International Journal of Social Sciences

Caucasus International University
Volume 6, Issue 1

Journal homepage: http://journal.ciu.edu.ge/

DOI: https://doi.org/10.55367/TTFB5508

Modern Business Management Strategies: Trends in Digital Marketing and Analysis of Existing Practice in Georgia

Giuli Giguashvili [a1]
[a] Doctor of Economics, Professor
Gori State University

Giorgi Mtvarelidze [b]
[b] Master of Business Administration, Gori State University

Mariam Sadagashvili [c]
[c] BA Student in Economics, Gori State University

ARTICLE INFO   ABSTRACT

Keywords:

Business management strategies
Digital transformation
Digital marketing

In effective business management, particular emphasis is placed on the selection and implementation of innovative strategies. Business management strategies are undergoing constant transformation, primarily driven by technological progress, the strengthening of globalization, increasing market competition, and other factors. Companies are compelled to adopt innovative approaches to maintain a competitive advantage and adapt to a rapidly changing market.

This study aims to examine the role of digital marketing and customer-oriented strategies in the modern business environment, assess the impact of digital transformation, and identify the major challenges faced by businesses in Georgia.

The research is based on a quantitative survey and a review of relevant academic literature. The analysis focuses on the effectiveness of digital marketing practices, the level of consumer trust in digital communication, and the challenges associated with digital transformation.

The findings indicate that digital marketing has become an essential component of modern business activities. However, limited consumer trust and differing perceptions of personalized advertising continue to affect its effectiveness. The survey results reveal that consumers primarily use social media platforms and search engines as sources of information, highlighting the importance of effective digital communication strategies. While some respondents perceive personalized advertising as beneficial, others express concerns regarding its relevance and the use of personal data. The study also demonstrates that increasing regulatory requirements related to data privacy and digital communication are likely to influence the future development of digital marketing.

[1] Corresponding author.
E-mail addresses: giuligiguashvili@gu.edu.ge (G.Giguashvili).
ORCID: https://orcid.org/0000-0001-5657-7544

Based on the research findings, several recommendations are proposed, including strengthening consumer trust through transparent communication and data protection measures, improving personalization practices, adopting integrated multi-channel marketing approaches, and ensuring responsible data management. The findings may be useful for organizations seeking to enhance the effectiveness of their digital marketing activities and strengthen their competitive position.

თანამედროვე ბიზნესის მართვის სტრატეგიები: ციფრული მარკეტინგის ტენდენციები და საქართველოში არსებული პრაქტიკის ანალიზი

გიული გიგუაშვილი [a] [2]
[a] ეკონომიკის დოქტორი, პროფესორი
გორის სახელმწიფო უნივერსიტეტი

გიორგი მთვარელიძე [b]
[b] ბიზნესის ადმინისტრირების მაგისტრი, გორის სახელმწიფო უნივერსიტეტი

მარიამ სადაღაშვილი [c]
[c] ეკონომიკის საბაკალავრო საგანმანათლებლო პროგრამის სტუდენტი,
გორის სახელმწიფო უნივერსიტეტი

სტატიის შესახებ | აბსტრაქტი

საკვანძო სიტყვები:

ბიზნესის მართვის სტრატეგიები
ციფრული ტრანსფორმაცია
ციფრული მარკეტინგი
ხელოვნური ინტელექტი

წარმატებული ბიზნესის მართვაში განსაკუთრებით ადგილი უკავია ინოვაციური სტრატეგიის შერჩევას და განხორციელებას. ბიზნესის მართვის სტრატეგიები მუდმივ ტრანსფორმაციას განიცდიან, რაც ძირითადად გამოწვეულია ტექნოლოგიური პროგრესით, გლობალიზაციის გაძლიერებით, ბაზრის მზარდი კონკურენციით და სხვა. კომპანიები იძულებული არიან დანერგონ ინოვაციური მიდგომები, რათა შეინარჩუნონ კონკურენტული უპირატესობა და ადაპტირდნენ სწრაფად ცვალებად ბაზარზე.

კვლევის მიზანია ციფრული მარკეტინგისა და მომხმარებელზე ორიენტირებული სტრატეგიების ანალიზი თანამედროვე ბიზნეს გარემოში, ციფრული ტრანსფორმაციის პროცესის შეფასება და საქართველოში არსებული გამოწვევების იდენტიფიცირება.

კვლევა ეფუძნება რაოდენობრივი გამოკითხვის შედეგებს და არსებული ლიტერატურის შედარებით ანალიზს, რაც საშუალებას გვაძლევს დავადგინოთ, თუ რამდენად ეფექტიანია ციფრული მარკეტინგი, როგორია მომხმარებელთა ნდობის ხარისხი და რა გამოწვევები არსებობს თანამედროვე ბიზნესში.

კვლევის შედეგებმა აჩვენა, რომ ციფრული მარკეტინგი ერთ-ერთი ყველაზე მნიშვნელოვანი ინსტრუმენტია თანამედროვე ბიზნესისთვის, თუმცა მომხმარებელთა ნდობის დაბალი დონე და პერსონალიზებული რეკლამების არაეფექტიანობა კვლავ გამოწვევად რჩება. გამოკითხულთა უმრავლესობა ინფორმაციის მიღებისთვის სოციალურ ქსელებსა და საძიებო სისტემებს

[2] ავტორი კორესპონდენტი.
ელექტრონული ფოსტა: giuligiguashvili@gu.edu.ge (გ.გიგუაშვილი)
ORCID: https://orcid.org/0000-0001-5657-7544

იყენებს, რაც ხაზგასმით მიუთითებს ბიზნესებისთვის ციფრული კომუნიკაციის სტრატეგიის გამართვის აუცილებლობაზე. პერსონალიზებული რეკლამების მიმართ მომხმარებელთა დამოკიდებულება არაერთგვაროვანია. პერსონალიზაცია მომხმარებელთა ნაწილს მოსწონს, თუმცა, კვლევამ აჩვენა, რომ ზოგიერთ მომხმარებელში ის უნდობლობას იწვევს. კვლევამ ასევე დაადასტურა, რომ ციფრული მარკეტინგის მომავალზე გავლენას მოახდენს რეგულაციები, რაც ბიზნესებს უბიძგებს უფრო გამჭვირვალე და ეთიკური მიდგომებისკენ.

სამეცნიერო ნაშრომი განსაზღვრავს რეკომენდაციებს ციფრული მარკეტინგის გაუმჯობესებისთვის, რაც მოიცავს მომხმარებელთა ნდობის ამაღლებას, პერსონალიზაციის დახვეწას, მრავალარხიანი კომუნიკაციის სტრატეგიების განვითარებასა და კონფიდენციალურობის დაცვას. მიღებული შედეგები სასარგებლო იქნება ბიზნესებისთვის, რომლებიც ციფრული მარკეტინგის გამოყენებას განიხილავენ როგორც კონკურენტული უპირატესობის გაძლიერების საშუალებას.

1. Introduction

In the modern business environment, the importance of customer-oriented strategies is growing rapidly. The integration of digital marketing into business strategies is essential for success and sustainable growth in today’s market. Data analytics, automation, artificial intelligence, and other technological innovations enable companies to make faster and more informed decisions (Mantena & Murugan, 2025). However, integrating digital technologies is not a simple process, as it requires modernizing existing business processes, changes in corporate culture, and the effective adoption of new opportunities (Su, Yu & Lin, 2025).

Innovative approaches also include the development of sustainable business models, which have become increasingly relevant due to rising demands from both consumers and investors (Dib & Harnan, 2025). Corporate social responsibility (CSR) and adherence to ESG (Environmental, Social, Governance) standards are now critical factors for the long-term success of businesses (Verulava, 2017). The implementation of sustainability strategies contributes both to strengthening brand image and building consumer trust.

One of the key aspects of business sustainability is crisis management. In recent years, the pandemic, international conflicts, and economic fluctuations have demonstrated that companies require flexible and adaptive strategies to overcome crises (Tabatadze, 2024). Crisis management involves risk assessment, the ability to respond quickly, and strategic adjustments, enabling organizations to address challenges under conditions of uncertainty (Verulava, 2017).

Georgia, as a developing market, faces particular challenges in implementing business management strategies. Although Georgian companies attempt to follow global trends, they often lack the necessary knowledge, experience, and financial resources for effectively adopting innovative models (Pokhloba, 2020).

