

Ministry of Education and Science of Ukraine
Ukrainian-American Concordia University
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

The Impact of Digital Marketing Strategies on the Growth of SMEs (based on
OÜ Partnerway)

Bachelor's student of 4th year

Field of Study 29 – International Relations

Specialty 292 – International Economic
Relations

Educ. program – International Economic
Relations

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Kyiv – 2023

Abstract

This report explores the impact of digital marketing on the growth of small and medium-sized enterprises (SMEs) through a case study of Partnerway. It examines the theories behind the adoption of digital marketing tools, investigates the relationship between SME growth and digital marketing, and underscores the importance of digital marketing in driving business growth. The report provides an overview of Partnerway's company profile, highlighting its current marketing practices. It also suggests strategies for Partnerway to enhance its presence through effective marketing tools such as search engine optimization, social media marketing, and content creation. By leveraging these techniques, Partnerway can increase brand visibility, engage with target audiences, and ultimately drive growth. The findings demonstrate the vital role of digital marketing in the success of SMEs and offer practical recommendations for Partnerway to improve its marketing efforts and achieve sustainable growth in today's competitive digital landscape.

Keywords: Digital marketing, search engine optimization (SEO), digital marketing tools, small and medium enterprises (SME's), Partnerway, content creation, target audience, brand visibility.

Анотація

Роботу присвячено дослідженню впливу цифрового маркетингу на зростання малих і середніх підприємств (МСП) на прикладі організації Partnerway. Систематизовано сучасні теоретичні підходи, що лежать в основі впровадження інструментів цифрового маркетингу, досліджено зв'язок між зростанням малого та середнього бізнесу та цифровим маркетингом, а також доведено важливість цифрового маркетингу для стимулювання зростання бізнесу. У роботі представлено огляд профілю компанії Partnerway з фокусом на її поточній маркетинговій діяльності. Розроблено нові стратегії для Partnerway, для збільшення присутності компанії на ринку за допомогою ефективних маркетингових інструментів, зокрема таких як системна оптимізація всіх процесів, розвиток соціальних мереж організації, та маркетинг у соціальних мережах і створення контенту. Обґрунтовано, що з використанням цих методів Partnerway може підвищити впізнаваність бренду, залучити цільову аудиторію та, зрештою, стимулювати зростання. Отримані результати демонструють життєво важливу роль цифрового маркетингу в

успіху малого та середнього бізнесу та пропонують практичні рекомендації для Partnerway щодо вдосконалення маркетингових зусиль і досягнення стійкого зростання в сучасному конкурентному цифровому середовищі.

Ключові слова: цифровий маркетинг, пошукова оптимізація (SEO), цифрові маркетингові інструменти, малі та середні підприємства (МСП), Partnerway, створення контенту, цільова аудиторія та впізнаваність бренду.

PHEE-institute «Ukrainian-American Concordia University»

School of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **bachelor degree**

Specialty: **292 "International Economic Relations"**

Educational Program "International Economic Relations"

APPROVED

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TASK

FOR BACHELOR'S QUALIFICATION WORK

Mohammad Nasir Walizad

(Name, Surname)

1. Topic of the work: The Impact of Digital Marketing Strategies on the Growth of SMEs (based on OÜ Partnerway)

Supervisor of the work Liubov Zharova, Dr of Sci in Economics.

(surname, name, degree, academic rank)

Which approved by Order of University from "22" September 2022 №22-09/2022-1c – International Economic Relations

2. Deadline for bachelor's qualification work submission "23" April 2023

3. Data-out to the bachelor's qualification work

Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed).







There are main topics a student should develop in this work:

- Marketing strategies in contemporary economics.
- The place of the company our partnerway on the market
- Improving the company's presence through marketing tools

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, visualization of mechanism of development, etc.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature	
		Given	Accepted
1	Liubov Zharova, Dr. of Sci. in Economics		
2	Liubov Zharova, Dr. of Sci. in Economics		
3	Liubov Zharova, Dr. of Sci. in Economics		

7. Date of issue of the assignment

Time Schedule

No	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	31.12.2022	In time
2.	II chapter	20.02.2023	In time
3.	III chapter	11.04.2023	In time
4.	Introduction, conclusions, summary	23.04.2023	In time
5.	Pre-defense	26.04.2023	In time

Student _____



Supervisor _____

(signature)


(signature)

Conclusions:

The work was completed on time and at a sufficient level. The study identified some of the most effective digital marketing strategies for SMEs, determined the impact of digital marketing on SME growth, and systematized the relationship between SME business performance and digital marketing. The student also investigated the role of digital marketing in attracting, retaining, and loyalty of SME customers. Based on the research conducted, recommendations were created for SMEs on how to use digital marketing to achieve growth and success. The work was performed at a high level and deserved an "excellent" rating.

Supervisor _____


(signature)

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INTRODUCTION

The topic impact of digital marketing on the growth of SMEs is a topic that is relevant and up to date in today's business environment. Digital marketing is thus an integral part of business strategy over the past few years as a result of the increasing significance of social media and the internet, and its potential to reach a wider geographical audience at a cheaper cost compared to traditional marketing methods (Omar et al., 2020).

First and foremost, rapid technological growth has changed the business environment landscape, and SMEs in order for SMEs to stay in business and remain competitive, they must keep up with this trend. The use of digital devices in accessing information and making purchases has tremendously increased over recent years, and SMEs should effectively use digital marketing channels to get to and interact with their target audience (Dumitriu et al., 2019). Additionally, the COVID-19 pandemic has popularized the implementation of digital technologies since most businesses had no choice but to shift to online channels because of social distancing measures and lockdowns (Mehralian & Khazaei, 2022). To this end, SMEs that had already adopted a strong digital presence were in a better position to survive and thrive during the pandemic.

Secondly, a change in consumer behavior has equally contributed to the significance of digital marketing for SMEs. Thus, today's consumers are increasingly becoming tech-savvy and heavily rely on online channels when it comes to making purchasing decisions. According to a study by Pop et al., (2022), approximately 80% of consumers carry out online research prior to making a purchase decision. This implies that SMEs should adapt to changing consumer behaviors and include digital marketing strategies to reach and interact with their intended audience. By implementing digital marketing strategies SMEs can provide

their customers with valuable information, create brand awareness, and elevate sales.

Moreover, the rise of globalization has led to increased competition, and SMEs' point of divergence in business growth is the effective use of digital marketing to reach and engage with customers globally. With the growth of e-commerce, SMEs can sell their products and services globally. However, this requires effective digital marketing strategies and a strong online presence (Hudson, E. (2020). By adopting digital marketing strategies, SMEs can establish brand awareness, and interact with potential customers on a global scale leading to an increase in sales and growth.

Further, innovations in digital marketing technologies like machine learning, big data, and artificial intelligence evolve daily offering SMEs new opportunities to capitalize on their digital marketing strategies and achieve growth. For instance, artificial intelligence can be employed in personalizing marketing messages based on consumer behavior (Desai & Vidyapeeth, 2019). Additionally, machine learning can be used in optimizing digital advertising campaigns. Lastly, big data can be used to acquire insights into consumer behavior, choice, and preference which can influence digital marketing strategies consequently leading to increased sales.

Besides the factors above, digital marketing provides SMEs with an opportunity to save on cost because most traditional forms of marketing like print advertising and television are not cost-effective. Compared to traditional marketing, digital marketing channels such as email marketing and social media are increasingly targeted and measurable (Sedej, 2019). This allows SMEs to maximize their marketing budget. Also, digital marketing provides SMEs the opportunity to improve customer engagement levels by using channels like social media to interact with customers in real time, get feedback, and establish stronger relationships with customers.

In summary, the impact of digital marketing on SMEs' growth is not only an

up-to-date topic but also relevant in the contemporary business environment. That said, SMEs need to utilize digital marketing channels effectively to reach and interact with their target audience, cope with changing consumer behaviors, take advantage of innovations within digital marketing technologies, and differentiate themselves from the global market. If all these are well executed, then SMEs can build brand awareness, increase sales, and eventually achieve growth.

The aims, objectives, and subject of the research on the impact of digital marketing on the growth of SMEs could include:

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Aims of the study

- To pinpoint some of the most effective digital marketing strategies for SMEs
- To ascertain the effect of digital marketing on SMEs growth
- To explore the nexus between the business performance of the SMEs and digital marketing
- To investigate the role of digital marketing in increasing customer acquisition, retention, and loyalty for SMEs
- To provide recommendations for SMEs on how to leverage digital marketing to achieve growth and success.

Objectives of the research

- Evaluate the impact of digital marketing on the growth of SMEs.
- Examine the impact of digital channels on the growth of SMEs in terms of sales and digital marketing strategies have on the overall growth of SMEs.
- Identify the key success factors for digital marketing in SMEs and develop a framework or model for digital marketing in SMEs.

Subject

- The impact of social media marketing on SME growth

- The effectiveness of email marketing for SMEs
- The role of search engine optimization (SEO) in SME growth
- The impact of mobile marketing on SMEs
- The use of content marketing for SME growth
- The importance of website design and usability for SMEs
- The use of data analytics and metrics for measuring digital marketing performance in SMEs

In summary, this research aims to provide valuable insights and practical recommendations for SMEs to take advantage of digital marketing to ensure their growth and success in the competitive business environment.

Purpose of the study

This study aims to analyze and investigate the role of digitalization in SMEs' growth through the implementation of digital marketing strategies. Establishing much-needed brand awareness is essential to gaining footprints in the market, acquiring more customers, retaining existing customers, and remaining competitive. Additionally, this study investigates the relevance of standard digital marketing tools, including emails, viral marketing, and various social media platforms, in establishing successful SMEs.

Research Questions

How does digital marketing impact Small and medium-scale enterprises with respect to brand loyalty, brand awareness, and customer engagement?

What is the impact of digital marketing on the growth of small and medium-scale enterprises?

The questions in this research cover three main areas within the marketing realms: brand loyalty, brand awareness, and customer engagement. All these factors are essential in the growth of SMEs. Similarly, the study analyzes the effect of digital marketing based on the factors mentioned earlier.

CHAPTER 1. MARKETING STRATEGIES INCONTEMPORARY ECONOMICS

1.1 Importance of digital marketing on business growth

In a business, marketing is integral to survival performance, and competition (Polas & Raju, 2021). The current digital tools, including mobile devices, social media platforms, and the internet, have revolutionized how to do business. Specifically, technology has introduced alternative means for sound marketing business strategies. According to Saura et al. (2021), technology is critical in leveraging digital tools to ensure business growth. Companies and businesses use digital tools like social media to increase profitability, improve performance, and gain a competitive edge.

Any brand looking to grow in the market must focus on digitizing its marketing strategies. The efficiency and importance of digital marketing are not time bound and can only get better with time. Over the years, we have watched even big brands that used to rely on analog marketing switch to new digital tools, especially social media. For instance, Facebook, Twitter, Instagram, TikTok, and WhatsApp are currently some platforms companies and individuals use to market their products and services. According to Levy & Powell (2000), using digital tools has resulted in SMEs solidifying their brands in the market to expand markets and grow a customer base. This has improved the business as well as enhanced business competition.

Besides improving the sale of products and services, effective deployment of social media in marketing strategies does help build excellent relationships with customers. Currently, digital marketing is taking the business world by storm since it is at the forefront of marketing campaigns. To this end, several businesses and organizations have prioritized digital marketing in their strategies to increase brand awareness, realize more turnover, and expand their customer base. According to

Castells (2010), digital platforms have allowed SMEs to grow their brand since it has introduced fierce competition among rival companies looking for market dominance.

In the SME sector, digital marketing calls for industry players to align their marketing strategies with the target audience to cope with the ever-evolving consumer behavior. Also, in the modern-day business world, developing corporate identity is an ideal strategic requirement for SMEs' growth of their brand marketing processes and methods (Akeel & Gubhaju, 2020). Unlike well-established businesses, SMEs operate in unpredictable and complex environments full of constant pressure to provide goods and services that meet customers' value (Arobo, 2022). To bridge the existing gap between SMEs and the already economically established big companies, SMEs should employ online advertising and social networks to improve brand awareness which is crucial in coping with the contemporary innovative ways of transformational growth.

Currently, most SMEs and startups are working hard to achieve growth in the digital space with fresh, innovative ideas and concepts toward laying foot within the corporate world. While some find it easy to maneuver and create a name for themselves through the digital marketing space, others find it hard to navigate it. According to research, only 51% of newly established SMEs survive for the first five years of operation (Ripsas et al., 2018). To this end, it is tough for most SMEs to compete with the marketing strategies of already established and profitable companies. Based on research by Akeel & Gubhaju (2020), about 17 percent of SME startups attribute their failure to the absence of absolute digital marketing strategies resulting in poor market governance.

While the existence of SMEs is essential to the growth and maintenance of solid economies, there is the challenge of sustenance over the long term (Ngota, Mang'unyi & Rajkaran, 2018). Thus, the digital economy affects the performance

of SMEs. Even though SMEs are regarded as small and medium, just like big corporations, their survival is dependent on their respective models of operations and characteristics, which fall in the context of cultural, political, and economic support. SMEs can be differentiated from prominent companies through their market and operational structure. This directly impacts finance, capital, and the number of potential consumers they can attract at a particular moment (Hausman et al., 2005).

According to research, the digitalization of marketing activities and strategies by firms is crucial in sustaining long-term performance by SMEs. To this end, the existing literature accentuates the need to build a digital space to create brand awareness and improve overall business performance (Rogers, 2016). A digital platform such as social media aims at consistently projecting brand awareness which eventually impacts heavily on customer acquisition, purchasing behavior, and brand loyalty (Betzler & Leuschen, 2019). Businesses can realize consistent growth if they lay down proper digital marketing strategies and execute them flawlessly. One way to promote digital marketing strategies is by establishing frequent interactions with consumers by constantly updating activities and events, building ones on the brand image through the deployment of digital networking, and stimulating better relationships with the online community (Chaffey & Ellis-Chadwick, 2019).

