

ANALYSIS OF TECHNOLOGICAL MATURITY MODELS IN FORMATION OF DIGITAL MARKETING SYSTEMS

Today, digital transformations stimulate the development of reflexive interactions, taking into account the acceleration of development and convergence of technologies:

- as informational (data storage, cloud computing, blockchain technologies, artificial intelligence, IoT platforms) [1, p.124],

- and managerial (outsourcing, customer focus, personification, partner networks, convergence, reflexivity) [2, p.53];
- and marketing (sociality, mobility, omnichannel, influencer marketing) [3, p.85].

Digital transformations cover all levels of socio-economic systems, but their pace, methods of practical implementation and consequences differ significantly both geographically, by industry, and taking into account the characteristics of individual enterprises and associations that form digital divides [4, p.130].

To search for mechanisms to reduce these digital gaps at the macro level, a number of international ratings have been developed and used to assess the level of information development and the maturity of e-government tools. NRI is the Networked Readiness Index created by the World Economic Forum. A feature of this rating is an integrated approach to analyzing the degree of readiness of the state economy for a digital leap. KEI is the knowledge economy index proposed by the World Bank and characterizing the level of innovative development of the knowledge-intensive economies of countries. IDI - today is the most adequate integral indicator for assessing the ICT potential of the countries of the world and an effective tool for monitoring digital progress, the dynamics of the depth of the digital gaps [5, p.190].

The processes of global digitalization at the micro level are reflected in the transformation of business entities of other levels into an organization of a fundamentally new (post-Taylor) type, an enterprise in which horizontal connections are more important than vertical ones; an enterprise with an open, distributed and flexible network structure. Such enterprises concentrate the main strategic knowledge, processes and resources in the middle of the central system core. Other, less important processes and components are outsourced and trusted by suppliers, contractors and other external partners through the latest information, communication and management technologies.

All businesses are moving towards the post-Taylor smart enterprise, but also at different speeds and at different levels of technological development. To determine the level of technological maturity of an enterprise, there are various models:

- Harold Kerzner's Maturity Model (PMMM - Project Management Maturity Model), which assesses the degree of maturity in project management and is based on an analysis of the risks and problems associated with the resistance of users and staff to the introduction of innovations of various types and directions;

- Berkeley Maturity Model, which based on an assessment of the level of application of information systems and communication technologies in the management of an organization;

- SEI Maturity Model (Software Engineering Institute), which determines the level of development of the company depending on the degree of use of management mechanisms by goals;

- CP3M Maturity Model (Company Project Management Maturity Model), on the basis of the maturity of the implementation of the project approach

- IPMA Delta Maturity Model, based on a multivariate analysis of innovative marketing innovation activity (a 360-degree perspective of organizational competence). The model includes an interrelated analysis of the level of competence of project participants, a model of project quality and results, and an assessment of organizational competence. IPMA Delta offers five classes of competencies: initial, defined, standardized, managed, optimizing. These competency classes describe the organization's current project management competencies.

- ODMM Maturity Model - Open Digital Maturity Model from Huawei. A feature of the ODMM model is its marketing orientation, which includes a strategic customer-oriented pragmatic focus, lean manufacturing, digital culture, talent and innovation (including big data and artificial intelligence). The pragmatics of ODMM aims to create a viable plan for the digital transformation of enterprises and close the digital divide at the micro level, which is an important tool in shaping digital marketing systems at the macro level.

Growth through technology maturity is driven by modeling and automating business processes to improve processes, improve agility, improve efficiency, identify potential risks early, and better tune to changing customer needs. Digitalization and optimization business processes, including their marketing component, became a catalyst for business tools transformations. The drivers for changing the

traditional marketing model based on modern technologies are the actively convergence developing innovation informational, managerial and digital analytics tools according to the stage of the level of technological maturity of an enterprise in the direction of continuous improvement in order to minimize digital gaps in the formation of global digital marketing systems.

References:

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