Research Aims and Objectives

The **research aims** to analyze modern business management strategies, assess innovative approaches, and identify existing challenges, with a focus on digital marketing and customer-oriented strategies.

Objectives

1. To examine modern approaches to strategic management and determine their impact on organizations.
2. To analyze the influence of digital transformation, innovative technologies, and sustainable business models.
3. To analyze digital marketing and customer-oriented strategies in the modern business environment.
4. To compare the research findings and conclude the effectiveness of customer-oriented business strategies.

Research Questions

RQ1. What are the main innovative strategies in modern business management?

RQ2. What impact do digital transformation and technological innovations have on business competitiveness?

RQ3. How do companies cope with crises and implement sustainable strategies?

RQ4. What is the role of customer-oriented business strategies and digital marketing in Georgia?

Subject and Object of the Research

- Subject: The digital transformation of modern business management strategies and their impact on organizational activities.
- Object: Customer-oriented business strategies, digital marketing, and the existing practice in Georgia.

Hypotheses

H1: Digital transformation and innovative technologies significantly improve business management strategies. The use of digital marketing effectively responds to changing consumer demands and market trends: 1. Digital marketing is the most effective tool for attracting customers in modern business. 2. Personalized advertising significantly increases customer engagement and loyalty. 3. The level of consumer trust influences the effectiveness of digital marketing.

H2: Innovative approaches to crisis management increase organizational resilience.

H3: The business sector in Georgia is not fully adapted to modern innovative strategies, which slows down the implementation of digital marketing and limits business development opportunities.

2. Literature Review

Numerous publications by Georgian and foreign researchers examine business management strategies. In his work, Javakhadze (2019) discusses the impact of digital transformation on business management strategies. He notes that the integration of data analytics, automation, and artificial intelligence into modern businesses is an inevitable process. The issue of adopting artificial intelligence and utilizing its capabilities became particularly prominent during the pandemic (Giguashvili et al., 2019). The pandemic, in turn, can be regarded as a stimulating factor that may accelerate societal progress in developing appropriate mechanisms for managing artificial intelligence (Giguashvili & Makasarashvili, 2021).

Mantena and Murugan (2025) review the integration of machine learning into business information systems. Their study shows that using artificial intelligence and machine learning algorithms to optimize business processes enhances efficiency and reduces costs.

The use of digital technologies contributes to the automation of operations and cost reduction in small and medium-sized enterprises (Giguashvili, 2024). Artificial intelligence plays a significant role in supporting sound economic and business decision-making, enhancing human capital, expanding the production of goods and services, increasing sales, and ensuring cost optimization (Giguashvili & Makasarashvili, 2022).

Dib and Harnan (2025) focus on the role of sustainable business models and their impact on a company's long-term strategies. According to their study, sustainable business practices and corporate social responsibility have a significant influence on consumer trust and brand reputation. The authors emphasize that compliance with ESG criteria is not only a means of demonstrating corporate social responsibility but also a financially profitable approach in the long run.

In his work, Verulava (2017) examines business sustainability strategies using the healthcare sector as an example. The author notes that restrictions on competition and changes in the regulatory environment often complicate the strategic development of companies. According to his analysis, business sustainability must be based on a flexible management system that enables companies to overcome crises.

Tabatadze (2024) highlights the importance of crisis management in business. His study shows that modern companies often fail to respond rapidly to unexpected economic shocks, leading them into financial crises. The author points out that effective crisis management must include predefined strategies that allow companies to adapt quickly.

In their study, Karulkar, Sampat, and Thapliyal (2025) examine the development of quick delivery services and their impact on consumer behavior. They note that in recent years, rapid delivery platforms such as Zepto have thoroughly transformed the traditional retail model. Their research shows that growing consumer demand for fast service makes businesses continuously introduce innovative solutions.

Pokhloba (2020) reviews the role of the state in the business development process. The author notes that in Georgia, business management strategies often depend on state policy and the regulatory environment. His study emphasizes that government decisions have a significant impact on business sustainability, investment attraction, and the formation of long-term strategic vision.

A significant issue is the development of global strategies by companies that take into account regulations, legal frameworks, and regulatory requirements existing at both the international and local levels. It is essential for companies to properly assess their resources and determine the advantages that can be utilized when entering global markets (Kinkladze & Chitaladze, 2018).

Oloruntoba (2025) argues that the development of digital technologies creates a new stage in business management strategies. The adoption of digital technologies affects corporate activities and enables the creation of innovative business models (Makasarashvili et al., 2024). Artificial intelligence offers not only productivity growth and consistency in processes but also reduces the likelihood of errors and provides greater security for businesses (Oloruntoba, 2025). Therefore, the use of artificial intelligence is considered one of the most promising solutions for modern business.

It is noteworthy that today the Georgian business sector already uses: Salesforce Einstein – a CRM platform powered by artificial intelligence; Zoho Zia – an AI assistant that helps businesses automate customer service; HubSpot – known for its marketing, sales, and service software; Storiai – a Georgian platform for brand management and creating tailored content; and Calen.AI – the first Georgian-language voice and chat assistant that helps businesses automate customer service through artificial intelligence (Giguashvili, 2024).

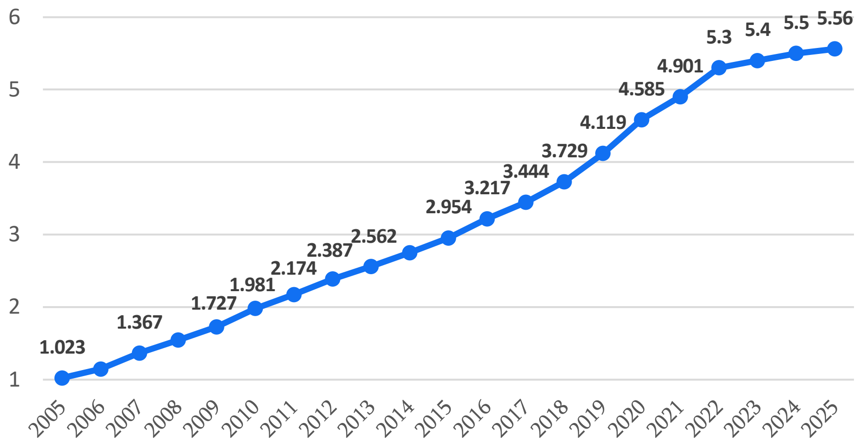
SaaS solutions enable organizations to access software applications through cloud-based services rather than local installation. These platforms support customer relationship management, marketing automation, e-commerce activities, and customer service functions, helping firms improve customer engagement and personalize communication with clients (Akpan & Razavi, 2025).

Digital transformation is prompting companies to invest in new technologies and revise existing sales models. In the context of expanding global internet access, where the number of internet users now exceeds five billion, the volume of online purchases continues to grow steadily (Giguashvili, Makasarashvili & Sadagashvili, 2025).

Chart 1

Number of Internet Users Worldwide 2005-2025

(in millions)



Source: https://www.statista.com/statistics/273018/number-of-internet-users-worldwide/

In line with global trends and alongside technological development, it is natural that the demand for the internet is also increasing in Georgia. According to the National Statistics Office of Georgia, in recent years, the indicators of enterprises' access to the internet have been rising (Giguashvili, 2024).