Digital marketing theories

The generational theory

According to generational theory, the era in which an individual was born can affect his/her perception of the world around them and beyond. Also, the theory indicates that people's values are shaped with time by society, friends, families, or the general year of birth (Jurkiewicz & Brown, 1998). This theory states that consumers born in the same portray similar behavior based on the influence around them or they have been molded into. That said, the current era can be deduced into digital or technological information which is defined by social media. Generational

theory is applicable to digital marketing based on how every generation makes use of the information at hand. As such, the generational theory is significant in this research since it aids SMEs in pinpointing the needs of the customer and coming up with relevant marketing content using information and technology.

The social network theory

The social network theory originates from different structural concepts introduced by anthropologists and sociological thinkers like Georg Simmel whose literature is largely dependent on the understanding of various social networks (Tsopatsa, 2020). Thus, this theory analyses every kind of relationship including animals, people, and things, and is employed in discovering how patterns manifest in social networks and their impacts and attitudes. Therefore, digital marketing tools are crucial in this regard because they allow marketers to listen and understand their client's reactions and capitalize on the diverse potential used with the view to spread messages to others within their respective networks. Several studies have demonstrated that potential users are overly influential on different networks.

This theory views the social relationship as lumps and stalemates. Thus, they play a role in the context of a network and to an extent related to the players. Social networks can be used in calculating owners' equity within an enterprise. Generally, the ideas above are demonstrated in social frequencies and networks. The social network theory is thus important in this research since it allows for the diagnosis of how SMEs can use their networks in meeting their client's needs (Tsopatsa, 2020).

The collective intelligence theory

This theory refers to a process in which a large number of people can come together at a certain level of intelligence while trying to achieve their objective. According to the collective intelligence theory, groups are often more productive when they operate together as opposed to when they operate independently. The existence of this theory is thus pegged on at least four main things namely

spreading/distribution, peering, honesty, and universal action. Honesty permits collective intelligence to operate in the right way and calls upon enterprises and people to present in sincerity their ideas to the internet users so that products can be trues wealthy. On the other hand, peering is the consideration of old products or information and adjusting them to suit the new ones for consumption.

Spreading demonstrates how intellectual property can be distributed and shared with the members. Therefore, it is important to permit the constant exchange of ideas and be open to criticism that is meant to improve productivity. Universal acting is dependent on information and technology and an enterprise's level of advancement in its quest to organize and collaborate with all the networks surrounding it. This allows enterprises to overcome challenges like local thinking or acting and exert additional efforts on new talents, niche markets, and new ideas. In conclusion, collective intelligence theory demonstrates how digital marketing allows for a sound interaction between SMEs and their clients which improves overall performance (Tsopatsa, 2020).

Often started by entrepreneurs who are looking to create something new and innovative. To this end, they are the backbone of a vibrant entrepreneurial ecosystem, and many of them go on to become larger companies that drive further economic growth (Liñán et al., 2020). Besides acting as a good breeding ground for entrepreneurship, SMEs are vital in the diversification of the economy. Thus, SMEs help to diversify the economy by minimizing the dependence on a few large companies or corporate sectors for employment generation (Ibidunni et al., 2020). This is crucial in making an economy more resilient and reducing the economic shocks' impact.

Further, SMEs are a recipe for regional development because compared to larger companies, they are more geographically dispersed, which can help to spread economic growth more evenly across a region or country. This can help to reduce

regional inequalities and promote development in a less prosperous area. Also, SMEs are significant in Export growth: SMEs can play a significant role in driving export growth, particularly in emerging markets. They are often more agile and able to adapt to local market conditions, which can help them to export their products and services. In summary, SMEs are essential to the health of any economy. They create jobs, drive economic growth, foster innovation, and promote entrepreneurship. To this end, governments and other stakeholders need to support SMEs by providing access to finance, training and development, and other resources to help them to grow and thrive.

1.2 Economic trends and the evolution of marketing research

Economic trends and the evolution of marketing research are closely intertwined. As the economy changes and new technologies emerge, the methods and objectives of marketing research must also adapt to remain relevant and effective (Alekseeva et al., 2019). Some of the how economic trends have influenced the evolution of marketing research include but are not limited to:

- i. The rise of the internet: The internet has fundamentally changed the way that consumers interact with businesses and make purchasing decisions. As a result, marketing research has had to adapt to incorporate digital data sources like social media, web analytics, and online surveys (Costa & Castro, 2021).
- ii. Increased globalization: As businesses become more international, marketing research must account for cultural differences and local preferences. This has led to new research methods like cross-cultural research and market segmentation based on country or region.
- iii. The growth of big data: Advances in data science and technology have made it possible to collect and analyze massive amounts of data from various

sources (Klaus & Zaichkowsky, 2020). This has led to the development of new marketing research techniques like predictive modeling and machine learning.

- iv. The shift to mobile: As consumers increasingly uses mobile devices to research and purchase products, marketing research has had to adapt to the unique challenges of mobile research, such as small screen sizes and shorter attention spans.
- v. Shifting Consumer Preferences: Economic trends like recessions, inflation, and globalization can impact consumer preferences and purchasing behaviors. As a result, marketing research has evolved to include more sophisticated techniques for understanding consumer behavior, including the use of big data analytics, machine learning, and artificial intelligence.
- vi. Increased Competition: As markets become more competitive, businesses need to find ways to differentiate themselves from their rivals. This has led to an increased focus on branding, customer experience, and product innovation, all of which require in-depth market research.
- vii. Changing Marketing Channels: Economic trends can also impact the channels through which businesses reach their customers. For example, the rise of e-commerce has led to a greater focus on digital marketing and online market research.

Generally, marketing research's evolution reflects consumers' changing needs and behaviors of consumers in response to economic trends. By staying current with the latest research methods and technologies, businesses can better understand their customers and stay competitive in a rapidly changing economy. Consequently, based on the above trends and the past ones, SMEs across the globe in the year 2023 may be subject to specific trends and threats including but not limited to:

Trends:

- i. Increased digitization: The pandemic has accelerated the shift towards digital business models, and this trend is likely to continue in 2023. SMEs that can leverage digital technologies to improve their operations and reach customers will be better positioned for success (Bezrukov, et al., 2022).
- ii. E-commerce growth: With more consumers shopping online, SMEs with an e-commerce presence or establishing one will have a competitive advantage. This may also lead to increased competition from larger online retailers.
- iii. Focus on sustainability: Consumers and investors are increasingly concerned about sustainability and social responsibility. SMEs prioritizing sustainability in their operations and products may have a competitive advantage.
- iv. Shift towards remote work: The pandemic has also accelerated the trend towards remote work, and this may continue in 2023. SMEs that are able to adapt to remote work and offer flexible work arrangements may be more attractive to employees (Pedauga et al., 2021).

Threats:

- i. Economic uncertainty: The global economy may face uncertainty in 2023, with the potential for inflation, recession, and other economic challenges. SMEs may struggle to access capital, find customers, or maintain profitability in an uncertain economic environment (Irtyshcheva et al., 2021).
- ii. Supply chain disruptions: The pandemic has exposed vulnerabilities in global supply chains, and disruptions to supply chains may continue in 2023. SMEs may struggle to access materials, products, or components, which could affect their operations and profitability (Pedauga et al., 2021).
- iii. Cybersecurity threats: As SMEs increasingly rely on digital technologies, they may also be more vulnerable to cyberattacks. Cybersecurity threats may lead to data breaches, financial losses, and reputational damage (Dincă et al.,

2019).

- iv. Competition from larger businesses: SMEs may face competition from larger businesses that have more resources, greater brand recognition, and established market share. SMEs may need to find ways to differentiate themselves and offer unique value to customers (Prasanna et al., 2019).

In summary the year 2023 may subject SMEs to both opportunities and challenges. That said, SMEs that will adapt to changing trends and mitigate potential threats may be better positioned for success. As a start-up during the challenging Ukrainian business environment, taking note of the above trends and threats may be crucial for the growth of OÜ Partnerway.

Digital marketing as a major trend in the current global market

Digital marketing is purposefully integrating digital technology for business operations to support brand growth and maintenance, attract customers ensure customer retention, and improve sales (Chaffey, 2017). To this end, digital marketing can be best described as an agile and technologically driven framework by which businesses work jointly with all the stakeholders to establish, generate, and achieve value retention of services and products offered. Compared to traditional marketing platforms, almost every kind of digital technology can advance marketing communication and of almost every kind have the ability to advance in the marketing communication and ensure a proper marketing mix.

The employment of digital media in promoting marketing activities and practices has led to the introduction of digital tools ranging from mobile marketing, pay-per-click, search engine optimization (SEO), email, viral marketing, emails, and social media platforms (Puthussery, 2020). Just like the traditional marketing platforms, digital marketing tools are essential in improving interpersonal relationships between service providers and customers. Specifically, an interaction that improves customer-brand relationships is vital in generating customer interest

and sustainable brand awareness (Sharma, 2020). Using digital media platforms in marketing helps organizations and businesses accelerate their interaction with customers and in the end get the necessary feedback which could be valuable in the future expansion of the target market. Some of the different types of digital marketing that SMEs could employ in practicing effective brand performance include.

Under personalized content, businesses and organizations employ advance technology in gathering customers' personal data ranging from their geographical location, demographic and lifecycle information. Personalized content provides various benefits in the application of systems that develops profiles of different customers and targets particular consumers to generate personalized, meaningful, and relatable experience. This is because; personalized content motivates consumers of specific products and services to interact with a brand more robustly by sharing special experiences with the brand and fellow consumers. Such interaction is a massive boost to brand marketing strategies and overall sales.

Interactive marketing. Unlike personalized content, interactive marketing encompasses dynamic ways of interacting with customers and could range from, visual storytelling, bidirectional, hierarchical information, and personalized content to mention a few. Consequently, the fundamental goal of interactive marketing is to qualify a brand's content to be both relevant and engaging with the target consumers. Also, interactive marketing depends largely on customer's expression of choice and preferences for coming up with tailor-made messages relevant to the customers. Thus, interactive marketing establishes an interactive dialogue between the company and the customers (Abbas et al., 2022). Even though interactive marketing can take several forms, one of the most common ways of interactive marketing is search engine marketing. Whenever a customer key in a word in the search engine, an ad is provided based on the term searched.

Layered information. Layered information is a type of digital marketing strategy that is deployed when an advertisement is meant to provide customers with knowledge on a particular product or service. As such layered information kind of advertisements provides a satisfactory message about the activities of a particular business.

1.3 Digital marketing approaches

Digital marketing strategies are meant to provide the requisite support pivotal in achieving goals through well-designed and keenly selected marketing channels namely earned media, owned media, and paid media respectively. The success of any SMEs largely depends on the adoption of sound digital marketing strategy failure to which, growth might be limited. According to Gibson (2018), continuous success in technological advancement capable of integrating businesses and organizations into marketing strategies stresses the need for a robust digital marketing strategies Companies have the opportunity to take part in the contemporary marketing strategies through by making strategic changes on customer centric marketing campaigns through the help of the relevant digital tools for purposes of meeting the intended critical marketing expectations. To this end SMEs looking to improve on performance and market efficiency must patronize particular digital marketing tools.

Examples of the applicable digital marketing forms

Social Media. Can be defined as an interactive technology that permits the generation and sharing of critical and relevant information, opinions, career goals and a host of other personal expression forms among the online community with the aid of virtual networks. Thus, social media marketing employs online media tools in generating information and ideas and products and services for the target consumers

(Parveen, Jaafar & Ainin, 2016). The numerous digital tools empower an organization to establish voluminous information while enabling collaboration among social media users. Social media users may constitute both the existing as well as prospective customers of a particular brand. According to a report by Nau & Quan-Haase (2022), the estimated number of social media users is 3.6 billion. This number which is a representation of half of the world population can be attributed to the increased access to smartphones and global internet coverage.

Website. Over the past decade, there has been a steady increase in internet coverage globally. To this end, websites have turned out to be dependable public communication tools that by large serves both the needs of corporate and private entities. Compared to social media platforms, websites are fundamentally structured to intensify the interaction between businesses and customers, thus engaging brand promotions that are synonymous with digital marketing objectives. Organizations creates websites purposefully to deliver information through advertisement to enlighten existing and prospective customers. Consequently, websites influence customer's perception of a particular brand or products and services that may be of interest to them (Bilgihan & Bujisic, 2015)

Email Marketing. Like the other digital marketing tools, emailing remains amongst the powerful marketing channels that use emails to promote an organization's products and services. By integrating with other marketing automation efforts, emails inform consumers of the available products and services on offer. Also, emailing plays a critical role in any other form of digital marketing with respect creating brand awareness, generating tools, and building and retaining customers across numerous marketing processing forms (Douglas, 2018). Lastly, email marketing improves the existing relationship between businesses and customers thus promoting customer loyalty and brand reputation.

Pay-per-click. Pay-per-click ads are often found on the internet and are

provided by the social media and search engines to aid customers in gaining certain information and also making a reasonable payment in the process. As a digital marketing tool, pay-per-click serves two purposes namely, it helps in the calculation of the number of people who clicks an ad, and target specific potential customers based on their locations and demographics (Akeel & Gubhaju, 2020). Moreover, pay-per-click ensures that consumers buy their way into visiting a company as opposed to acquiring the visit organically.

