

INNOVATIVE DIGITAL STRATEGIES FOR EXPORT-ORIENTED GROWTH OF SMEs IN UKRAINE

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Ukrainian SMEs are increasingly adopting innovative digital strategies to drive export-oriented growth, though adoption levels vary significantly across tools and sectors. While social media marketing and digital advertising are widely used, challenges like infrastructure gaps and limited expertise hinder the full potential of e-commerce, CRM systems, and data analytics (Table 1) [1-3].

Table 1 – Digital Strategy Adoption Among Export-Oriented Ukrainian SMEs

Digital Strategy	Level of Adoption	Key Insights
Social Media Marketing	High	Actively used by Ukrainian SMEs for domestic and export communication, especially via Instagram and Facebook
E-commerce Platforms	Medium	Growing usage of Shopify, Etsy, and Amazon by export-oriented SMEs, but infrastructure and logistics remain challenges
CRM Systems (Customer Relationship Management)	Low	Adoption remains limited; mostly used by medium-sized businesses in the IT and services sectors
Cloud Technologies	Medium	Adoption is increasing due to war-related decentralization needs and remote work, especially Google Workspace and Microsoft 365
Data Analytics & Market Intelligence Tools	Low	Very limited use among micro and small businesses due to lack of training and budget
Digital Advertising (Targeted Ads)	Medium–High	Many SMEs use Facebook and Google Ads, but optimization skills are lacking
Online Trade Fairs / B2B Platforms	Low	Adoption is in the early stages; some progress is made through donor-supported initiatives

References:

1. OECD (2024), Enhancing Resilience by Boosting Digital Business Transformation in Ukraine, OECD Publishing, Paris, <https://doi.org/10.1787/4b13b0bb-en>
2. World Bank (2023), Building Digital Resilience in Ukraine <https://www.worldbank.org/en/country/ukraine>
3. EU4Digital (2023), Digital Marketing for SMEs <https://euneighbourseast.eu/opportunities/new-opportunities-for-ukrainian-smes-e-commerce-coaching-from-eu4digital/>