Table 1

The Share of Enterprises that Had Access to the Internet as of January 1 of the Relevant Year, % (Georgia)

		2019	2020	2021	2022	2023	2024
Share of enterprises that had access to the Internet	**Total**	**93.0%**	**94.0%**	**95.0%**	**84.2%**	**84.4%**	**94.4%**
	Including:						
	Small (1-49 employees)	92.6%	93.0%	94.8%	83.7%	84.0%	94.2%
	Medium (50-249 employees)	98.1%	99.6%	99.8%	99.4%	99.4%	99.8%
	Large (250+ employees)	99.6%	100.0%	100.0%	99.6%	99.6%	100.0%

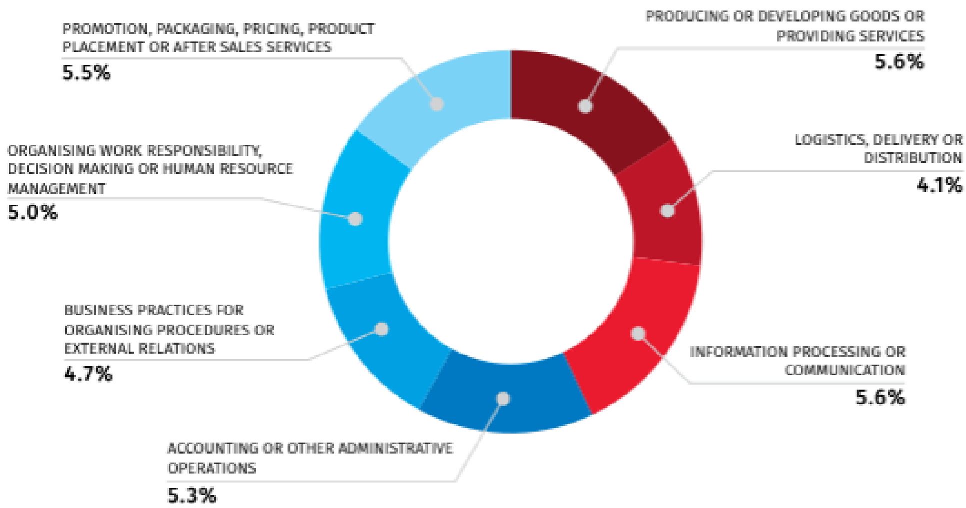
Source*:* www.geostat.ge

However, the number of companies that use digital infrastructure for planning production resources or managing customer information is very low. For example, only 3.7% of enterprises with internet access use software for data collection and analysis for marketing purposes. The rate of software use in production resource planning is relatively higher, amounting to 10.4% (Giguashvili & Bebnadze, 2024).

In Georgia, companies are progressively striving to introduce modern technologies into business processes, and the innovative activity of enterprises is increasing. According to the data of the National Statistical Service of Georgia, in 2023, 6.8 percent of enterprises introduced new or significantly improved goods on the market, while the share of enterprises that introduced new or significantly improved services during this period was 6.2 percent (Giguashvili, 2024).

Chart 2

The Share of Enterprises That Have Introduced Innovations in Business Processes by Methods, 2023



Source: www.geostat.ge

3. Research Methodology

This study is grounded in the Dynamic Capabilities Theory, which explains how organizations can rapidly adapt to a changing business environment and maintain a competitive edge (Oloruntoba, 2025).

The research relies on a mixed methodology that combines secondary and primary research methods:

1. Critical literature analysis (secondary research method)

   Recent scholarly sources related to business management strategies will be examined and analyzed.

2. Quantitative survey (via Google Forms, 100 respondents)

   Participants in the survey will evaluate the effectiveness of customer-oriented strategies and digital marketing in modern Georgian business.

3. Comparative analysis of quantitative survey results and literature

   The obtained results will be aligned and compared with existing literature to assess the actual impact of digital marketing and customer-oriented business strategies on business competitiveness.

Survey respondents were selected using a convenience sampling approach. The questionnaire was distributed online via social media platforms (Facebook, LinkedIn) and email during March–April 2026.

Participation was voluntary and anonymous. The target audience included economically active individuals aged 18 years and above who regularly use digital platforms and have experience interacting with online advertisements and digital marketing content. Since the study focuses on consumer perceptions of digital marketing, respondents were considered relevant to the research objectives. Although the sample size does not allow for full generalization to the entire Georgian population, it provides valuable insights into current consumer attitudes and behavioral tendencies.

Theoretical and Practical Significance of the Study

The study is theoretically significant as it advances the theory of modern approaches to strategic business management, discusses the impact of digital transformation and innovation, and provides new insights into sustainable strategies.

The practical significance lies in the fact that its results will assist business organizations, managers, and strategic decision-makers in better implementing innovative business models, adopting digital marketing, and managing crises more effectively.

4. Results and Discussion

4.1. Strategic Approaches to Modern Business Management

The concept of strategic management and its theoretical foundations have been shaped through significant stages of change and development. The growing complexity of the business environment and the rapid changes in the market create conditions in which strategic management becomes a decisive factor for organizational success. One of the main challenges of modern management is considered to be the organization's ability to maintain a capacity for rapid response to crises. The pandemic and other global crises have clearly demonstrated that the resilience of the business environment largely depends on the company's pre-planned strategic flexibility.

In contemporary theories of strategic management, particular importance is attached to the dynamic capabilities approach, which implies an organization's rapid adaptation and effective allocation of resources (Tabatadze, 2024). According to the theory of dynamic capabilities, organizational competitiveness does not depend solely on resources, but also on how effectively these resources can be utilized in a changing environment (Damghanian & Ghaleh Agha Babaei, 2025).

A special role in the evolution of strategic management is played by integrating technological innovations. The introduction of new technologies such as artificial intelligence, automation, and data analytics has significantly transformed traditional approaches. Technology ensures organizational flexibility, reduces the complexity of management processes, and provides continuity and optimization of business operations (Oloruntoba, 2025).

In modern concepts of strategic management, considerable importance is also given to the theory of organizational ambidexterity, which implies a company's ability to simultaneously exploit existing opportunities and explore new, innovative directions. This approach enables companies to enhance their competitiveness and effectively address both current and potential future challenges (Damghanian & Ghaleh Agha Babaei, 2025).

Thus, modern theories of strategic management, which emphasize the integration of technological innovations, dynamic capabilities, and organizational flexibility, form the foundation for the effective development of business organizations. Their application is particularly significant in countries such as Georgia, where organizations often face both external and internal challenges, further increasing the need for effective strategic management.

New forms of digital interaction and information exchange pose challenges for small and medium-sized enterprises, pushing them to adopt various digital solutions (Makasarashvili et al., 2024). Companies employ digital technologies to create new digital services and business models, strengthen strategies and management, and support change. Digital transformation affects not only the efficiency of processes but also the overall strategic vision of the business and its approaches to development (Javakhadze, 2019).

According to Mantena and Murugan (2025), the use of machine learning technologies in business information systems significantly increases the efficiency of organizational operations. It facilitates more accurate, evidence-based decision-making by companies.

In this regard, the study by Su, Yu, and Lin (2025) is also noteworthy, as it concerns the use of “smart systems” in business management processes. In their view, the implementation of “smart systems” enables companies to optimize processes and ensure business sustainability, which is particularly relevant in a dynamically changing business environment.

International experience suggests that the effective implementation of digital transformation necessitates a robust organizational culture, innovative leadership approaches, and the active engagement of employees, all of which lay the groundwork for successful digital strategies (Mantena & Murugan, 2025).

Therefore, considering both the positive aspects and the challenges of digital transformation, organizations must adapt strategic management approaches to achieve effective integration with digital technologies and respond appropriately to the constantly changing business environment. Understanding and actively applying these approaches will help companies maintain a competitive advantage and ensure long-term sustainable development.

In contemporary business management strategies, the principles of sustainability and corporate social responsibility (CSR) occupy a special place. Global challenges, including environmental pollution, resource scarcity, social inequality, and the growing importance of ethical issues, affect strategic management approaches and compel companies to address social and environmental concerns with greater responsibility (Dib & Harnan, 2025). In Georgia, the implementation of sustainability and social responsibility strategies is progressing at a slow pace due to the lack of financial resources and the specific characteristics of managerial culture.

One of the significant directions of modern business management is globalization and international strategic management. Within the framework of global strategic management, issues of cultural integration and adapting organizational culture are of particular importance (Xu, 2025). The volatility of the economic environment and the rise in financial risks force companies to devote special attention to strategies that ensure financial security. According to Rudenko and Pohrishchuk (2025), the involvement of Georgia’s business sector in globalization processes presents significant challenges. For Georgian companies to achieve success in international markets, it is necessary to actively employ innovative processes and technological development (Kinklaze & Chitaladze, 2018).

Thus, in the context of globalization and international strategic management, the prerequisite for business success is the ability of companies to properly assess the global environment, cultural characteristics, and financial and legal risks. Also, effectively employ innovative approaches to strengthen their competitive advantage. For Georgian companies, it is essential to recognize and consider these challenges when entering international markets, as this will contribute to their sustainable development and long-term success.