Content marketing. Content marketing is a form of digital marketing that encompasses customer engagement through creating and sharing content. Some of the specific content is info graphics, E-books, videos, and blogs. Content marketing helps in driving traffic on a company's website which in turn, helps in increased brand awareness creation (Bala & Verma, 2018).

Social influencers. Social influencers have become a powerful force in digital marketing, with businesses of all sizes leveraging their influence to reach targeted audiences and build brand awareness. Social influencers are individuals with large followings on social media platforms, such as Instagram, YouTube, TikTok, and Twitter, who can use their personal brand and social media presence to promote products or services to their followers (Wibawa et al., 2021). There are several benefits to using social influencers in digital marketing. Firstly, influencers can help businesses reach their target audience more effectively, as they often have a dedicated following that aligns with the brand's target demographics. Secondly, social influencers can help businesses build trust and credibility with their audience, as followers often view influencers as trusted sources of information and recommendations. Finally, social influencers can help companies to increase their brand awareness, as their posts can reach a wider audience and potentially go viral. When working with social influencers, businesses need to choose influencers whose values and personality align with their brand, as this will help ensure authenticity

and engagement from their followers (Wibawa et al., 2021). It's also important to be transparent about any sponsored content, so that followers are aware of the relationship between the influencer and the brand. Additionally, businesses should provide clear guidelines and goals for the influencer's content, to ensure that it aligns with the brand's messaging and objectives.

Viral Marketing. A marketing campaign is considered viral if it reaches the public and not only the target market or audience. Viral marketing ensures that a company's marketing message appears in almost all the social media feeds (Sisovsky, 2015). This digital marketing strategy ensures that businesses share their products and services with family and friends through existing social networks. Viral marketing provides numerous opportunities since it enables brand visibility and effectiveness. Moreover, Nahon & Hemsley (2013), asserts that viral marketing can easily motivate customers to recommend a product or a service to their friends and families especially if the value propositions meet their expectations.

Affiliate Marketing. Affiliate marketing refers to a partnership program that permits people to become affiliates with a particular organization by rewarding their successful referrals to the business. Affiliate marketing programs largely depend on what is deemed a conversion. Affiliate marketing takes the form of a visit, a purchase, or a website page registration. Typically, affiliate marketing is commissions based and encompasses performance levels-based conversions. According to Akeel & Gubhaju (2020), affiliate marketing is less expensive compared to other digital marketing forms, especially in matters of increasing brand awareness and customer loyalty base.

Blogs. A blog is a website with different content on specific topics of interest. Typically, blogs allow readers to provide feedback on particular posts. Thus, blogs offer a variety of benefits regarding digital marketing strategies. With the advent of such engines like Google and Yahoo, companies have found it easy to provide

information on their brands as they allow for easy communication structuring including direct two-way communication. Two-way communication allows brands to converse directly with their representatives and prospective customers (Martin & MacDonald, 2020). Moreover, blogging grants bloggers the opportunity to tell many stories concerning a given brand which in turn, creates a competitive differentiation thus helping an organization to achieve a competitive edge (Sahi et al., 2022).

1.4 Marketing for the SMEs

Definition and background of SMEs. The term SMEs is yet to be appropriately defined by researchers. However, Sinkovics, N., Sinkovics, et al. (2021), define SMEs as a variety of companies ranging from the local small business in a locality or medium-tech companies commonly known as small and medium-scale enterprises. Further, Saad et al (2021), define SMEs as entrepreneurial created by a single person or several founders and have approximately 250 employees or less to carry out business activities designed to manufacture or produce products and services for the intended consumers. Also, SMEs can be defined as those companies that have not operated within the market for more than 10 years (Saad et al., 2021). According to Belás & Ključnikov (2016), SMEs are characterized by three main attributes namely novelty, size, and environmental variability. Novelty implies that they are established in a market that they already understand its dynamics, especially regarding competition within the business environment they intend to operate.

On the other hand, their size is used in identifying them, and lastly, environmental variability is reflected in how they gain and retain customers while ensuring profitable growth. To this end, SMEs can be defined as small and medium enterprises established to provide consumers with the necessary product and services under constrained capital. Despite being viewed as small, SMEs are important in any

economy because they contribute to economic growth (Gamidullaeva, 2020).

Also, the governance structure of SMEs is often defined by staff strength, ownership and finance which is dependent on relatively small customer and market operation base (Sardi et al., 2020). According to scholars, implementing relevant marketing digitalization models and innovation is essential for ensuring the sustainable growth of SMEs. To this end, SMEs are called upon to create value within the competitive and ever-changing business environment through innovation to improve performance. The implementation of sound digital marketing strategies is essential both for making the business attractive to prospective clients and gaining a competitive edge for the already established businesses (Mustak et al., 2021).

SMEs play a significant role in the developing most economies and concerning developing countries in generating jobs, creating economic growth, and fostering innovation. They are generally defined as businesses with fewer than 500 employees, although this can vary from country to country. Globally, SMEs account for most businesses and are significant contributors to both the global economic development and job creation (Das, 2021). Among the existing businesses, SMEs account for approximately 90% of businesses and more than 50% in employment opportunities (Mandl, 2017). Regarding economic development, SMEs account for 40% of national income (GDP) in developing countries (Roopchund, 2020).

Nevertheless, this number does not represent the SMEs within the informal sectors. According to World Bank estimation, the number of job spaces needed to absorb the ever-growing global workforce by year 2030 is 600 million (World Bank SME finance, 2022). This makes most governments across the globe prioritize the development of SMEs. Unlike developed economies, most emerging markets have job opportunities generated by the SMEs creating out 7 in every 10 jobs (World Bank SME finance, 2022).

The importance of SMEs in an economy. First and foremost, SMEs are

crucial to any economy with regard to job creation. Globally, SMEs are significant employers, accounting for a considerable portion of the workforce in many countries. They are essential in developing countries. They can help minimize unemployment and provide opportunities for individuals who might not have the skills or resources to work for larger companies or in the corporate world (Abisuga-Oyekunle et al., 2020). Also, SMEs spur economic growth as they are often seen as the engines of economic growth, especially in emerging markets. They are nimble and able to adapt to changing market conditions more quickly than larger companies, which can help them seize new opportunities and drive growth (Gherghina, et al., 2020).

Moreover, in a fast-paced global economy characterized by rapid technological advancement, SMEs tend to be more innovative as they are often the birthplace of new ideas and products. Thus, SMEs strive to be more innovative than larger companies because they have fewer bureaucratic processes and can experiment more freely. This can lead to the development of new products and services that can drive economic growth (Ibidunni et al., 2020). Additionally, in major developing economies, SMEs are a good avenue for nurturing entrepreneurship.

Nexus between digital marketing and SMEs. Even though implementing digital marketing strategies provides a great platform for SMEs to thrive, it is not an easy road for most startups (Retnaningdiah et al., 2020). The continuous exploration of digital marketing strategies by SMEs points to the potential it presents to gain a competitive edge against the current larger firms both locally and in the international market. Therefore, to gain a foothold in the international market SMEs ought to prioritize adopting the digital marketing space to leverage some of their strengths to build capacity and growth as it is cheaper and more effective than conventional marketing forms (Brown, 2009). Well-established digital marketing platforms like

social media, blogs, viral marketing, social media influencers, emailing, and others are business-propelling that can help reach a wider audience range when adequately implemented. This ensures tapping on new potential consumers and building a lasting relationship with the target consumer market and the necessary stakeholders (Shalauddin, 2022). Some of the evidence that indicates the benefit of SMEs implementing digital marketing business strategies concerning HMA includes:

- A boost in visibility
- Generation of business leads
- A reduction in marketing budget
- Increased sales
- Development of brand awareness
- An improvement in customer engagement
- An influence on purchasing decisions.
- A boost in online conversion rates
- Easy tracking of return on investment

The effectiveness of digital marketing . Most business today attribute their success to the increased significance of the digital marketing due to its dynamism and effective application in today's Android world. Specifically, digital marketing channels has thus helped many entrepreneurs to measure the performance of their business right from the inception even as the business grows. One of the digital marketing approaches that business use in operating within the market space is through the use of analytics incorporated in several digital marketing strategies. To this end the business environment has largely grown courtesy of marketing technology, also known as e-marketing. The growth of digital marketing platforms and availability of data has provided a lot of opportunities in the world of business thus, providing marketers with the opportunities to make inferences and apply data in making key decisions.

Conclusion . Contemporary economics is marked by dynamic economic trends and rapid advancements in technology, which have led to the evolution of marketing strategies. Digital marketing has become increasingly important in modern marketing, and companies must adopt effective digital marketing theories to stay competitive and facilitate growth. Partnerway OU, a technology company that offers IT solutions and software development services to businesses, can take advantage of these trends to facilitate growth.

One economic trend that has emerged is the shift towards e-commerce. With more people shopping online, Partnerway OU can leverage digital marketing strategies to drive traffic to their website and increase sales. Developing a user-friendly website that is optimized for search engines and creating valuable content such as blog posts and videos can help attract potential customers and increase brand awareness. Additionally, another economic trend is the importance of customer experience. Partnerway OU can focus on creating a positive customer experience by providing excellent customer service, personalized solutions, and timely responses to customer inquiries. This will help build a loyal customer base and increase repeat business.

In terms of digital marketing theories, content marketing is a key strategy that can help drive growth. Partnerway OU can create valuable content that educates and informs potential customers about their services and industry knowledge. This will position the company as a thought leader and increase brand credibility. Moreover, effective digital marketing theory is social media marketing. Partnerway OU can leverage social media platforms to connect with their target audience, build brand awareness, and engage with potential customers. In addition, Partnerway OU can attend industry events and leverage influencer marketing to increase brand visibility and generate leads.

In conclusion, contemporary economics presents both challenges and

opportunities for companies like Partnerway OU. Through effective implementation of digital marketing theories and capitalizing on economic trends, Partnerway OU can stay competitive and facilitate growth. Developing a strong online presence, engaging in content marketing, focusing on customer experience, leveraging social media marketing, attending industry events, and utilizing influencer marketing are just a few examples of strategies that can help drive growth. Through constant monitoring and evaluating their marketing strategies, Partnerway OU can stay ahead of the competition and achieve their business goals.

CHAPTER 2.THE PLACE OF THE COMPANY OÜ PARTNERWAY ON THE MARKET

2.1 General characteristics of the company

Ukraine's growing and dynamic IT industry has experienced significant growth over the past decade. The country has a large pool of highly skilled IT professionals and a relatively low cost of living, which has made it an attractive location for outsourcing and offshoring IT services (Kochkina, 2019) Some of the factors that could influence a company's position within the Ukrainian IT market include the quality and range of their services, their reputation among clients, their ability to attract and retain top talent, their pricing strategy, and their ability to adapt to changing market conditions.

Background of the Organization. Cofounded by Andrew Alexseyenko, Partnerway is the official reseller of cloud computing software services. In partnership with Google, Zendek, and Asana in Eastern Europe, Partnerway helps the business improve its operations through business digitalization. This move was informed by the fact that most businesses in Ukraine as well as the EMEA region are not that digitalized. As a person with a background in the IT sector with a career spanning over 8 years in technical and managerial positions, Andrew views Partnerway as an opportunity that can help businesses around the world revolutionize how they can improve their business. In particular, Andrew cites the Agro business sector in Ukraine as one sector that lacks the requisite technology to steer the sector's growth. As such, Partnerway is coming to the sector to enroll and teach the people within the sector the latest technology necessary to maximize team output by team collaboration and learn how to work with project management tools like the rest of the businesses that have embraced contemporary technology on

customer support for instance. With the new technology, businesses are in a position to automate the process of the customer experience with simple solutions such as phone calls, or online through a company's website among other digital platforms.

Vision

Partnerway's vision is to make a lasting impact in the markets in which it operates while empowering partners and surrounding communities to establish sustainable relationships through the daily embodiment of trust.

Mission

To make its customer's business grow faster through the choice of ideal products and automation of processes. The company boasts of certified specialists with the zeal to assist customers to get the maximum value from its partner products.

Values

Partnerway has its foundation built on its values which include:

- Exemplary product and service quality
- Hard work, and constant spirit of self-improvement
- Respect, and concern towards the stakeholders
- Honesty, ethics, integrity in every business aspect

Partnerway formation. Founded in August the year 2021, Partnerway is a Limited Liability Company (LLC), in which equity is issued through participation interest which is a percentage of the LLC's total equity capital. Thus, a participation interest can allow any form of ownership including foreign owners unless there is a restriction with regard to participation in a particular industry in accordance with Ukrainian Law, Partnerway has the al documents required for a limited liability company.

Product and Services Description

Products

Asana

Asana helps in the provision of an organization's work in a single connected space. Over 100,000 companies and organizations globally together with millions of teams use Asana to focus on the core activities of their work.

Zendesk

Making customers happy with any type of service calls for communication through a particular channel. Zendesk helps in improving customer service through the creation of software to satisfy customer needs and customizing one's team.

Amazon web services

Amazon Web Services provides reliable, scalable, and less expensive cloud computing services. Whether one is sourcing for database storage, content delivery, computing power, and other functionalities, Amazon Web Services helps customers satisfy their needs.

Google Cloud/Cloud

Every Google Workspace plan encompasses custom mail for one's business and familiar tools like Calendar, Chat, Meet, Docs, Sheets, Forms, Slides, Sites, and Gmail, platforms that are all crucial in the effective management of tasks.

Microsoft

Microsoft helps organizations grow their businesses by making most operations more efficient.

Partnerway Services

Implementation

Partnerway team helps customers in implementing solutions to their respective company challenges.

Migration

The company helps the client in transferring data from outdated systems into new systems.

Settings

Partnerway helps organizations with making them personal company settings.

