through traffic generation mechanisms, which subsequently affect the number of orders and overall revenue. In particular, the low level of social media activity of the BIGTORG online store leads to insufficient audience reach, which directly limits website traffic and, consequently, the scale of sales. At the same time, engagement indicators (likes, comments, shares) and content formats (video reviews, interactive posts, user-generated content) are closely associated with click-through rates (CTR) and user transitions to the website. This, in turn, affects conversion rates and revenue per visit. Therefore, social media marketing tools should be considered as a key driver of the upper stages of the sales funnel (awareness and traffic acquisition), which indirectly but significantly determine the final economic outcomes of the online business.

At the same time, the research opens several directions for further scientific inquiry. Future studies may focus on comparative analyses of several online retailers in order to identify the most effective models of social media integration into business strategies. Additional research could also apply econometric methods to assess the quantitative impact of specific SMM tools on sales performance and customer acquisition indicators. Furthermore, promising research directions include the role of artificial intelligence in social media marketing, the effectiveness of personalized digital communication, and the integration of CRM systems with social media platforms for improving customer lifetime value.

## ADDITIONAL INFORMATION

### AUTHOR CONTRIBUTIONS

*All authors have contributed equally.*

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## СТРАТЕГІЯ ЦИФРОВОГО МАРКЕТИНГУ ТА УПРАВЛІННЯ РОЗВИТКОМ БІЗНЕСУ: KEYС ІНТЕРНЕТ-МАГАЗИНУ «БІГТОРГ»

Дослідження має на меті формування комплексної аналітичної основи для вивчення ролі соціальних медіа в процесах управління розвитком бізнесу в умовах цифровізації економіки та трансформації маркетингових комунікацій. Робота спрямована на подолання обмежень традиційних маркетингових підходів, які недостатньо враховують мережеву природу цифрових платформ, поведінкові характеристики онлайн-аудиторії та нові механізми формування репутації бренду в цифровому середовищі. Емпіричною базою дослідження виступають дані діяльності інтернет-магазину «Бігторг», що дозволяє оцінити вплив цифрових маркетингових інструментів на економічні результати онлайн-бізнесу. У межах дослідження проведено аналіз динаміки ключових показників ефективності інтернет-магазину, зокрема трафіку, кількості замовлень, конверсії, середнього чека та доходу на один перехід, що дало змогу визначити основні тенденції розвитку бізнесу й фактори коливання результативності продажів. Результати показують, що попри відносно стабільний рівень конверсії ключовим обмежувальним фактором зростання є недостатній масштаб залучення трафіку та обмежене використання потенціалу соціальних медіа в маркетинговій стратегії підприємства. Порівняльний аналіз конкурентного середовища свідчить, що великі онлайн-ритейлери активно застосовують комплексні SMM-стратегії, мультимедійний контент, інтерактивні формати комунікації та системну роботу з аудиторією. Установлено, що ефективне використання соціальних медіа в бізнесі повинно ґрунтуватися на поєднанні контент-маркетингу, персоналізованих комунікацій, системної роботи з репутацією та аналітичного моніторингу ключових маркетингових показників. Запропоновано напрями вдосконалення цифрової стратегії інтернет-магазину. Реалізація зазначених заходів може сприяти підвищенню ефективності маркетингових комунікацій, зростанню впізнаваності бренду та зміцненню конкурентних позицій підприємства в умовах розвитку цифрової економіки.

**Ключові слова:** соціальні медіа, цифровий маркетинг, управління розвитком бізнесу, інтернет-магазин, конкурентний аналіз, контент-стратегія

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