4.2. Innovative Approaches and Contemporary Business Challenges

Innovative Leadership and Organizational Culture

In the modern business environment, innovative leadership and organizational culture are crucial factors that determine the company's sustainability and competitiveness. Innovative leadership is based on principles such as change management, ensuring employee engagement, and encouraging creative approaches. It facilitates the rapid transformation of companies, the implementation of innovations, and the enhancement of employee motivation (Shah & Abbas, 2025). Organizations distinguished by innovative leadership can adopt new technologies and market trends more quickly, which grants them a competitive advantage (De Vos & De Smedt, 2025). Company leaders must establish a culture that allows employees to express their initiatives and participate in making significant decisions (Naseem & Lakhany, 2025).

Technological Innovations and Business Process Optimization

The introduction of technological innovations and the optimization of business processes currently represent a priority direction for nearly every industry. Modern business models increasingly rely on the broad use of artificial intelligence, automation, and data analytics, which enable companies to manage their resources more effectively, both operationally and strategically (Awoke, Prasad, & Godcares, 2025).

One of the main aspects of business process optimization is data analytics. In-depth data analysis helps companies better understand consumer behavior, anticipate market trends, and make more informed decisions. Big Data analytics provides new business opportunities, as it can be used for developing personalized product recommendations, predicting consumer behavior, and automating operational processes (Karulkar, Sampat & Thapliyal, 2025).

It is noteworthy that the implementation of technological innovations is associated with some challenges. Businesses must ensure data security and protection, as the integration of technological systems may increase cybersecurity risks (Karulkar, Sampat & Thapliyal, 2025).

Crisis Management and Business Sustainability Strategies

Crisis management enables organizations to minimize risks and ensure rapid adaptation in the event of a crisis. For companies, it is significant not only to respond to crises but also to develop sustainability strategies that guarantee the organization's long-term development and resilience in an unstable economic environment (Verulava, 2017). Research shows that companies employing crisis management strategies are significantly more resilient and flexible in the face of economic fluctuations (Pokleba, 2020). One of the key elements of crisis management is a proactive approach, which involves not only responding to an already developed crisis but also designing mechanisms to prevent its occurrence (Verulava, 2017).

Business Sustainability Strategies in a Crisis Environment

Ensuring business sustainability involves developing strategies that enable an organization to cope with crises and effectively secure its long-term existence. One of the primary components of sustainability strategies is financial risk management, which includes budget optimization, cost control, and assuring financial security (Pokleba, 2020).

For business sustainability, the adoption of flexibility strategies is essential, as it helps companies quickly adapt to changing market demands. Another significant aspect of resilience is the implementation of corporate social responsibility strategies, which not only strengthen the company's image but also foster greater trust among employees and consumers (Verulava, 2017).

Global Crises and Their Impact on Business Sustainability

Global crises, including pandemics, economic fluctuations, and climate change, have a profound impact on business sustainability. The proper implementation of crisis management and the effective execution of sustainability strategies are crucial for companies in the face of global and local challenges. Business leaders must develop policies that promote crisis risk management, facilitate rapid organizational adaptation, and ensure operational continuity under any circumstances.

4.3. Customer-Oriented Strategies and Digital Marketing

Consumer behavior is changing constantly, which compels companies to develop approaches that not only align with market trends but also meet the individual needs of consumers. The development of digital marketing has enabled businesses to more accurately identify consumer expectations, create personalized offers, and improve mechanisms for customer relationship management (Arista & Himawan, 2025).

A customer-oriented approach is based on three key principles: analyzing consumer behavior, applying an individualized approach, and maintaining continuous communication.

- **Analysis of consumer behavior** is carried out through data analytics. In-depth data analysis enables companies to design marketing campaigns that better correspond to the needs of the target audience (Zhao, 2025).

- **Individualized approach –** consumer expectations and needs differ. Thus, companies need to personalize their products and services. Personalized advertisements, special offers, and loyalty programs are essential strategies for enhancing customer satisfaction (Arista & Himawan, 2025).
- **Continuous communication** with the customer is one of the most important elements in developing customer-oriented business models. Brands that actively engage with their audience, gather feedback, and respond to customer needs are more successful in the market and demonstrate higher levels of loyalty.

The Role of Digital Marketing in Strengthening Customer Relationships

Digital marketing is one of the most effective tools for managing customer relationships. It encompasses online advertising, social media use, email marketing, search engine optimization (SEO), and content marketing. Through these strategies, companies can not only increase consumer engagement but also build closer and more personalized connections with them.

1. **Search Engine Optimization (SEO) –** a marketing direction that allows companies to be easily found in search engines and thus attract consumer interest without direct advertising. Statistics indicate that 42% of users click on the first website in Google and Bing search results, 11% on the second, and 8% on the third (FirstPageSage, 2025).
2. **Search Engine Marketing (SEM)** is a paid digital marketing approach that enables organizations to increase their visibility in search engine results. Campaign performance is commonly evaluated through indicators such as cost per click (CPC) and cost per impression (CPI). SEM allows businesses to monitor campaign performance in real time and target specific audiences according to keywords, language, geographic location, demographic characteristics, interests, and online behavior. As a result, organizations can reach more relevant users and reduce unnecessary advertising expenditures (Adobe for Business Team, 2025).
3. **Content Marketing –** involves the development and sharing of informative, relevant, and audience-oriented content designed to attract potential customers, strengthen engagement, and encourage desired consumer behavior. A well-planned content strategy helps organizations provide useful information to both prospective and existing customers, supporting their decision-making processes and addressing specific needs (Content Marketing Institute, 2025).
4. **Social Media Marketing (SMM)** is one of the most powerful tools that allows companies to directly connect with customers, create engaging content for them, and maintain interaction. Social networks such as Facebook, Instagram, and LinkedIn provide companies with the opportunity to create targeted advertisements, thereby increasing the visibility of their products and services (Zhao, 2025). To convert a person into a paying customer, it is necessary to select the right target audience, plan successful and highly optimized campaigns, and conduct A/B testing (Entrepreneur Georgia, 2022).
5. **Email Marketing** is one of the most effective strategies, suitable both for small businesses and startups, as well as for already well-established companies in the market (Arista & Himawan, 2025). Automated email campaigns allow companies to send personalized offers and continuously remind customers about their brand. The benefits of email marketing include

effective ROI, strengthening brand awareness and authority, improving the relationship between business and customers, and more.

6. **Pay-Per-Click Marketing (PPC)** marketing is a widely used form of digital advertising that allows businesses to display advertisements on search engines, social media platforms, and other websites. Under this model, advertisers incur costs only when users click on their advertisements, making PPC a measurable and performance-oriented marketing strategy. By targeting specific audiences and monitoring campaign results in real time, businesses can improve advertising efficiency and optimize marketing expenditures (FirstPageSage, 2025).

The main advantages of customer-oriented digital strategies are:

1. Improved customer experience – the use of data analytics enables companies to better understand customer needs and offer more personalized services.
2. Increased customer loyalty – effective digital communication and loyalty programs deepen relationships with customers.
3. Sales growth – through marketing automation and digital advertising, companies can attract more customers and increase sales.
4. Enhanced brand awareness – the use of social media and content marketing helps companies build a strong brand image and attract more customers.
5. Operational optimization – digital technologies and data analytics allow companies to manage their operations more effectively and reduce marketing costs.

Challenges of customer-oriented strategies:

Although customer-oriented strategies and digital marketing are among the primary determinants of success for modern businesses, this approach also entails some challenges.

The first challenge is ensuring data privacy. The collection and use of customers' personal data necessitate compliance with regulations, which creates additional responsibilities for companies (Zhao, 2025).

The second challenge is related to the rapid development of digital technologies. Companies that fail to adapt to technological innovations lose their competitive advantage in the market.

The third challenge is the high level of competition in digital marketing. The number of companies using online platforms for marketing campaigns is constantly increasing, making it more challenging for brands to stand out in the marketplace (Arista & Himawan, 2025).

Customer-oriented strategies and digital marketing are inevitable elements for modern business. The use of data analytics, social media, personalized offers, and automated marketing campaigns provides organizations with unique opportunities to attract and retain customers.