Administration

Partnerway helps organizations understand the cloud services on offer as well as address their concerns by way of allowing probing of systems on offer.

Support

The company supports the client through every stage of system implementation while providing solutions to various system challenges.

Other solutions

Since payment is a major issue in most operations of an organization, Partnerway makes the payment process very easy. One of the ways they achieve this is by promoting convenient currency payment utilizing non-cash transfer, necessary legal communication, and individual documents.

OÜ Partnerway resells several software products, including Google, Asana, and Zendesk. As a reseller, OU Partnerway's role is to provide the software mentioned above products to their customers and assist them with purchasing, setup, and ongoing support. Some general characteristics of OÜ Partnerway as a reseller include:

- Expertise: OÜ Partnerway boasts of a team of well-versed experts in their products, including their features and how they can benefit customers.
- Customer support: OÜ Partnerway supports their customers in setup, installation, and ongoing maintenance. This can be especially helpful for customers who may be new to the software products and looking for an upgrade to their existing system.
- Integration: OÜ Partnerway assists its customers in integrating the software products they sell with other tools or systems that the customer is already using.
- Pricing: As a reseller, OÜ Partnerway offers their customers better pricing and

discounts on the software products they sell, as opposed to purchasing the software directly from the manufacturer.

- Focus on specific software products: As a reseller of Google, Asana, and Zendesk, OÜ Partnerway focus on these specific products and may be able to provide more specialized support and expertise in these areas.

Partnerway's organizational structure. Partnerway has a cross-functional organizational structure, which technically may qualify as a matrix corporate structure with a certain degree of flatness. The flatness is such a unique feature that offers support for growth and competitiveness in the technology industry. The key characteristics of Partnerway's corporate structure constitute.

- Function-based definition
- Product-based definition
- Flatness

The company's corporate structure employs business functions as the basis for employee groupings. For instance, Partnerway has a dedicated Sales Operations Group, Product Management group, Engineering, and Design Group just to mention but a few. Similarly, Partnerway is flat in nature. The company's flatness in nature ensures that it minimizes the degree of hierarchy in organizational design thus, enabling productive vertical communication across all the departments and groups including managers and employees. Also, the flatness in the nature of Partnerway facilitates efficient meetings and sharing of information among various teams.

Partnerway's Organizational Culture. Unlike large business, Partnerway's organizational culture offer uniqueness. This can be pegged on the impacts of its organizational structure, and the ever-dynamic corporate world. Thus, the corporate structure of the company soundly interacts with the corporate culture to impact the human resource characteristics and the organization's capabilities of the technological industry. Partnerway's corporate culture boasts of the following

fundamental characteristics:

- Innovative
- Open
- Hands-on
- Smart
- Support of small companies

Openness for instance encompasses free sharing of critical information to elevate the company's business processes. This cultural characteristic is enabled by a matrix kind of organizational structure. Also, Partnerway has its key processes anchored on innovation. This is very critical for daily survival in the technology industry. The company empowers its employees to be as innovative as possible which is vital in supporting its generic strategies for intensive growth and gaining industrial competitive edge. Moreover, Partnerway's corporate culture challenges employees to be smart with the aim of motivating them to thirst for excellence. Some of the areas in which the employees are challenged to be smart include development of new designs for consumer's business digitization strategies and, coming up with unique solutions for customer challenges.

2.2. Company's environment analysis

Understanding the company's profile and place within the international market.

Thriving in a competitive industry is quite a challenge to most companies but surviving in the international market is an even bigger challenge. As it is, the software development market is quite a competitive one, and despite being more of a secondary provider, Partnerway has a challenge competing directly with other direct software providers (Sunyaev, 2020). To this end, adapting to such a

competitive field may not be an easy one for a newcomer like Partnerway. However, it is interesting how the company strives to ensure that it stamps authority in the market. One of the strategies the company intends to explore first is its inner strength, the existing competition, and finally, define its objectives.

1) Partnerway's current situation

The cloud computing and software development industry is quite an open industry to any company targeting international growth. This is the current reality the company faces and may be subject to competition from other companies that it doesn't offer such services on its behalf (Rashid & Chaturvedi, 2019). Similarly, with the current ongoing war in Ukraine, the company may be limited to rapidly expanding as expected as there is a domestic and international shortage of skilled labor to help steer some of the crucial company activities. Currently, the company even faces limited finances for growth because it has pledged 100% of its profit gains towards charity. Thus, supporting most activities carried out by Ukrainian nationals in defending their country. As a reseller of Google and Asana products within the EMEA region, Partnerway seems to already have good momentum for international growth with the provision of Google and Asana products which are already enjoying international recognition. Though a recent set-up Partnerway seems to have ventured into a niche that is yet to be trodden by other players. This grants the company a better opportunity for growth within Ukraine and the EMEA region.

Partnerway's market (for distribution)

- Cloud computing services
- Business digitalization services
- General technical support

Market trends

The key trends in the information, communication, and technology industry include reliability, convenience, and speed (Kabanda, 2019). This implies the quality

of IT infrastructure in place, education on application, simplicity, and easy user interface.

Partnerway Profile (PESTEL AND SWOT ANALYSIS)

PESTEL analysis examines the Political, Economic, Sociocultural, Technological, Environmental, and Legal factors that could impact a company. This analysis helps SMEs to identify the opportunities and threats they might face in the market and adapt to changes in the macro-environment. On the other hand, SWOT analysis assesses a company's strengths, weaknesses, opportunities, and threats in a given environment where it operates. Specifically, SWOT helps SMEs pinpoint their competitive edge over other companies and how they can improve their weaknesses, capitalize on opportunities, and manage current and foreseeable threats. This framework is crucial in allowing SMEs to develop strategies based on their internal and external environment (Benzaghta et al., 2021).

Other frameworks that could be vital in measuring the performance of SMEs include the Porter's Five Forces. This framework helps SMEs evaluate an industry's competitive intensity and the Value Chain Analysis, which is responsible for determining the company's internal operations and identifying areas in which value can be created and enhanced. In summary, SMEs can benefit from using various strategic analysis frameworks to evaluate their external and internal environment, identify opportunities and threats, and develop strategies that enable them to remain competitive in their industry.

Partnerway's Environment Analysis based on Ukraine's macroeconomic environment.

Internal environment

One of Partnerway's CEOs is grounded in the technological world and boasts a lot of experience in the field having held managerial positions in different companies. With this, the company boasts of a visionary tech leader who

understands the market and is ready to navigate the technology industry by introducing innovative products. Currently, the company is a hub that attracts highly skilled software writers and engineers who can freely express themselves and convert their imaginations into reality. Also having actively participated in the Ukraine war by donating 100% of its profits towards supporting the war, the company has endeared itself to several global talents and potential clients who share similar ideologies. This move has really boosted Partnerway's image and reputation globally. Even with its lean number of employees, the company's innovation level is still top-notch and can only get better as its market advances in Ukraine and the EMEA region.

External environment

Partnerway through a reseller of already established brands operates in a highly competitive and charged technological world characterized by constant innovation, superior online advertising strategies, robust cloud support activities, and business digitalization programs for various businesses. Also, as highlighted in Ukraine's macroeconomic environmental analysis, in coping with the competition, the company looks forward to committing millions of dollars to research and development efforts.

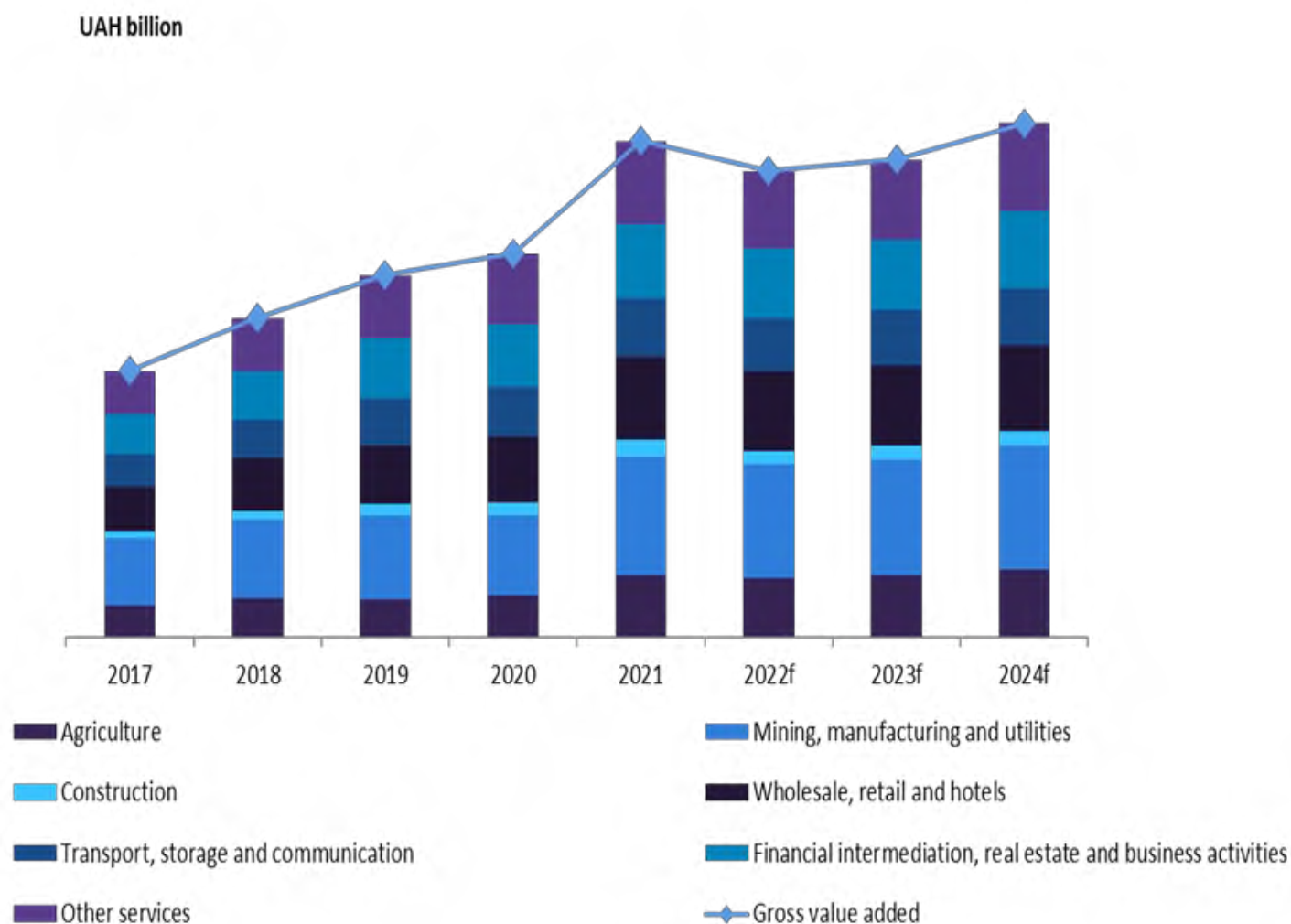
Background of Ukraine's Macroeconomic environment

As of 2021, Ukraine's GDP stood at \$200.1 billion. This made Ukraine number 106 out of 153 nations in the GCRI Q3 2022. Ukraine's score is thus considered to be in the very high-risk nation's band. Overall, the country's risk score exceeds the global average and the Eastern European nations in the (Global Conflict Risk Index) GCRI Q3 2022. However, with the persistence in Russian conflict, the economy is poised to remain sluggish at the onset of the year 2023 (Edition, 2022). Insights from Ukraine's macroeconomic environmental report avail a 360-degree view of its economy which companies could use, business and SMEs as strategic

tools in understanding the business potentials, market dynamics, and operation direction. Equally, the report provides the country's economic snapshot while capturing the risk factors of the microeconomic risks including, the legal environment, political environment, natural and geographical aspects, and technological and infrastructure which could affect business operations (GlobalData, 2022).

In 2021, Ukraine's political environment had mixed impacts on the growth of SMEs (small and medium-sized enterprises) in the country. On the one hand, the government has taken some steps to support entrepreneurship and business development, such as simplifying regulations and reducing bureaucratic barriers. On the other hand, corruption and political instability remained major challenges that could impede the growth of SMEs. Consequently, in December 2022, the European Union based on its commitment gave a considerable amount of money to help Ukraine's arm forces in their fight against the Russian army. The allocated fund reimburses the supply of arms by individual European countries to Kyiv.

Ukraine Macroeconomic Outlook



Political Landscape

Also, the US defense department gave financial and security assistance to Ukraine under the Ukraine Security Assistance Initiative (USAI) umbrella. USAI's objective is to strive and enhance Ukraine's Armed Forces' capacity to achieve sustainability in defending Ukraine's sovereignty. However, even with such support and initiatives, the ongoing conflict in eastern Ukraine and tensions with Russia create uncertainty and risks for businesses operating in the region. On the other hand, Ukraine's performance on governance indicators is a potential downside risk to its

economy. Poor governance negatively impacts the ease of conducting business which may result in a change of direction of investment inflows from foreign investors.

Moreover, poor governance may impact the growth of public and private sectors (GlobalData, 2022). Political stability is crucial for business growth, and Ukraine has undergone significant political changes in recent years, including a revolution and ongoing conflict with Russia. This may create uncertainty and volatility in the business environment, but the government has also tried to improve the ease of doing business and attract foreign investment. Overall, while there were some positive developments, the political environment in Ukraine remains complex and could have both positive and negative impacts on SME growth.