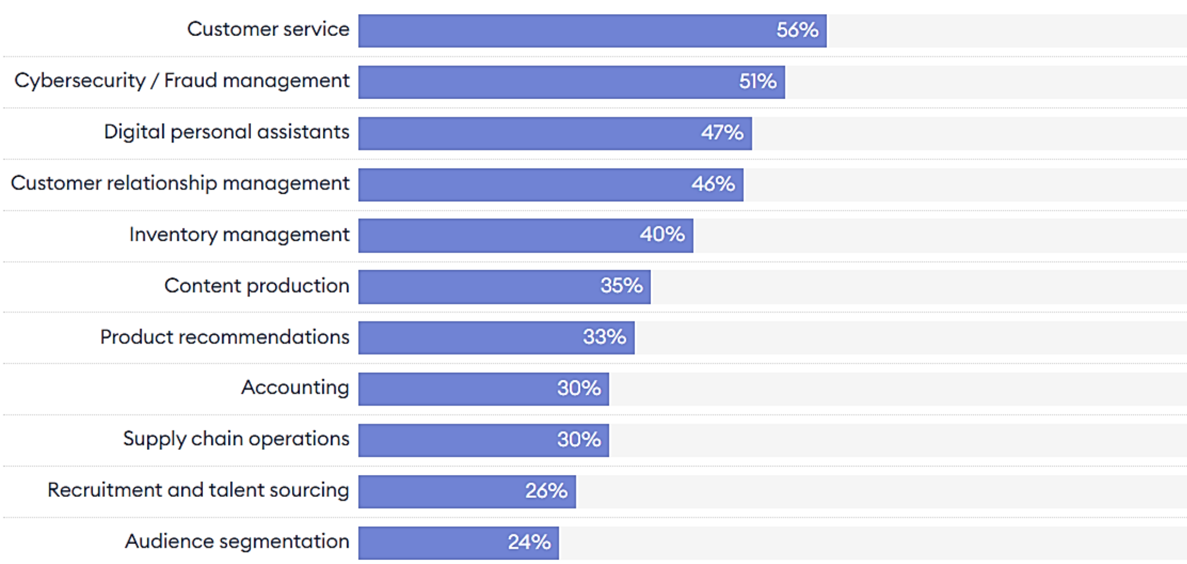
AI technologies enable businesses to analyze consumer preferences and behavioral patterns, allowing marketers to identify and reach target audiences more effectively. However, it is noteworthy that using artificial intelligence requires the development of various skills, particularly analytical and creative thinking, to achieve targeted outcomes (Giguashvili & Sadagashvili, 2025).

Artificial intelligence is increasingly integrated into marketing activities and is becoming an essential tool for marketing professionals. As of 2024, 63% of marketers are already using it, while only 4% are unwilling to integrate it (Lynch, 2025). The influence of AI on marketing practices continues to expand. According to Hoffman (2025), approximately 85% of marketers report that generative AI has changed their content creation processes, while 63% expect AI-assisted tools to contribute to the production of a substantial share of marketing content. Marketers who use generative AI report high satisfaction, noting that AI helps them create more content with higher quality and greater effectiveness - content that performs better (Hoffman, 2025).

The use of artificial intelligence helps companies enhance their marketing strategies and increase their effectiveness (Giguashvili & Sadagashvili, 2025).

Chart 3

Top Ways Business Owners Use Artificial Intelligence

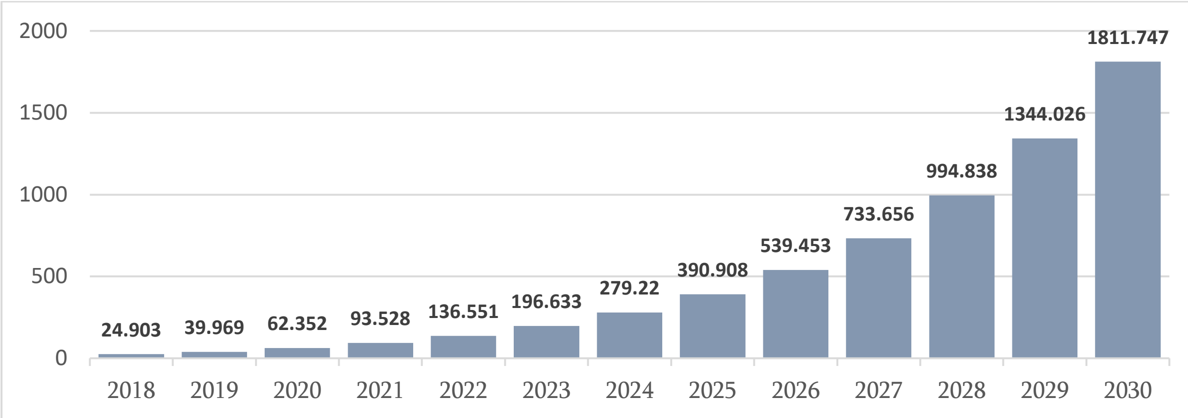


Source: https://www.forbes.com/advisor/business/software/ai-in-business/#how_businesses_are_using_artificial_intelligence_section

There are 333.34 million companies worldwide. Of these, more than 90% (over 300 million) are already using AI or exploring its implementation (Cardillo, 2025). According to the 2025 report by Grand View Research, the global artificial intelligence (AI) market is projected to reach 1,811.75 billion USD by 2030 (Grand View Research, 2025).

Chart 4

Global Artificial Intelligence Market, 2018-2030 (US$M)



Source: https://www.grandviewresearch.com/horizon/outlook/artificial-intelligence-market-size/global

5. Research Results

Comparative Analysis of Quantitative Survey Results and Existing Literature

Customer-oriented strategies and digital marketing are among the most relevant issues in the modern business environment. The rapid development of digital technologies and changes in consumer behavior have brought new opportunities and challenges for companies. This study aimed to determine customer-oriented approaches and digital marketing effectiveness in modern Georgian businesses, how consumers perceive them, and to what extent they trust online advertisements and offers.

The comparative analysis is based on data from a quantitative survey of 100 respondents, which reflects actual consumer behavior and expectations. Additionally, the discussed literature was used for comparison, enabling us to see how well the research results align with international and local trends.

Age and Gender Structure of Consumers

Among the 100 respondents, the largest groups were users aged 26–35 (38%) and 36–45 (25%), indicating that the study primarily concerns economically active and independent consumers. This age category exhibits high digital engagement and represents the most attractive segment for businesses. International studies confirm this, showing that the primary target group for digital marketing is users aged 25–40, as they are the most active on online platforms (Zhao, 2025).

Gender distribution in the study was almost equal, though males slightly predominated (53%), which may suggest that men are more interested in digital marketing or more frequently encounter online advertisements. However, international data show that, in general, women are more active in online commerce, especially in categories such as fashion, beauty products, and healthcare services (Arista & Himawan, 2025).

Effectiveness of Digital Marketing and Consumer Attitudes

The research results indicate that, despite the growing importance of digital marketing, it still does not have complete consumer trust. According to the survey, 46% of respondents rated the effectiveness of digital marketing as average, suggesting that, despite its widespread use, it does not fully meet consumer expectations. Only 18% considered digital marketing to be highly effective, meaning this segment receives appropriately targeted ads that align with their needs and interests. However, 28% regarded digital marketing as less effective, and 8% deemed it completely ineffective.

These findings clearly indicate that public attitudes toward digital marketing are still inconsistent. Companies often fail to adapt and personalize their digital communications, which is necessary to enhance consumer engagement and trust. For example, the use of data analytics and artificial intelligence can help better analyze consumer behavior, but these tools still appear to be underutilized by Georgian businesses.

Similar trends are observed in international studies. For instance, HubSpot (2024) reports that 54% of consumers believe digital ads only partially meet their needs, indicating that the level of personalization still requires improvement (Zhao, 2025).

One of the primary issues reducing digital marketing effectiveness is the low level of consumer trust. Today, consumers are more sensitive regarding protecting personal data, which sometimes leads them to avoid interacting with online ads. To build trust, companies must ensure transparent and ethical data collection practices, which will improve the acceptance of digital advertising.

It is significant to note that low trust in digital marketing affects both business sales and brand image. When consumers view advertisements skeptically, they respond less to offers and rely more on personal recommendations or organically obtained information. Therefore, businesses need to develop marketing strategies that enhance consumer trust, whether through social proof (reviews, customer ratings) or interactive marketing methods that involve direct engagement with the audience.

Additionally, the study showed that digital marketing effectiveness often depends on the ad format and placement channels. Ads on social media are more effective than traditional banners or pop-ups, as consumers respond better to organically created content that aligns with their interests. Consequently, improving marketing strategies requires a detailed study of consumer behavior and the use of more personalized ad formats.

Increasing the effectiveness of digital marketing is directly linked to how effectively a business manages communication with consumers. Survey results indicate that part of the audience is still dissatisfied with current digital marketing approaches, citing that companies need more flexible, innovative, and customer-oriented strategies.

In conclusion, although digital marketing is an indispensable tool for modern businesses, improving its effectiveness requires the implementation of more tailored, transparent, and customer-focused approaches. Only through such methods can companies increase consumer trust and engagement, ultimately becoming a key determinant of business growth and success.

Channels through Which Consumers Receive Information

The research results revealed that modern consumers primarily rely on social media to obtain information. 51% of respondents indicated that they receive information about products or services through social media. This trend aligns with global studies, which suggest that by 2025, social networks will become the primary source of information for over 60% of consumers (Arista & Himawan, 2025).

These findings confirm that platforms such as Facebook, Instagram, TikTok, and others have become key channels not only for entertainment but also for information dissemination and brand communication. Companies that actively use these platforms to inform consumers reach a wider audience and effectively convey their brand messages. Influencer marketing has become particularly important, as it creates more natural and persuasive communication between brands and consumers compared to direct advertising.

Search engines rank second, cited by 32% of respondents, which further highlights the importance of SEO (Search Engine Optimization). Consumers often use Google to find information about specific products, services, or companies. That indicates that companies need well-optimized websites to ensure their products and services are more visible in search results.

Traditional information channels, such as television and print media, are far less popular; only 9% of survey participants indicated that these sources remain relevant to them. That signifies that the modern digital world is gradually changing the ways consumers access information. However, personal recommendations and consumer reviews were mentioned by 8% of respondents, indicating that trust in the experiences of other buyers remains a significant factor.

Therefore, it is crucial for businesses not only to leverage social media and search engines but also to focus on consumer reviews and recommendations, making their brand more trustworthy and appealing.

Trust in Online Advertising and the Effectiveness of Personalized Ads

The research results revealed that only 7% of consumers have complete trust in online advertising, which is a relatively low figure. Indicates that businesses engaged in digital marketing need to put in additional effort to build trust, especially as the number of fake and manipulative ads on online platforms increases. The study also showed that 41% of consumers sometimes trust online ads, while 38% rarely do. These findings underscore that the quality of advertising and its perception by consumers play a crucial role in business success.

Despite their effectiveness, personalized ads still do not elicit a uniform reaction from consumers. According to the survey, 29% of respondents reported positive attitudes toward personalized advertisements, suggesting a moderate level of acceptance of advertising content tailored to consumer interests and preferences.

However, the largest group (44%) evaluates such ads neutrally, meaning they find them neither particularly useful nor irritating. This trend suggests that companies need to make greater efforts to turn personalized advertising into a genuinely valuable experience, better aligned with consumer needs.

International studies show similar patterns. For example, 2024 data indicate that 30–35% of European consumers view personalized ads skeptically, believing they involve the use of personal data (Zhao, 2025). That highlights that protecting consumer privacy remains one of the most significant challenges in digital marketing.

It is also important to note that trust in online ads is linked not only to content but also to format. Survey data show that consumers respond better to natural ads that provide valuable information than to aggressive pop-ups or excessive promotional messages. Therefore, businesses should adopt value-oriented advertising approaches that deliver practical information rather than merely attempting to sell a product.

In conclusion, the study confirms that strengthening trust in online advertising requires reliable, consumer-focused communication. Personalized ads should be not only data-driven but also closely aligned with consumer expectations. Companies must create advertisements that provide real value to consumers, whether through tailored offers, useful information, or interactive content. This approach will not only increase consumer engagement but also contribute to long-term trust in digital marketing.

Trends in Digital Marketing Development and Consumer Expectations

The role of digital marketing is constantly evolving, and its future is linked to technological innovations and changes in consumer behavior. According to the research, 45% of consumers believe that digital marketing will become more effective and personalized in the future. Although AI-powered tools such as HubSpot, Zoho Zia, Salesforce Ein, and local AI solutions are already available in the Georgian market, the survey results suggest that their adoption and effective utilization remain limited. Therefore, businesses should focus on expanding the practical use of these technologies and integrating them more effectively into marketing decision-making processes.

Technological advancements, such as artificial intelligence (AI) and machine learning, are already reshaping the digital marketing landscape. Companies are using intelligent data processing to create personalized ads, implement dynamic pricing strategies, and tailor content to individual consumer behavior. For example, Google and Meta are actively developing automated advertising systems that determine which ad to show to each user based on their search history and online activity (Zhao, 2025).

As digital marketing expands, consumer privacy protection is becoming increasingly important. Twenty-two percent of respondents noted that, in the future, digital marketing may face restrictions due to regulations. This trend is already evident in the EU and the U.S., where data protection regulations like GDPR (General Data Protection Regulation) and CCPA (California Consumer Privacy Act) are becoming stricter. These regulations require businesses to collect and process consumer data transparently; otherwise, they face significant penalties.

It is worth noting that such restrictions can be both a challenge and an opportunity for digital marketing. To rebuild consumer trust, companies will need to value personal data more and focus on ethical marketing strategies. For example, data collection should be transparent and voluntary, while advertisements should be clear and minimally intrusive.

One of the main future trends in digital marketing will be the strengthening of omnichannel marketing. Means that companies will simultaneously use social media, email marketing, chatbots, websites, and mobile applications to provide consumers with a highly comfortable and personalized experience.

The survey results indicate that the future of digital marketing will not depend solely on technology; consumer expectations and regulatory impacts will determine its pace of development. Companies that adapt effectively to these changes will have a greater chance of securing a leading position in the market. Therefore, the future of digital marketing must balance innovation with maintaining consumer trust.

The research indicates that while a large portion of consumers actively use digital marketing channels, trust in online advertising remains low. It is crucial for companies to further develop consumer-oriented strategies, including creating more personalized ads, enhancing consumer trust, and fostering more interactive and transparent communication.

A comparison of international and local data shows that Georgia is no exception to the challenges facing the digital marketing sector. Companies need to adopt innovative approaches to make digital marketing more effective and trustworthy from the consumer perspective.

In conclusion, the study clearly identifies the key areas where improvements can enhance the effectiveness of digital marketing both in Georgia and the global market.

The novelty of this study lies in the integration of empirical evidence from the Georgian market with contemporary international literature on digital marketing and customer-oriented strategies. While numerous studies examine digital marketing practices globally, limited research has explored consumer trust, perceptions of personalized advertising, and future expectations regarding digital marketing within the Georgian context. The findings contribute to a better understanding of how Georgian consumers interact with digital marketing tools and provide practical implications for businesses operating in emerging markets.

Research Limitations

The study has several limitations. First, the sample consisted of 100 respondents selected through non-probability sampling, which limits the generalizability of the findings. Second, the study relied on self-reported perceptions that may be influenced by individual biases. Third, the research focused primarily on consumer perspectives and did not include interviews with business representatives. Future studies could employ larger and more representative samples and combine quantitative and qualitative research approaches.

Future Research Directions

Future research may examine sector-specific differences in digital marketing effectiveness, investigate the perceptions of business managers regarding AI-driven marketing tools, and explore the impact of data privacy regulations on consumer trust in digital advertising.

6. Conclusion and Recommendations

The study of digital marketing and consumer-oriented strategies highlighted the key challenges and opportunities in contemporary business management. Comparative analysis of quantitative survey results and existing literature revealed that, despite the growing importance of digital marketing, its effectiveness and consumer trust remain significant challenges.

The research data showed that the majority of consumers obtain information through social media, confirming the necessity of digital marketing. However, the low level of consumer trust and the increasing demand for personal data protection indicate that companies need to implement more transparent and consumer-focused strategies.