Economic Landscape:

Since 2021, Ukraine's economy has faced moderate economic growth due to the COVID-19 pandemic and political instability from rising tension with Russia. To this end, Ukrainian SMEs faced several challenges: corruption, limited access to credit from financial institutions, and burdensome regulations. Nevertheless, the government committed to helping support SMEs including reducing the regulatory barriers and implementing a state-guaranteed loan program. Overall, the effect of these factors on Ukraine's SME growth is still mixed and largely dependent on several factors such as location, industry, and individual business characteristics (GlobalData, 2022).

Fast forward to 2022, the war with Russia has seen the country's economy contract because of social and economic sources losses by damages to key infrastructural developments and productive assets, dislocation of labor forces as people flees out of war-torn areas, and limited access to markets. Ukraine's economy suffers from weak confidence and high uncertainty levels because of the war, as factories and farmlands have been destroyed and millions of Ukrainians have been

displaced. Despite the struggles due to the ongoing conflict with Russia, the country has made efforts to integrate with the EU and implement economic reforms. This presents opportunities for businesses like OÜ Partnerway to enter new markets and tap into the country's growing tech industry.

Social landscape

The social landscape of Ukraine is complex and diverse, with various ethnic groups, languages, and religious affiliations. The ongoing conflict with Russia has also contributed to political and social tensions in the country. Corruption, bureaucracy, and a lack of transparency in government and business has made it difficult for SMEs to establish and grow their operations. Also, the ongoing conflict has disrupted trade and investment, which has made it harder for businesses to access markets and financing.

Despite the above challenges Ukraine is still committed to improving the business environment, such as reforms to reduce corruption and improve access to funding. Additionally, the growing use of digital technologies and e-commerce platforms provides new opportunities for SMEs to reach customers and expand their businesses (GlobalData, 2022). Nonetheless, Ukrainian culture values education, innovation, and entrepreneurship, which bodes well for the success of an IT reseller like OÜ Partnerway. The country also has a highly skilled workforce in the tech industry, and many Ukrainian startups have gained international recognition.

Technological landscape

As a pioneer reseller of Google, Asana, Zendesk, and Microsoft, Partnerway has an opportunity to thrive and provide market leadership. With a strong technological infrastructure, core business in cloud computing services, and business digitization, the company stands a chance to be more innovative and steadfast in advancing market leadership. Ukraine's technological landscape is characterized by a growing IT sector, with many startups and established companies focused on

software development, outsourcing, and R&D services. Based on a report by World Intellectual Property Organization, (Global Innovation Index) 2022, out of 132 countries, Ukraine ranks 57th (GlobalData, 2022).

Also, Ukraine ranks high on several indicators including ICT exports services, total trade percentages (Seventh), and knowledge and technological outputs of the total 132 countries. This has created opportunities for SMEs to leverage technology to improve their productivity and competitiveness, particularly in areas such as e-commerce, fintech, and cybersecurity. The rise in technological advancement is key for the growth of digital marketing platforms which could help Partnerway grow within Ukraine and the international market operation-wise (GlobalData, 2022). However, challenges remain, including the need for improved infrastructure, access to financing, and talent shortages in some areas. Overall, Ukraine's technological landscape has the potential to significantly boost SME growth, but continued investment and support are needed to realize this potential.

Legal landscape

The legal landscape in Ukraine is complex and can present challenges for SMEs. Corruption, bureaucratic red tape, and inconsistent enforcement of regulations can create barriers to entry and hinder growth (GlobalData, 2022). Ukraine's legal system is still developing, and there are challenges relating to regulatory compliance and intellectual property protection. However, recent reforms to improve the business environment and promote entrepreneurship have shown some positive impacts, including streamlining registration processes, and reducing the tax burden. Nonetheless, more efforts are needed to strengthen the rule of law, combat corruption, and provide a more stable and predictable business environment for SMEs to thrive.

Environmental landscape

Environmental issues, including air and water pollution, deforestation, and

biodiversity, characterize Ukraine's environmental landscape. These issues can potentially negatively impact the growth of SMEs (Small and Medium-sized Enterprises) in Ukraine, as they can increase the costs of doing business and reduce the country's attractiveness as a place to invest. However, Ukraine has taken steps to address these environmental challenges, including developing a National Strategy for Sustainable Development and implementing various environmental laws and regulations (GlobalData, 2022).

According to Yale University, *Environmental Performance Index (2022)*, the country ranks 52 among 180 countries. Ukraine ranks high on various indicators including GHG intensity trend, CO2 growth rate, and SO2 growth rate climate policy, climate change, acidification, sanitation drinking water, and marine protected areas. The rank shows the improvement of measures taken by Ukrainian to improve its environmental landscape (GlobalData, 2022). There are few environmental factors specific to OÜ Partnerway's business, but environmental concerns are increasingly relevant to businesses across all industries. As the world becomes more environmentally conscious, it's important for OÜ Partnerway to consider its impact and make efforts to reduce its carbon footprint.

2.3. Analysis of the competitors

Ukraine's Information Technology (IT) sector is known for its competitiveness and rapid growth. The country has a well-established IT industry, and many global tech companies have their development centers in Ukraine. As a result, the competition in the sector is relatively high. Ukraine has a large pool of highly skilled IT professionals who are well-educated, innovative, and experienced in software development, IT consulting, and other tech-related services. This has led to a highly competitive environment in the sector, with many companies vying for

top talent, clients, and market share. In recent years, the Ukrainian government has also implemented several initiatives to promote the development of the IT industry, including tax incentives, subsidies for startups, and the creation of innovation clusters. These efforts have contributed to the sector's growth and attracted more investment from both local and international companies, further fueling the level of competition in the industry.

Overall, the Information technology sector in Ukraine is highly competitive, with a strong pool of talented professionals and a supportive business environment that fosters growth and innovation. Thriving in a competitive industry is quite a challenge to most companies but surviving in the international market is an even bigger challenge. As it is, the software development market is quite competitive, and despite being more of a secondary provider, Partnerway has a challenge competing directly with other direct software providers (Sunyaev, 2020). To this end, adapting to such a competitive field may not be easy for a newcomer like Partnerway. However, it is interesting how the company strives to ensure that it stamps authority in the market. One of the strategies the company intends to explore first is its inner strength, the existing competition, and finally, define its objectives.

Partnerway's current situation

The cloud computing and software development industry is an open industry to any company targeting international growth. This is the company's current reality the company faces and may be subject to competition from other companies that it doesn't offer such services on its behalf (Rashid & Chaturvedi, 2019). Similarly, with the current ongoing war in Ukraine, the company may be limited to rapidly expanding as expected as there is a domestic and international shortage of skilled labor to help steer some of the crucial company activities.

Currently, the company faces limited growth finances because it has pledged 100% of its profit gains towards charity. Thus, supporting most activities carried out

by Ukrainian nationals in defending their country. As a reseller of Google and Asana's products within the EMEA region, Partnerway seems to already have good momentum for international growth with the provision of Google and Asana products which are already enjoying international recognition. Though a recent set-up Partnerway seems to have ventured into a niche that is yet to be trodden by other players. This grants the company a better opportunity for growth within Ukraine and the EMEA region.

Partnerway's market (for distribution)

- Cloud computing services
- Business digitalization services
- General technical support

Current digital marketing trends in Ukraine and the international market

The key information, communication, and technology trends include reliability, convenience, and speed (Kabanda, 2019). This implies the quality of IT infrastructure in place, education on application, simplicity, and easy user interface. Considered a universal growth strategy for most businesses, digital marketing is constantly evolving, and staying up to date with the latest trends is essential for SMEs in the ICT sector to remain competitive in Ukraine and on the international market (Tielietov et al, 2020). Some of the current digital marketing trends in Ukraine and globally include:

- Video marketing: Video content has been a significant trend in recent years and will continue to be popular in 2023. Video marketing effectively engages audiences, builds brand awareness, and increases conversions. Live streaming and short-form video content like TikTok, Instagram Reels, and YouTube Shorts have grown in popularity (Morzhyna et al, 2019).
- Social media marketing: Social media platforms are vital to digital marketing

strategies. SMEs in the ICT sector should consider building a strong social media presence and using social media advertising to reach their target audience (Slijepčević et al., 2020).

- Voice search optimization: With the rise of smart speakers like Amazon Echo and Google Home, voice search has become more prevalent. SMEs in the ICT sector should optimize their website and content for voice search to ensure they appear in voice search results (Slijepčević et al., 2020).
- Chatbots: Chatbots are becoming increasingly popular in digital marketing. They allow businesses to provide customers with quick and convenient assistance while freeing up customer support teams for more complex issues.
- Personalization: Personalization is essential in delivering a personalized customer experience. SMEs in the ICT sector should use data analytics to provide customized content and offers to their customers (Slijepčević et al., 2020).

In Ukraine, the digital marketing landscape is growing rapidly, with more and more businesses adopting digital marketing strategies to reach their target audience. Social media marketing is particularly prevalent, with Facebook and Instagram being the most popular platforms (Tielietov et al, 2020). Video marketing is also on the rise, with YouTube being the most popular platform for video content (Dubovyk et al., 2022). In the international market, digital marketing trends vary from region to region. In North America and Europe, social media marketing is prevalent, while mobile marketing and e-commerce are growing rapidly in Asia. AI and machine learning are also becoming more prevalent in digital marketing, with many SMEs adopting these technologies to improve their marketing efforts (Morzhyna et al., 2019). Overall, SMEs in the ICT sector should stay up to date with the latest digital marketing trends to remain competitive and reach their target audience effectively.

Partnerway's profile (SWOT Analysis)

	Enhancers (Helpful for achieving objectives)			Inhibitors (Barriers to achieving objectives)		
Internal factors	STRENGTHS			WEAKNESSES		
	<ul style="list-style-type: none"> • Strong network and reputation • Diversification • Flexibility and agility 	<ul style="list-style-type: none"> • Competitive pricing • Opportunity for growth • Strong partnerships with leading tech companies 	<ul style="list-style-type: none"> • Knowledge and expertise in the IT industry • Strong customer focus 	<ul style="list-style-type: none"> • Dependence on third-party product and service providers • Brand awareness • Security and privacy concerns • Scalability 	<ul style="list-style-type: none"> • Changing market dynamics • Lack of experience 	<ul style="list-style-type: none"> • Diversity • Visibility for easy recognition
External factors	LESS → ← MORE			MORE → ← LESS		
	<ul style="list-style-type: none"> • Expansion of product services 	<ul style="list-style-type: none"> • Partnering with other SMEs 	<ul style="list-style-type: none"> • Investing in marketing • Expansion into new markets • Offering value-added services 	<ul style="list-style-type: none"> • Competition from other resellers • Cybersecurity • Economic Instability 	<ul style="list-style-type: none"> • Dependency on key vendors 	<ul style="list-style-type: none"> • Changing customer needs
	OPPORTUNITIES			THREATS		

Internal factors

Strength. Regarding the strength of the company, the two most powerful factors include knowledge and expertise in the IT industry and strong customer focus. First and foremost, OÜ Partnerway has a talented workforce with a deep understanding of the IT market and has built up expertise in the products and services

that it offers. This can enable the company to provide high-quality advice and support to its customers and develop tailored solutions that meet their needs. With a talented workforce in place, the company strongly focuses on its customer's needs and preferences with a view to satisfying them. Such a strong focus has bolstered relationships with its customers, eventually leading to the development of a loyal customer base. By putting the needs of its customers first, OÜ Partnerway must differentiate itself from competitors and establish itself as a trusted partner in the Ukrainian IT market.

Besides expertise and customer focus, Partnerway has strong partnerships with most of the leading tech companies. Being a reseller of Google, Asana, and Zendesk, Partnerway has stroke lasting partnerships with leading tech companies which permits it to have access to some of the industry's' most innovative and in-demand products. This has given the company a competitive edge in the market and helped it attract and retain customers. Having leveraged partnership and purchasing power with the industrial bigwigs, the company offers competitive pricing for its reselling products, which is an attractive selling point for customers. Consequently, a loyal and satisfied customer provides an opportunity for growth. Partnerway can potentially capitalize on this trend and expand its customer base as the demand for IT solutions continues to grow in Ukraine. Additionally, as the IT market evolves and new products and solutions emerge, Partnerway can explore new partnerships and offerings to stay competitive and drive growth.

Flexibility and agility: As an SME, OÜ Partnerway is more agile and adaptable than larger competitors. This has enabled it to quickly respond to market changes and to develop new products and services that meet emerging customer needs. Also known as product diversification, market flexibility and agility has helped Partnerway expand its product portfolio from multiple suppliers offering customers unique solutions to their diverse IT needs. This has helped the company

reach a wider customer base and increase its market share. Over time, Partnerway has built a strong network and reputation in the Ukrainian IT market by establishing a strong network of contacts and customers in the Ukrainian IT market. This has aided the company in further generating new leads and opportunities and expanding its customer base. Moreover, the company's reputation for delivering high-quality products and services at competitive prices has also helped it further differentiate itself from competitors and build long-term customer relationships.

Weaknesses. One of the major weaknesses of Partnerway currently is the dependence on third-party providers: As a reseller, OÜ Partnerway relies on Google, Asana, Zendesk, and other software providers to deliver its services. Any disruptions or changes to these providers' products or services could negatively impact OÜ Partnerway's business or push it out of business. Closely tied to dependence on the third party for the provision of products and services is a lack of brand awareness. As a newcomer in the market, Partnerway besides offering unique products lacks brand awareness because most people still find it easier to associate the products and services on offer with the parent companies. This has led to the slow growth of an additional customer base.