Key Findings from the Study

1. **Consumer Behavior in the Context of Digital Transformation –** The majority of consumers (51%) obtain information from social networks, emphasizing the influence of digital marketing. However, only 18% consider it fully effective, suggesting that companies have not yet realized its full potential.
2. **Low Trust in Online Advertising –** According to the survey, only 7% of consumers fully trust online advertisements, while 38% trust them rarely. Indicates that businesses must focus on enhancing consumer trust and adhering to ethical advertising standards.
3. **Effectiveness of Personalized Advertising –** Only 29% of consumers reported that they find personalized advertisements useful. This result may indicate that current personalization practices do not fully correspond to consumer expectations and therefore require further improvement.
4. **Future of Digital Marketing and Regulatory Impact –** Twenty-two percent of consumers believe that digital marketing may be subject to greater regulatory restrictions in the future. This finding underscores the need for companies to consider data privacy requirements and to collect and process consumer data in a transparent and ethical manner. The inclusion of this question aimed to identify consumer expectations regarding the future development of digital marketing rather than to evaluate the regulatory environment itself. The findings indicate that a portion of consumers expect stricter regulation of personal data usage and online advertising practices. Since the survey did not specifically assess whether such expectations were perceived positively or negatively, conclusions regarding consumer attitudes toward regulation should be interpreted with caution. This issue may serve as a valuable direction for future research.

Evaluation of Hypotheses

Hypothesis 1.1: Digital marketing is the most effective tool for attracting customers in modern business.

The research results show that digital marketing plays a significant role, but some consumers perceive it as less effective. Therefore, the hypothesis is partially confirmed, as its effectiveness depends on the strategies employed by companies.

Hypothesis 1.2: Personalized advertising significantly increases customer engagement and loyalty.

Although some consumers appreciate personalized ads, the study results indicate that the majority are neutral or skeptical toward them. Consequently, this hypothesis is not fully confirmed and requires further analysis.

Hypothesis 1.3: The level of consumer trust affects the effectiveness of digital marketing.

Survey results clearly indicate that consumer trust is low, and this factor directly impacts the effectiveness of digital marketing. Therefore, this hypothesis is fully confirmed.

Hypothesis 2: Innovative approaches to business crisis management increase organizational resilience.

According to the study results, this hypothesis is fully confirmed.

Hypothesis 3: The Georgian business sector is not fully adapted to modern innovative strategies, which hinders the implementation of digital marketing and limits business development opportunities.

Analysis of the study results presented in the paper shows that this hypothesis is fully confirmed.

Recommendations

To enhance the effectiveness of digital marketing and customer-oriented strategies, companies must take concrete steps that foster consumer trust, engagement, and loyalty. Based on this research, several key recommendations can be formulated.

1. **Enhancing Consumer Trust**

Trust is a critical factor for the success of digital marketing. As the study showed, most consumers view online advertising skeptically, with only 7% fully trusting digital ads, indicating that businesses need to strengthen data protection standards and improve transparency in communication with consumers.

Recommendations:

- **Protection of personal data –** Companies should comply with international data protection standards, such as GDPR (European Union) and CCPA (California). It is essential to inform consumers about how and why their data is being used.
- **Reliable advertising strategies –** Ads should be realistic and clearly convey information about the terms of the offer. Misleading or exaggerated claims reduce consumer trust.
- **Strengthening review and feedback systems –** Consumers place more trust in brands with positive reviews from other users. Companies should encourage authentic reviews and ensure they are easily accessible.

These recommendations are derived from the survey results, which revealed that only 7% of respondents fully trust online advertisements. This finding underscores the importance of strengthening consumer trust through transparent communication, effective data protection practices, and ethical advertising strategies.

2. **Improving Personalization**

Personalized ads are a significant tool for increasing consumer engagement; however, research results indicate that consumer attitudes toward them are often neutral or negative.

Recommendations:

- Intelligent data analysis – Companies should utilize Artificial Intelligence (AI) and Machine Learning (ML) to better analyze consumer behavior and needs.
- Accurate content delivery – Ads should be tailored not only to a user's search history but also to their actual interests. Companies should develop value-based advertising strategies that provide not only sales attempts but also valuable information for the consumer.
- Non-intrusive advertising – Overly aggressive ads, such as pop-up windows, often elicit negative reactions. Advertising should be more natural and organically integrated into the consumer's online experience.

The recommendation is based on the finding that only 29% of respondents positively evaluated personalized advertisements.

3. **Implementation of Omnichannel Marketing Strategies**

The diversity of social networks and digital communication means that consumers have different habits for receiving information. The study showed that 51% of users obtain information from social media, 32% from search engines, and 8% rely on personal recommendations.

Recommendations:

- Adopt a multichannel strategy – Companies should create a coordinated marketing system that includes social media, email marketing, SEO optimization, and consumer review platforms.
- Integrated user experience – A unified advertising approach enables consumers to receive consistent information across all channels, whether Facebook, Google, YouTube, or TikTok.
- Communication automation – Businesses should use chatbots, personalized emails, and automated responses to simplify and enhance interactions with consumers.

The recommendation derives from the survey result showing that consumers use multiple information channels, including social media (51%) and search engines (32%).

4. **Interactive and Value-Oriented Content**

According to the research, consumers tend to trust companies more when they provide not only product offerings but also valuable and practical information.

Recommendations:

- Create educational content – Companies should produce blogs, videos, webinars, and other educational materials that deliver informational value to the consumer.

- Interactive advertising techniques – To increase consumer engagement, it is recommended to use quizzes, surveys, and games, making the user experience more interesting.
- Influencer marketing – Collaborating with trustworthy and well-known personalities can help boost consumer trust.

The study highlighted that digital marketing is a crucial component for business success, but its effectiveness depends on consumer trust, ad personalization, and data privacy protection. Based on the findings of this research, it can be concluded that businesses need to adjust their approaches to better understand consumer needs and expectations. Only transparent and customer-oriented strategies can ensure the full effectiveness of digital marketing and provide companies with a competitive advantage. The future of digital marketing will be hybrid, combining technological innovations, consumer-tailored approaches, and regulatory compliance. Companies must embrace the challenges associated with the transformation of the digital world and develop marketing strategies that not only drive sales but also establish long-term, trustworthy relationships with consumers.

Statement on the Use of Artificial Intelligence

Artificial intelligence (AI) tools were used solely for language editing, stylistic refinement, and improving the clarity and readability of the manuscript. Specifically, OpenAI's ChatGPT was utilized to assist with grammar correction, sentence structure improvement, and enhancement of academic writing style. The authors reviewed, verified, and take full responsibility for all content, interpretations, analyses, and conclusions presented in this article.

References

1. Adobe for Business Team. (2025). *What is search engine marketing (SEM)? Best practices and strategies.* Adobe.
2. Akpan, I. J., & Razavi, R. (2025). Evolutionary trends in decision sciences education research from simulation and games to big data analytics and generative artificial intelligence. *Big Data*, *13(5).* https://doi.org/10.1089/big.2024.0128
3. Arista, N. I. D., & Himawan, R. (2025). A web-based educational information system for urban agriculture management as a solution to urban land conversion. *Social Agriculture, Food System, and Environmental Sustainability, 2(1*), 17–32. https://doi.org/10.61511/safses.v2i1.2025.1371
4. Awoke, O. J., Prasad, R., & Godcares, N. (2025). Fusion of deep architectures. In A. Kumar, N. K. Chaudhary, A. S. Shastri, M. Singh, & A. J. Kulkarni (Eds.), *Digital defence: Harnessing the Power of Artificial Intelligence for Cybersecurity and Digital Forensics* (pp. 53–75). CRC Press. https://books.google.ge/books?id=sT5KEQAAQBAJ
5. Cardillo, A. (2025). *How many companies use AI? (New 2025 data).* Exploding Topics. https://explodingtopics.com/blog/companies-using-ai
6. Content Marketing Institute. (2025). What is content marketing? https://contentmarketinginstitute.com/what-is-content-marketing
7. Damghanian, H., & Ghaleh Agha Babaei, F. (2025). Exploring the antecedents of organizational ambidexterity (the case study of Alborz Insurance Company). Public Management Researches. Advance online publication. https://doi.org/10.22111/jmr.2025.48282.6170
8. De Vos, S., De Smedt, J., Wuytens, C., Verbeke, W. (2025). Leveraging Process Mining to Optimize Internal Employee Mobility Strategies. In: vom Brocke, J., Mendling, J., Rosemann, M. (eds) Business Process Management Cases Vol. 3. Springer, Cham. https://doi.org/10.1007/978-3-031-80793-0_2
9. Dib, B. E., & Harnan, N. (2025). The role of innovation in waste management. The Role of Innovation in Waste Management. 8(1), 7-28
10. Entrepreneur Georgia (2022). The Importance of Digital Marketing in the Modern World. https://www.entrepreneur.com/ka/siakhleebi-da-tendentsiebi/tsifruli-marketingis/431314
11. FirstPageSage (2025). Reports: Google Click-Through Rates (CTRs) by Ranking Position in 2025. https://firstpagesage.com/reports/google-click-through-rates-ctrs-by-ranking-position/
12. Giguashvili G., Makasarashvili T. (2021). POSSIBILITIES OF USING ARTIFICIAL INTELLIGENCE IN POST-PANDEMIC GEORGIA, International Scientific-Practical Journal *„Globalization and Business“*, №12. 83 - 87, https://doi.org/10.35945/gb.2021.12.011
13. Giguashvili, G. (2024). Opportunities of Using Artificial Intelligence in Small and Medium-Sized Businesses. *Grail of Science,* 40, 63–69. https://doi.org/10.36074/grail-of-science.07.06.2024.006
14. Giguashvili, G., & Bebnadze, K. (2024). Development tendencies of the Internet economy in Georgia. *Scientific Collection «InterConf+»,* (45(201), 10–18. https://doi.org/10.51582/interconf.19-20.05.2024.001
15. Giguashvili, G., & Makasarashvili, T. (2022). GEORGIA'S ARTIFICIAL INTELLIGENCE POSITIONING IN THE INTERNATIONAL RANKINGS. *Grail of Science*, (20), 19–24. https://doi.org/10.36074/grail-of-science.30.09.2022.001