In terms of digital presence, a quick search of the company points to a lack of innovation and robustness in the digital space which has derailed the growth of a wider customer base. Therefore, the company's website is shoddy with little information on its core operations. Also, the company's social media page is also not up to date with scanty information on the company's activities. The creation of brand visibility for easy recognition calls for a strong investment in the digital space. The company should thus focus on social media platforms such as Twitter, Facebook, and Instagram. Also, the company can focus on other traditional media platforms such as TV, press magazines, and advertisements. Besides, the company can outsource most of these digital marketing platforms as it concentrates on its core

services. In particular, there are several social media virtual assistants that can help with the marketing of the company.

Another major weakness in Partnerway is that customer security and privacy concerns. Until now, Partnerway is yet to assure its customers of the security of their personal information. A look at the company's online presence shows it suffers a lack of confidence in customer security and privacy concerns: With the increasing number of cyber-attacks and data breaches, businesses that deal with sensitive information, such as OÜ Partnerway, must ensure that their systems and processes are secure and compliant with data protection regulations failure to which, it may breach customer privacy policies. The lack of proper security measures has made the company face scalability challenges as it lacks the ability to satisfy the growing demand because of inadequate IT infrastructure and overreliance on manual processes.

Moreover, Partnerway has only existed for two years in the Ukrainian market. This lack of experience has seen the company suffer a lot of challenges relating to products and services. Even though diversification has been key in reaching a wider customer base, it has denied the company the opportunity to focus on particular products and services and innovate them further. The rapid growth in the technology industry has changed the IT market dynamics as the industry requires more product and service specialization as opposed to diversification. The current market trend shows that it is better to focus on one product and innovate it before switching to new ones.

External factors

Opportunities. The current state of the world as a global economy has presented a lot of opportunities for businesses. Having set a base in the Ukrainian economy, Partnerway has the opportunity to expand beyond. The Ukrainian IT market is rapidly growing, and there may be opportunities for OÜ Partnerway to

expand into other markets within Ukraine or even internationally. By leveraging its existing relationships with Google, Asana, and Zendesk, OÜ Partnerway can explore opportunities to expand its business beyond its current customer base. One way of ensuring such expansion is proper investment in marketing since marketing is crucial for any SME looking to grow its business. OÜ Partnerway can invest in marketing strategies that target its ideal customers and showcase the benefits of its products. Digital marketing, social media advertising, and targeted email campaigns can all be effective in reaching potential customers across the globe.

However, with digital marketing capabilities comes the responsibility of ensuring that there are enough products that meet customer needs. To this end, Partnerway has the opportunity to expand its product offerings. While OÜ Partnerway currently focuses on selling Google, Asana, and Zendesk products, there may be opportunities to expand its product offerings to include other IT services or products that are in high demand in the Ukrainian market. Conducting market research and identifying areas of unmet customer needs can help identify potential growth areas.

Besides increasing the products on offer, Partnerway has the opportunity to offer value-added services. The company can differentiate itself from its competitors by offering value-added services such as training, implementation, and ongoing support. By providing exceptional customer service and support, OÜ Partnerway can build long-term customer relationships and increase revenue through repeat business. Lastly, there is the opportunity to partner with other SMEs: Partnering with other SMEs in the Ukrainian IT market can help OÜ Partnerway expand its customer base and increase revenue. By partnering with other companies that offer complementary products or services, OÜ Partnerway can expand its reach and offer a more comprehensive suite of IT solutions.

Threats. The Ukrainian IT market remains one of the most competitive

markets globally with many other resellers offering similar products and services. OÜ Partnerway face challenges in fully differentiating itself and competing effectively with other resellers as competition is set to go up in the future. Without copying up with the existing competition, Partnerway stands the risk of being overtaken by events and even out of business.

With the ongoing conflict with Russia, Ukrainian market suffers from instability. For instance, the ongoing conflict has witnessed fluctuations in currency exchange rates and political unrest. The volatility in Ukrainian business economic space is set to continue and may also be subject to changes in political conditions. Economic instability can make it difficult for Partnerway to maintain a stable customer base and may also affect the availability of resources such as funding, supplies, and skilled employees. Changing customer needs: The IT market constantly evolves, and customer needs can change rapidly. Partnerway may need to adapt quickly to changing customer demands and be able to offer new and innovative solutions to remain relevant and competitive.

Another existing threat to Partnerway is dependency on key vendors. Partnerway's business model depends on reselling products and services from Google, Asana, Zendesk, and other key vendors. Any changes to the products or pricing models of these vendors could significantly impact Partnerway's business. Cybersecurity threats: As an IT Company, Partnerway is likely to be a target for cybersecurity threats such as hacking and data breaches. These threats can lead to loss of sensitive data and damage to the company's reputation.

In conclusion, there are several opportunities for OÜ Partnerway to grow its business as an SME. By identifying areas of growth, investing in marketing, and providing exceptional customer service, OÜ Partnerway can build a successful business and expand its reach within the Ukrainian IT market. Partnerway may need to invest in strategic planning, cybersecurity measures, and risk management to deal

with potential threats. They may also need to diversify their product offerings, expand their customer base, and maintain strong relationships with key vendors.

Facing international and influential competition

The technology industry is one competitive industry across the globe. The rivalry among the sellers is driven by the zeal of an urge to achieve more goals, maximize profits, and boost sales volumes, and market share, just to mention a few (Alam, 2020). They try to achieve all these by focusing on product differentiation, pricing, distribution, and promotion. The global technological competition is challenging for start-ups and small enterprises as it boasts big names such as Google, Microsoft, and other notable players. Nonetheless, as a reseller, Partnerway may not be directly exposed to completion from those it resells their profit but rather, other giant tech companies that directly compete with Google and Microsoft for instance Apple Inc.

The competition profile.

Partnerway specializes in the reselling of software and cloud products. However, as mentioned earlier, the competition in the technology industry niche is wide and fierce. Some of the strengths and weaknesses of potential competitors are highlighted below:

Competitor's strengths

- Brand recognition: Some of OÜ Partnerway's competitors may have stronger brand recognition, mainly if they are larger or have been operating in the market for longer. This can make it more challenging for OÜ Partnerway to differentiate itself and attract new customers.
- Existing customer base: Competitors may already have an established customer base in the Ukrainian IT market, giving them an advantage in terms of generating revenue and building brand loyalty.
- Partnerships and alliances: Similar to OÜ Partnerway, competitors may have

partnerships and collaborations with other companies that give them access to exclusive products or services and potential cross-selling opportunities.

- Pricing and contract terms: Competitors may have more competitive pricing or more favorable contract terms, which could make it challenging for OÜ Partnerway to win new business or retain existing customers.

For future business growth as an SME and gain a competitive edge, OÜ Partnerway should consider:

- Focusing on customer service and support: One way to differentiate from competitors is to provide exceptional customer service and support. This can help build brand loyalty and generate positive word-of-mouth, which can be particularly important in a crowded market.
- Investing in marketing and advertising: To build brand recognition and attract new customers, OÜ Partnerway may need to invest in marketing and advertising efforts. This can include social media campaigns, search engine optimization, and targeted advertising to specific customer segments.
- Diversifying product offerings: In addition to its existing product partnerships, OÜ Partnerway may consider expanding its offerings to include other software or IT services that are in demand in the Ukrainian market. This can help attract new customers and increase revenue streams.
- Navigating regulatory and legal challenges: As an SME, OÜ Partnerway may face challenges related to regulatory compliance and intellectual property protection. Staying up to date on legal and regulatory environment changes and proactively addressing potential issues can help mitigate risk and ensure long-term growth.

Competitors Weaknesses

- Limited product offering: Most OÜ Partnerway's competitors have a limited product offering. This implies that they may struggle to meet the diverse needs

of customers. In contrast, OÜ Partnerway's product portfolio includes Google, Asana, and Zendesk, which are widely used tools in the industry.

- Poor customer service: Customers expect prompt and efficient support when encountering product or service issues. Having been in the market for some time and gaining a broad customer base, OÜ Partnerway's competitors provide poor customer service, which is likely to result in customer churn.
- Lack of expertise: OÜ Partnerway's competitors hardly employ or have the required technical expertise or knowledge of the products they sell. This results in longer implementation times or suboptimal product configurations, leading to a poor user experience.
- Pricing: OÜ Partnerway's Competitors hardly offer competitive pricing, and this could be a weakness if they are more expensive.

In terms of overall business growth, OÜ Partnerway's success will depend on factors such as:

- Market demand: OÜ Partnerway needs to be able to meet the demands of customers and the Ukrainian IT market. Understanding market trends and customer needs is crucial for long-term success.
- Competition: Competition can be fierce, and OÜ Partnerway must stay ahead of the curve regarding product offerings, pricing, and customer service.
- Partnerships: Strategic partnerships can help OÜ Partnerway expand its product portfolio and reach a wider audience.
- Customer retention: Building solid relationships with customers is critical for long-term success. OÜ Partnerway must focus on providing excellent customer service and support to retain customers.
- Innovation: OÜ Partnerway must continue to innovate and provide cutting-edge solutions to remain relevant in a rapidly changing IT landscape.

Action Plan based on SWOT analysis.

Defining Partnerway's vision and goals: The initial plan should be to define Partnerway's vision and goals within the next 3-5 years. This will include the development of new products and services, expansion of geographical reach, increment of revenue, and identification of target markets.

Development of a strategic plan: Based on Partnerway's SWOT analysis, vision, and goals, it should develop a strategic plan. This plan must include the identification of the specific action steps and timelines, pinpointing the required resources, and assigning responsibility for every task.

Developing and launching new products: Partnerway should continue to be innovative and inaugurate new products and services to keep up with existing competition within the digital marketing space. The process of developing products and services should incorporate research and development, product testing, design, and launching.

Expansion of geographical reach. The company ought to explore opportunities for ways to expand its reach in new markets. This comprises identification of the potential partners, the establishment of marketing strategies, and the development of fresh sales channels.

Investment in technology: the company should focus on continuous investment in contemporary technologies and stay abreast with the competition. Part of this process should comprise of new technology, an upgrade of the existing systems, and investment in research and development.

Elevation of customer experience. The company ought to focus on elevating the customer experience. This process must include the development of new marketing strategies, improving product usability and enhance customer support services.

Enhancement of sales and marketing: Partnerway should regularly monitor the progress of the strategic plan and make the necessary adjustments. This step must

include the establishment of a robust sales strategies, establishing sales channel and investment into marketing campaigns.

Monitoring and evaluation progress: Partnerway should regularly monitor its strategic plan and make the necessary adjustment based on the performance of the company. Some of the ways of achieving this includes reviewing key performance indicators, pinpointing areas that require improvement, and making the necessary changes to the plan.

Collaboration with partners and stakeholder: Partnerway ought to collaborate with partners and stakeholders in a bid to expand its reach and achieve its objectives. Some of the ways of doing this include potential partner identification, development of partnerships that support growth and building lasting relationships with key stakeholders.

The timeline for the implementation of the roadmap should be as follows:

Year 1:

- i. Creating and launching new products
- ii. Elevating customer experience
- iii. Enhance customer experience.
- iv. Technological investment

Year 2:

- i. Geographical reach expansion
- ii. Invest in sales and marketing.
- iii. Monitoring and evaluation of progress

Year 3:

- i. Building relationships and collaborating with various stakeholders.
- ii. Continuous innovation and creation of new products
- iii. Monitoring and evaluation of the company's progress

Responsible Departments: The following departments will be tasked with the

different stages and aspects of the roadmap.

- i. **Product Development:** Responsible for the creation of new products and services.
- ii. **Marketing department:** Responsible for improved customer experience while heavily investing in sales and marketing.
- iii. **Management:** Should be in charge of strategic plan development, carrying out SWOT analysis, and monitoring and evaluating progress.
- iv. **Technology:** Responsible for investing in technology

Conclusion

OÜ Partnerway is a software company that provides digital transformation solutions to businesses of all sizes. Founded in 2017, the company has quickly established itself as a leading provider of cloud-based software solutions that enable companies to streamline their business processes, improve their efficiency, and reduce costs.

OÜ Partnerway's general characteristics include a customer-centric approach to software development, a focus on innovation and technology, and a commitment to delivering high-quality solutions that meet the specific needs of its clients. The company has a team of highly skilled developers, designers, and engineers who work together to create cutting-edge software solutions that help businesses stay competitive in today's rapidly evolving digital landscape.

SWOT analysis of OÜ Partnerway highlights the company's strengths, weaknesses, opportunities, and threats. One of its strengths is its strong technical expertise, which enables it to develop innovative software solutions that meet the needs of its clients. However, the company's relatively young age and limited market presence are potential weaknesses that could limit its growth potential. Opportunities for OÜ Partnerway include expanding its product offerings, entering new markets, and forming strategic partnerships. Threats include intense competition from larger,

more established software companies, as well as changes in market conditions and technological trends.

Environmental analysis of OÜ Partnerway involves assessing the external factors that could affect its growth and success. One of the key factors is the increasing demand for digital transformation solutions, as businesses seek to adapt to changing market conditions and consumer preferences. However, the company must also navigate a highly competitive market, with numerous established players vying for market share. In addition, rapid technological advancements mean that the company must continuously innovate and adapt to stay ahead of the competition.

Analysis of OÜ Partnerway's competitors reveals that the company faces strong competition from established players such as Microsoft, Oracle, and Salesforce, as well as from smaller, specialized software companies. To remain competitive, OÜ Partnerway must focus on developing innovative solutions that meet the unique needs of its clients, while also staying ahead of technological trends and industry best practices.

In summary, OÜ Partnerway is a young, innovative software company that has quickly established itself as a leading provider of digital transformation solutions. While the company faces significant competition and must navigate a rapidly evolving technological landscape, its customer-centric approach and focus on innovation and technology position it well for future growth and success.