16. Giguashvili, G., Makasarashvili, T., & Sadagashvili, M. (2025). Modern trends in global e-commerce development. Scientific Collection «InterConf+», 59(256), 6–16. https://archive.interconf.center/index.php/2709-4685/issue/view/19-20.07.2025/266.
17. Giguashvili, G., Makasarashvili, T., & Khorguashvili, T. (2019). Artificial intelligence systems development opportunities in Georgia. *International Journal of Innovative Science and Research Technology (IJISRT),* 4(12), 830–832. https://www.ijisrt.com/volume-4-2019_issue-12-december
18. Giguashvili, G., & Sadagashvili, M. (2025). Opportunities and challenges of implementing artificial intelligence in marketing activities. *Grail of Science*, (53), 380–388. https://archive.journal-grail.science/index.php/2710-3056/issue/view/20.06.2025/41
19. Grand View Research (2025). *Artificial Intelligence Market Growth & Trends.* https://www.grandviewresearch.com/press-release/global-artificial-intelligence-ai-market
20. Hasan, M. S., & Amjad, M. H. H. (2025). Predicting energy consumption patterns with advanced machine learning techniques for sustainable urban development. *Journal of Computer Science and Technology Studies*, 7(1), 12–22. https://al-kindipublishers.org/index.php/jcsts/article/view/8590
21. Hoffman, C. (2025). AI and marketing: What the stats show. MarTech. https://martech.org/ai-and-marketing-what-the-stats-show/#h-ai-adoption-in-marketing
22. Javakhadze, D. (2019). Global Trends in the Digital Transformation of Business. Ivane Javakhishvili Tbilisi State University. https://dspace.tsu.ge/bitstreams/a350840d-886b-4912-9efe-1faecf29ece4/download
23. Karulkar, Y., Sampat, B., & Thapliyal, A. (2025). Zepto: Redefining the future of rapid delivery. Emerald Emerging Markets Case Studies, 15(1), 1–15. https://doi.org/10.1108/EEMCS-12-2023-0491
24. Kinkladze, R., & Chitaladze, K. (2018). Innovative Processes in Georgia – Analysis and Trends. Ivane Javakhishvili Tbilisi State University. https://dspace.tsu.ge/bitstreams/55f5e1ab-e49d-47ed-8280-2836d56f2c4a/download
25. Lynch, L. (2025). The 2025 state of AI in marketing: Trends and insights from 500+ marketers. Jasper. https://www.jasper.ai/blog/2025-ai-marketing-trends-insights-report
26. Makasarashvili, T., Giguashvili, G., Khorguashvili, T., & Orjonikidze, N. (2024). Business digital transformation trends in the ecosystem of Georgia. Grail of Science, (38), 64–69. https://doi.org/10.36074/grail-of-science.12.04.2024.009
27. Mantena, M. M. K. V., & Murugan, G. (2025). Integration of machine learning techniques in the field of business information system: Study. *AIP Conference Proceedings*, 3237(1), Article 020031. https://doi.org/10.1063/5.0247131
28. Markovska, V., & Kabaivanov, S. (2025). Adaptive data analytics in support of AgileHR. *AIP Conference Proceedings*, 3274(1), Article 080010. https://doi.org/10.1063/5.0258895
29. Murphy, J. D. (2025). Recent developments and future perspectives of marine macroalgae biorefinery in a circular bioeconomy approach. In L. Coenen, L. Molden, D. Modic, E. Rasmussen, S. Jakobsen, & W. Vanhaverbeke (Eds.), *Research handbook of innovation in the circular bioeconomy* (pp. 215–235). Edward Elgar Publishing. https://doi.org/10.4337/9781035307968.00025
30. Naseem, B., & Lakhany, R. (2025). *Strategic solutions for retaining talent at organization- an exploratory study* (Unpublished graduate research project). Institute of Business Administration, Pakistan. https://ir.iba.edu.pk/research-projects-emba/678

31. National Statistics Office of Georgia (2024). Survey Results for Innovation Activities of Enterprises – 2023.
32. Oloruntoba, O. (2025). AI-Driven autonomous database management: Self-tuning, predictive query optimization, and intelligent indexing in enterprise IT environments. *World Journal of Advanced Research and Reviews* 25(02):1558-1580. DOI:10.30574/wjarr.2025.25.2.0534
33. Pokleba, N. (2020). *The Relationship Between State Building and Political Participation in Georgia*. Ilia State University.
34. Rousso, S. J., & Herrero-Perezrul, M. D. (2025). Inspiring women in small-scale fisheries from ocean to table. *Frontiers in Ocean Sustainability*, 3, Article 1575724. https://doi.org/10.3389/focsu.2025.1575724
35. Rudenko, V., & Pohrishchuk, H. (2025). Financial security management of enterprises in conditions of digital transformation. In A. Semenov, I. Yepifanova, & J. Kajanová (Eds.), *Data-centric business and applications: Modern trends in financial and economic management* (pp. 19–32). Springer. https://doi.org/10.1007/978-3-031-81557-7
36. Shah, W., & Abbas, A. (2025). Revolutionizing sales enablement: A theoretical and empirical review of leadership, technology, and market trends. DOI:10.13140/RG.2.2.30010.30405
37. Su, M. C., Yu, T., & Lin, W. J. (2025). Establishing smart system for building operation and maintenance using SOMCM algorithm. Engineering, Construction and Architectural Management, 32(1), 1–20. https://doi.org/10.1108/ecam-08-2024-1057
38. Tabatadze, M. (2024). *State Post-Crisis Strategy*. Ivane Javakhishvili Tbilisi State University.
39. Verulava, T. (2017). *Limited Competition in the Healthcare Market: Policy Solutions*. Ilia State University.
40. Verulava, T. (2017). *Universal Health Care in Georgia: Achievements and Challenges*. Ilia State University.
41. Xu, R. (2025). Power Transfer, Cultural Integration, And Professionalization in Family Business Succession: A Comparative Study of Metersbonwe and Youngor. *Highlights in Business, Economics and Management*, 48, 7-14. https://doi.org/10.54097/dy8d6k45
42. Yang, D. (2025). Biomechanical optimization of multi-target anti-submarine warfare using genetic algorithm and Monte Carlo simulation. Molecular & Cellular Biomechanics, 22(3), 854. https://doi.org/10.62617/mcb854
43. Zhao, T. B. (2025). Optimized task allocation for unmanned aerial vehicle swarms in smart agriculture. In L. Yan, H. Duan, & Y. Deng (Eds.), *Advances in guidance, navigation and control: Proceedings of 2024 international conference on guidance, navigation and control* (pp. 349–360). Springer. https://books.google.com/books?id=jExLEQAAQBAJ&pg=PA349