CHAPTER 3. IMPROVING THE COMPANY'S PRESENCE THROUGH MARKETING TOOLS

3.1. Critical analysis of existing marketing approaches

Digital marketing remains an integral tool for organizations and companies seeking to elevate their presentation and achieve a competitive advantage. With the rise of social media, search engines, and other digital platforms, companies have a plethora of opportunities to expand their market presence, reach new customers, and grow their bottom line. Through the use of digital marketing techniques, organizations, and businesses can reach and engage their target audience in an effective way. Also, digital marketing can aid companies in increasing their brand awareness, driving traffic to their website, and eventually driving up their sales. Some of the ways in which Partnerway could benefit from digital marketing include but not limited to:

Building online presence. The establishment of a strong online presence is crucial for businesses and organizations in the contemporary digital world. This encompasses the building of a user-friendly website that is visually appealing, and that keeps customers abreast with the relevant information about the business. With the use of digital marketing techniques like Search Engine Optimization (SEO), content marketing, and Social Media Marketing, Partnerway should ensure that its website ranks well on search engines, reaches its target demographic on social media platforms, and avail relevant and engaging content capable of encouraging visitors to remain on the site.

Access to a wider audience. Another significant benefit that Partnerway could draw from digital marketing is access to a wider audience. Compared to traditional marketing methods that could permit a business to only access those within their immediate vicinity, or those who listen to the radio, watch TV, or buy newspapers,

digital marketing has transformed these patterns. According López García et al., (2019) digital marketing permits businesses to have global access to potential customers. This implies that small businesses have the opportunity with their bigger counterparts on a global scale. With billions of people using the internet every day, businesses can use various online channels such as search engines, social media, email marketing, and content marketing to reach their target audience no matter where they are in the world. With billions of people across the globe having access to the internet daily, Partnerways can employ several online channels like social media, search engines, content marketing, and email marketing to reach its target demographics irrespective of their location.

Tracking performance. Also, digital marketing permits business to accurately track their performance. Through the employment of tools such as Google Analytics, Partnerways can track traffic on its website, conversion rates, user behavior, and several additional metrics to measure the success of its marketing campaigns. The company can then use this data in making informed decisions regarding its marketing performance hence, optimizing its marketing efforts to improve its results.

Brand awareness. Digital marketing is key in building and increasing company awareness as it helps a company reach a wider audience through its numerous channels. Through the use of techniques such as Search Engine Marketing (SEM), Social Media Advertising, and Display Advertising, Partnerways can target its ads to specific demographics, interests, and behaviors, ensuring that its message reaches the right people at the right time, new customers and develop itself as the industry expert.

Building relationships. Digital marketing is crucial in building customer relationships. As opposed to traditional marketing platform with limited ways of engaging their customers, digital marketing platforms such as social media provides such avenues in abundance. Through social media, for instance, Partnerway can

respond to comments and messages from its customers while also providing valuable content relating to its activities and customers' needs. This can be crucial in building trust and reliability sources in within the technological industry. Improve customer experience: Digital marketing also provides opportunities for businesses to improve the customer experience. Consequently, a sane relationship between Partnerways and its customers could result in improving customer experience. Besides only tracking business performance, Partnerway can use the data derived from Google Analytics to gain insights into customers' behavior and preferences permitting it to tailor its marketing efforts and provide a more personalized experience.

Cost-effectiveness. Digital marketing is also very cost-effective compared to traditional marketing methods. For instance, running a social media ad campaign can be much cheaper than running a TV or radio ad campaign. Additionally, digital marketing campaigns can be adjusted and optimized in real time, allowing businesses to get the most out of their marketing budget.

Generation of Leads. Digital marketing can also help Partnerways in generating leads by encouraging potential customers to provide their contact information. This can be done through various methods, such as offering a free e-book or running a contest. Once a business has a list of leads, it can follow up with them through email marketing campaigns or targeted advertising.

Increased sales. Every business looks forward to boosting its sales. Ultimately, the goal of digital marketing is to increase sales. Through the employment of digital marketing to reach a wider audience, build brand awareness, and generate leads, businesses can ultimately increase their sales and grow their bottom line.

In conclusion, digital marketing can be an incredibly effective way for businesses to improve their presentation and gain a competitive edge. By leveraging the power of online channels and utilizing a range of digital marketing techniques,

companies can build a strong online presence, increase brand awareness, build customer relationships, and measure their performance to continually improve their marketing efforts.

Digital marketing is a function that remains innovative with emerging trends popping up time and again which leaves companies and advertisers with the challenge of choosing the best trend. According to a report by Deloitte, 72% of marketers report that marketing roles have tremendously increased in importance during and in the aftermath of COVID-19. Thus, digital marketing has transformed into a powerful communication tool with both existing and new customers culminating in a number of changes in consumer behavior. With the imposition of restrictions on people's lives, people have been limited in choices hence, forced to live differently. This has had a real impact on the way they shop and spend their time. In context, the technology industry is one of the most competitive industries globally confronted by the constant launching of new products and services and marketing trends. To this end, any Start-up in the technology industry such as Partnerways ought to adopt effective marketing approaches to pinpoint the potential gaps. The daily change in consumer behavior is forcing all digital marketers to change their strategies as it is increasingly becoming tough to cope with customers' expectations and needs and gain a competitive edge. Some of the challenges confronting the digital marketing world are numerous.

Creating engaging content. Over the years, the meaning of engagement has exponentially changed as audio and video have ballooned. Even though videos and audio cannot be totally treated as an emerging trend, there is a rise in popularity in the creation of engaging and compelling content. To this end, businesses and agencies are under pressure to devise new and innovative ways of presenting content and communicating in new and thrilling ways that align well with their expected

target audience.

Content Marketing. Content marketing comprises gaps creation and sharing of valuable content in attracting and retaining customers. Within the technology industry, companies deploy numerous forms of content ranging from videos, blogs, videos, and e-books in educating their customers while building brand awareness. Even though Partnerway uses content marketing as one of the tools and is somehow effective, one of the potential gap is that at times they produce too much content without thinking of quality. Partnerways must ensure that its content is not only relative but informative to the target audience.

Social Media Marketing. Social Media marketing comprises the use of social media platforms such as Twitter, LinkedIn, Facebook, and Instagram to promote the products and services of a company. In the technology industry, social media marketing is an important tool in reaching and engaging with its target audience or customers. Nevertheless, just like the rest of the companies, Partnerways tend to concentrate more on the quantity of social media posts instead of focusing on the quality side of marketing. Social media marketing calls upon companies to make engaging posts capable of providing value to the target audience.

Influencer Marketing. Influencer marketing involves collaborating with influencers to promote a company's products or services. In the technology industry, influencers can be bloggers, YouTubers, or social media personalities who have a large following in the technology space. Influencer marketing can be effective in reaching a wider audience and building brand awareness. The existing gap is that most companies tend to collaborate with partners who hardly aligns with the target audience and the brand values. To this end, there is need to ensure that the influencers settled upon are both aligned to brand values and the customers.

Email Marketing. Email marketing involves sending promotional messages to a company's email subscribers. In the technology industry, email marketing is an

effective way to nurture leads while promoting products or services. However, a potential gap is that some companies may send too many emails or irrelevant content to their subscribers, leading to high unsubscribe rates. To address the above gap, companies must ensure that their email marketing campaigns are targeted, relevant, and provide value to their subscribers.

Search Engine Optimization (SEO). SEO involves optimizing a company's website to rank higher in search engine results pages (SERPs). In the technology industry, SEO is essential in driving traffic to a company's website and generating leads. Nevertheless, a potential gap is that some companies may focus too much on keyword stuffing and other outdated SEO practices instead of creating high-quality content that provides value to their target audience. To address this gap, Partnerway should ensure that it puts in place an updated SEO strategy which focuses on creating high-quality content.

In conclusion, the technology industry has a range of effective marketing approaches that companies can use to promote their products or services. However, there are potential gaps in these approaches, such as focusing too much on quantity instead of quality, partnering with influencers who do not align with their brand values or target audience, and using outdated SEO practices. Companies need to carefully evaluate their marketing strategies and ensure that they provide value to their target audience.

3.2. Rethinking the digital marketing strategy of the company

Creation of a digital marketing strategy

Building buyer personas: For any marketing strategy whether traditional or digital a company must know its target audience. Ideal digital marketing strategies are established based on detailed buyer personas and the initial step is creating the

buyer personas.

Buyer personas are a representation of the best customers and can be built through surveying, researching, and interviewing the target audience of the business. Also, worth noticing is the fact that the data regarding the buyer persona should be anchored to real data as much as possible since making assumptions about the buyer's persona data can negatively impact the marketing strategy.

To get an authentic picture of the buyer persona, the Partnerway research pool ought to encompass a mixture of prospects, customers, and people not within the company database who align with its target audience. Moreover, Partnerway should be aware of the kind of information they want to gather for its buyer personas to inform its digital marketing strategy. However, this depends on the nature of the business, especially the technological industry. To this end, Partnerway can consider some of the following starting that could fine-tune and tailor to its specific business.

Quantitative and Demographic Information

- **Location:** Partnerway should employ web analytics tools for easy identification of the origin of the company's website traffic.
- **Age:** Even though this is unique to every business, this information can be relevant but ideally best when the data collected is done through the identification of trends in the existing company's prospects and the contact database.
- **Income:** Partnerway should gather sensitive information such as personal income through means like personal research interviews since people might be uncomfortable sharing such information through normal online forms.

Qualitative and Psychological Information

- **Goals:** Based on the kind of challenge Partnerway's products and services address, the company must already have a good grasp of the buyer persona goals. To this end, Partnerway should cement its assumptions by interacting

with real customers, customer service reps, and internal sales teams.

- **Challenges:** Partnerway should speak to the sales and customer service reps, customers, and every other customer-facing employee to have a clue on the common challenges faced by the company's target audience.
- **Hobbies/Interests:** Partnerway should focus on asking its customers and those that align with its target audience about their interests and hobbies. For instance, as a reseller of tech-based software and tools, Partnerway's large segments of its audience are all interested in some of the latest digital marketing tools which could be key in informing future partnerships and content.
- **Prioritize:** Partnerway should address the members of its target audience to ascertain their opinions on what they consider the most important thing in business. For instance, a B2B software company should often know the value of their customer's support to that of a competitive price point since it is very valuable information.

A combination of all the above-mentioned details can help a business build accurate buyer personas that are equally valuable to the business.

2. Identifying one's goals and the critical marketing tools

Partnerway must ensure that marketing goals are intertwined with the primary goals of the business. For instance, if it intended to increase its online revenue by 30% then the company's marketing team goal ought to be to generate 60% additional leads through the website compared to the previous year to add to that intended success. Despite Partnerway's overarching digital marketing goal, it must measure its success strategy with time by adopting the ideal digital marketing tools. In particular, Partnerway should have a reporting dashboard that consolidates all the sales and marketing data into a single place. With this, the company can quickly ascertain what works and doesn't to elevate the company's future strategy.

3. Evaluating the company's existing digital channels and assets.

In reviewing its existing digital marketing channels and assets to determine what to include in its strategy, it is good that Partnerway first takes notice of the bigger picture as this may save the company from confusion and overwhelm. Among the initial steps ought to include gathering what the company has and categorizing every vehicle and asset in a spreadsheet, so that it has a clear picture of its existing owned, earned, and paid media.

Owned, Earned, Paid Media Framework

To effectively evaluate the company's existing digital channels and assets, Partnerway should use the owned, earned, and paid media framework in categorizing the digital "vehicles," assets, and channels already in use in deciding what best fits the company strategy.

Owned Media

Owned media refers to the digital assets Partnerway owns ranging from the company's website, blog content, imagery, and social media profiles. Additionally, this could include owned off-site content that is not hosted on the website, for instance, a blog published on Medium.

Earned Media

Earned media is the exposure earned by word-of-mouth marketing. This could include content distributed to other websites for instance guest posts, PR works undertaken by the company, or the customer experience it has delivered. Thus, earned media refers to the recognition earned out of the aforementioned efforts. Further, earned media can be achieved through press mentions and reviews, and by people sharing the company's content through their networks, especially, social media channels.

Paid Media

Paid media can be described as any channel or vehicle spent to catch the

company's buyer persona's attention. This comprises things such as paid social media posts, Google AdWords, native advertising for instance, sponsored posts on other websites, or other mediums by which someone pays as part of increased visibility. Put into context, assuming Partnerway has an owned piece of content on a landing page on its website created to aid in lead generation, it is prudent it incorporates various parts of the framework as opposed to operating with paid, earned, and owned media alone.

To increase the number of leads a content generates, Partnerway ensures that it is shareable to the audience who can be able to distribute it via their social media profiles. Consequently, this increases traffic on the company's landing page which is what is defined as the earned media component. To aid Partnerway's content success, the company can post-pay content on its Facebook page to have it more visible to a wider target audience. This is the way the three parts of the framework are intertwined despite the success rates. For instance, if Partnerway's' owned and earned media are already both doing well, it is needless to invest in paid media. To this end, it is prudent for Partnerway to examine an ideal solution to help it meet its goals and then include the channels that best suit the business in the digital marketing strategy.

4. Auditing and planning the company's owned media campaigns.

One of the most significant components of digital marketing is owned media which is in the form of content created. This is based on the fact that almost all messages a brand broadcasts can be categorized as content ranging from product descriptions, e-books, infographics, About Us site pages, social media posts, and podcasts.

Content aids a company in converting visitors to its website into leads and customers while improving the online presence of a brand. In the event the content ranks high in search engine optimization (SEO), this could be crucial in boosting

overall search and organic traffic. Irrespective of a company's digital marketing strategy, the goal should always include paid content and it is prudent to decide the type of content that can aid in attaining the company's set goals. For instance, if Partnerway's goal is to generate an additional 60% leads through the website compared to the previous year, it shouldn't include the About Us page in its strategy unless the page has to a certain extent been generating a lot of leads in the past. Below is a brief process Partnerway can follow to ascertain the kind of content it needs to satisfy its digital marketing strategy goals.

Auditing the existing content. Partnerway should come up with a list of its existing owned content and rank every item therein based on the one that has worked well for the company's intended goals over the previous years. For example, if the company goal is lead generation, Partnerway ought to rank its content like eBook, site page, and blog posts based on which piece generated the most leads in the previous year. The idea herein is to unearth what does and doesn't work for purposes of proper positioning for success in future content planning.

Identification of gaps in the existing content. Based on the company's buyer personas, it should pinpoint the existing gaps in the current content. For instance, being a software reseller, if the company based on research realizes that one of the major challenges its personas face is the smooth integration of new software tools with the existing business activities, then the company ought to create more content on ways of integrating software. By scanning its content audit, Partnerway may discover that compared to webinars, for instance, eBooks hosted on a particular landing page convert way better. Therefore, in the context of the software integration challenge, Partnerway can add an eBook on how to achieve smooth software integration into the existing business systems, in the plans for content creation.

Creating a content creation plan. Based on the identified gaps and findings, Partnerway can come up with a content creation plan outlining the ideal content

required by the company to help achieve the set goals. A content creation plan may constitute the following:

- i. A title
- ii. Format
- iii. A goal
- iv. Reason for creating the content.
- v. Content priority levels.

This could take the form of a single spreadsheet, and ought to also include budget information in case there are plans to outsource content creation or a time estimate if the production is in-house.

Audit and plan Partnerway's earned media campaigns.

Lastly, the company should evaluate the earned past media with the current goals and ascertain where to shift focus on matters of earned media. After this, Partnerway should examine where its traffic and leads are originating from and rank every media source from the overly effective ones to the less effective ones.

Alternatively, when rethinking a digital marketing strategy for a technological startup, there are several things that Partnerway can do to increase its effectiveness. They include but are not limited to:

- i. Defining the target audience: One of the most important things you can do is identify your target audience. Understanding who your ideal customer is, what they want, and how they behave online can help you tailor your digital marketing strategy to reach them more effectively.
- ii. Optimize a company's website: Your website is the hub of your online presence, and it should be optimized for both search engines and user experience. This includes using keywords, creating quality content, and ensuring that your website is mobile-friendly.
- iii. Leveraging social media: social media is a powerful tool for startups to

connect with their audience, promote their brand, and drive traffic to their website. Determine which platforms are most relevant to your target audience and develop a social media strategy that engages them.

- iv. Using email marketing: Email marketing is an effective way to nurture leads and stay in touch with customers. Develop a strategy that includes personalized, targeted emails that deliver value to your audience.
- v. Experimenting with paid advertising: Paid advertising, such as Google AdWords or Facebook Ads, can help startups quickly drive traffic to their website and generate leads. However, it's important to carefully monitor the cost-effectiveness of these campaigns to ensure a positive return on investment.

The effect of these strategies can be significant. By optimizing your website and social media channels, a company can increase its brand awareness and engagement with the target audience. By using email marketing and paid advertising, you can generate more leads and ultimately drive more sales. A well-planned digital marketing strategy can help startups grow and succeed in the competitive tech industry.

3.3. Road map for company development.

Establishing digital marketing goals: Partnerway should define its business objectives, target audience, and desirable marketing efforts. This will be crucial in the selection of digital tactics and channels.

Carrying out a SWOT analysis: Partnerway ought to pinpoint the existing company strengths, weaknesses, opportunities, and threats that may negatively impact the digital marketing platforms. This can act as a foundation for the development of a strategy that responds to the various issues that have been

identified.

Establishing a digital marketing strategy: Depending on its goals and SWOT analysis, Partnerway should design strategies capable of aligning with the overall objectives of the company. Also, the company should pinpoint key performance indicators (KPIs) in tracking successes and progress.

Budget and resources allocation: Partnerway should ascertain the budget required for digital marketing activities and allocate certain resources such as the software, hardware, and personnel needed.

Optimization of the Website: Partnerway should optimize its website for search engine optimization (SEO), user experience (UX), and mobile responsiveness. By this, the company should ensure that the website is fast, provides valuable content, and is easy to navigate.

Search engine marketing (SEM): Partnerway should implement search engine marketing tactics for instance pay-per-click (PPC) advertising in driving traffic to the company's website.

Social media marketing: The Company should develop a strategy for social media, and the maintenance of social media accounts, interacting with the followers, and posting content that is engaging.

Content marketing: Partnerway should develop a content marketing strategy that comprises the creation of high-quality content that aligns with the interest and needs of the target audience.

Email marketing: Partnerway should establish a strategy for email marketing that comprises building an email list, developing email campaigns, and the measurement of the effectiveness of efforts on email marketing.

Analytics and reporting: Partnerway should employ analytics tools for KPIs tracking, and the adjustment of the digital marketing tactics as required.

Responsibility:

- i. CEO/Founder - Establishing the goals and overall vision, providing budget approval.
- ii. Marketing Head/Manager – Carrying out SWOT analysis, establishing the digital marketing strategy, and overseeing the marketing activities.
- iii. Web Developer/Designer - Optimizing the website for SEO, UX, and mobile responsiveness.
- iv. PPC Manager - Implementing and managing search engine marketing tactics such as PPC advertising.
- v. Social Media Manager - Developing and implementing the social media strategy.
- vi. Content Manager/Writer - Developing and creating high-quality content for the website, social media, and other marketing channels.
- vii. Email Marketing Manager - Developing and implementing the email marketing strategy.
- viii. Analytics Manager - Monitoring and reporting on KPIs and adjusting digital marketing tactics as needed.

Timeline:

- Month 1: Establish goals, conduct a SWOT analysis, and develop a digital marketing strategy.
- Month 2-3: Allocate budget and resources, optimize the website, and implement search engine marketing tactics.
- Month 4-6: Develop and implement social media, content marketing, and email marketing strategies.
- Month 7-12: Monitor KPIs, adjust digital marketing tactics as needed, and report on progress and success.

Conclusions

To improve OÜ Partnerway's market presence, the company can leverage a variety of marketing tools and strategies. A critical analysis of the company's existing marketing approaches can help identify areas for improvement and inform the development of a more effective digital marketing strategy.

One approach to rethinking the company's digital marketing strategy is to develop a roadmap for its development. This roadmap should include a clear set of objectives, such as increasing website traffic, generating leads, and improving customer engagement. It should also identify key performance indicators (KPIs) to track progress toward these objectives, such as website bounce rate, conversion rate, and social media engagement.

To achieve these objectives, the company should consider implementing a range of digital marketing tactics, such as search engine optimization (SEO), pay-per-click (PPC) advertising, content marketing, social media marketing, and email marketing. These tactics can help the company increase its visibility, attract new customers, and engage with its existing customer base.

SEO is an essential component of any digital marketing strategy, as it helps improve the company's search engine rankings and drive organic traffic to its website. The company should conduct keyword research to identify the most relevant and valuable keywords for its business and optimize its website content accordingly. The company should also ensure that its website is mobile-friendly, has a fast-loading speed, and is easy to navigate.

PPC advertising can be an effective way to quickly generate traffic and leads. The company should conduct thorough keyword research, create targeted ads, and optimize its landing pages to improve the conversion rate. It should also carefully monitor its advertising spend and adjust its campaigns as necessary to ensure maximum ROI.

Content marketing involves creating high-quality, valuable content that attracts and engages the company's target audience. The company should develop a content marketing strategy that includes blog posts, whitepapers, case studies, videos, and other forms of content that address the pain points and needs of its target audience.

Social media marketing can help the company build its brand, engage with customers, and promote its products and services. The company should identify the social media platforms that are most relevant to its target audience and create a social media marketing strategy that includes regular posting, engagement with followers, and paid advertising campaigns.

Finally, email marketing can be an effective way to nurture leads and engage with customers. The company should develop an email marketing strategy that includes regular newsletters, promotional emails, and automated email sequences that deliver targeted content to subscribers based on their interests and behavior.

In conclusion, improving OÜ Partnerway's market presence requires a strategic approach to digital marketing that incorporates a range of tactics and tools. By conducting a critical analysis of its existing marketing approaches, rethinking its digital marketing strategy, and developing a roadmap for its development, the company can increase its visibility, attract new customers, and engage with its existing customer base.

CONCLUSIONS AND RECOMMENDATIONS

The technology industry remains one of the most exciting yet challenging and competitive industries. Giant companies such as Google have constantly thrived and maintained market leadership through constant innovation and research and development activities. From the initial steps of the search engine and emailing services to now Google Meet and entertainment platforms such as YouTube, there is no doubt about what propelling Google's growth is. (Beltrán, & Gulc, 2021). Just like Google which forms one of its partners for reseller services, Partnerway should focus on providing its customers with a wide service and product range so that customers can easily subscribe to cloud computing services. Imagine having a one-stop shop in cloud computing services from Partnerway.

This could be a faster way of ensuring growth while at the same time focusing on product and service diversification. The more the service and product provided the more Partnerway would increasingly become innovative. As discussed earlier, Partnerway Competitors seem to enjoy a great deal of brand recognition which is vital to increase sales and overall business growth. One way in which Partnerway can improve its brand awareness is through increased activities in marketing. Currently, digital marketing techniques provide several channels and methods business can improve their market visibility. Prosperity marketing and advertising help improve brand recognition and attract new customers, in this case, OÜ Partnerway may need to invest in digital marketing efforts. This can include social media campaigns, search engine optimization, and targeted advertising to specific customer segments.

Brands communicate a lot compared to icons and labels. As such, brands are a reflection of consumers' feelings and expectations of a brand's products and services. Also, brands leave a lasting memory in the minds of consumers which in

turn results in product and service loyalty. To this end, a reputable and profitable brand harbor's high reliability within the marketplace which is an indication of the consumer's comparative influential effect on a particular brand. Moreover, brand awareness is dependent on the product or service link power. Typically, brand awareness should have a lasting memory on the mind of a customer for it to be considered impactful to the consumers.

This is because it is the lasting memory that would aid a consumer to remember and pinpoint a brand at any given point and time. Therefore, one of the most important marketing aspects is the creation of brand awareness. The creation and success of brand awareness are highly dependent on digital marketing. Unlike traditional marketing strategies such as radio, television, and billboards, digital marketing powered by technology helps in raising brand awareness through various ways including consumer experience and connection, and innovation. Besides the revolutionary impact on business growth, digital marketing also greatly impacts consumers' brand awareness since it creates a lasting connection between the consumers and the brand.

The emergence of digital marketing platforms such as social media helps SMEs in increasing brand value through ways such as networking, interaction, and community development. Such processes mentioned earlier in brand names can have a lasting impact on consumers. As such attempts at branding ought to be in tandem with the establishment of a framework for the design and implementation of technological and digital brand presence. Digital marketing platforms can thus help SMEs to establish a relationship with their current buyers hence, influencing their perception of the brand by sharing their personal interaction with a product in constant communication with the potential consumers. In order to retain their existing customers and maintain brand superiority against competitors, SMEs must focus on building trust among their customers since trust helps in creating a lasting

impression in the minds of consumers.

Digital communication channels strongly influence consumers' trust in a brand thus impacting purchase decisions too. Through constant communication, digital marketing platforms ensure SMEs create healthy and lasting relationships with their customers. Also, increased interaction between customers and a brand increases brand visibility, especially with the continuous adoption of web-based networking channels. The current digital platforms help consumers track business activities and also provide the necessary feedback needed for growth. The two ways interaction process depicted above is essential in building consumers' trust in a particular brand. Nevertheless, while SMEs leverage the several benefits provided by digital platforms on matters of consumer interaction, they should ensure that they maintain the security and privacy of the consumer. This is because a lot of consumer data is required in facilitating interaction in digital marketing platforms; hence need to ensure the confidentiality of consumers' personal data.

Despite some challenges, the IT industry in Ukraine is ripe for growth and presents significant opportunities for businesses like OÜ Partnerway. The company's focus on partnering with leading tech providers like Google, Asana, and Zendesk gives it a competitive edge in the market, and by staying up to date with emerging technologies and regulatory changes, it can continue to grow as an SME. Some of the strategies that the company can use to improve its brand awareness and eventual growth could include but are not limited to:

- i. Focus on niche audiences: Rather than trying to appeal to a broad audience, small tech start-ups should identify their niche market and tailor their marketing efforts accordingly. This can help them build a strong following among a smaller, but more engaged, audience.
- ii. Leverage social media: social media can be a powerful tool for reaching new audiences, building brand awareness, and engaging with customers. Small

tech start-ups should identify the platforms where their target audience is most active and develop a social media strategy to connect with them.

- iii. Optimize their website: A company's website is often the first point of contact for potential customers, so it's important to make a good impression. Small tech start-ups should ensure that their website is user-friendly, mobile-friendly, and optimized for search engines.
- iv. Use content marketing: Content marketing can be a highly effective way to attract and engage potential customers. Small tech start-ups should create high-quality content that speaks to their target audience's needs and interests, such as blog posts, videos, infographics, and webinars.
- v. Collaborate with influencers: Influencer marketing can be a powerful way to reach new audiences and build credibility. Small tech start-ups should identify influencers in their industry and collaborate with them to promote their brand and products.

The effects of these strategies can be significant for small tech start-ups. By focusing on niche audiences, leveraging social media, optimizing their website, using content marketing, and collaborating with influencers, they can increase brand awareness, drive website traffic, generate leads, and ultimately increase sales. These strategies can also help them build a loyal customer base and establish themselves as a leader in their industry.

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