BUSINESS ANALYTICS IN SHAPING A DIGITAL VISION OF STRATEGIC MARKETING FOR MULTINATIONAL CORPORATIONS

Nataliia Struk[1]

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Abstract. The paper shows how business analytics transforms disparate data from multinational corporations into a single picture of demand, margins, and risks across multiple countries. It highlights the need for digital vision and a common language of metrics to align decisions between headquarters and local teams in rapidly changing markets. Business analytics has become key to decision management in multinational corporations as markets fragment and the cost of errors skyrockets. In 2025, data and analytical models will ensure synchronization between headquarters and local units, reducing inertial costs and accelerating the learning cycle. The role of transparent metrics is growing, allowing you to honestly measure the contribution of marketing, operations and innovation to margins and cash flow, as well as adjust strategies in a timely manner. Requirements for compliance with data protection regulations and societal expectations for responsible personalization are forcing companies to build ethical analysis practices, without which trust and license to operate are weakened. *The purpose* is to reveal the content and mechanisms of business analytics in the formation of a modern marketing strategy of transnational corporations with an emphasis on digital infrastructure, demand models, attribution of effect and the measurement and correction cycle. The object is strategic and tactical marketing of transnational corporations in connection with data, technological platforms and organizational processes in different jurisdictions. *Methodology*. The research methodology is based on a systemic approach that involves the use of methods such as analysis and synthesis, graphical – for a visual display of the results of the study; abstract-logical – when making theoretical generalizations and forming

[1] PhD, Associate Professor of the Department of Marketing,
Stepan Gzhytskyi National University of Veterinary Medicine and Biotechnologies, Ukraine
ORCID: https://orcid.org/0000-0002-5640-5512

relevant conclusions. *Results.* A framework has been formed that combines data standards, segmentation and customer lifetime value models, price elasticity and promo sensitivity, as well as a system of experiments for rapid team learning. It is shown how unified dashboards and metric rules synchronize the brand portfolio, pricing, distribution and communications between countries, reducing inertial costs and increasing margins. The role of analytics in compliance with data protection requirements, in socially responsible practices and in transforming the complexity of a global scale into a managed advantage is substantiated. *Value.* The results provide a practical guide for senior executives and analysts to design a digital vision, operating model, and financially sound marketing investments. It helps to sustainably convert investments into growth that is proven by transparent metrics for customers, shareholders, and regulators.

1. Introduction

Strategic marketing for multinational corporations is a system of thinking that combines market analysis, competitive intelligence, and brand portfolio management in many countries simultaneously. It is he who transforms scattered local signals into a holistic picture of demand, allows you to distinguish short-term fads from sustainable trends, and determine where and how the company can create unique value for the customer. On the scale of global supply chains, an error in choosing a segment or positioning quickly multiplies across dozens of markets and thousands of touchpoints, so without a strategic framework, the risk of wasting resources on initiatives that have no chance of paying off increases dramatically. Strategic marketing forms a clear vector for research and development, for production investments, for logistics, and for local sales teams, thanks to which the corporation moves in a coordinated manner and does not lose momentum in a rapidly changing environment.

For multinational corporations, it is critical to build a portfolio of brands that works in different cultural contexts, with different regulatory requirements, and with different consumer purchasing power. Strategic marketing helps to distinguish where global standardization is needed, which provides economies of scale, and where local adaptation is needed, which ensures relevance and trust. It is in this discipline that decisions are formed regarding brand architecture, value propositions, price corridors, sales channels and communication formats that take into account language, traditions, sensitive topics and buying habits. Without such an approach, the corporation either dissolves in local noise, losing the advantages of scale, or, conversely, imposes monotonous products that ignore the differences of markets, as a result of which it loses market share and spends more and more on discounts and compensations, instead of investing in sustainable demand.

Strategic marketing is the mechanism for transforming data into decisions that protect margins in competitive industries where the line between success and failure is measured in percentages. Global corporations have access to vast amounts of information about sales, consumer behavior, channel performance, and competitor activity, but without strategic priorities, this data is of no use. It is marketing strategy that determines which insights are truly important, which hypotheses are worth testing, which experiments to run, and how to quickly scale successful practices across countries. It sets the rules of the game for pricing, inventory management, media investments, and partnerships with retailers and platforms, allowing a stable profit margin to be maintained even when markets experience demand fluctuations, devaluations, or supply disruptions. Without this discipline, a company reacts too late, confuses symptoms with causes, and loses the trust of shareholders and partners. Finally, strategic marketing ensures alignment between the long-term vision of the brand and the daily actions of local teams operating in different time zones, legal systems, and cultural environments. It creates a common language of values and standards for the customer experience, defines the role of each interaction channel, and describes expected results that should be measurable and understandable to everyone. Thanks to this, the multinational corporation builds brand equity that withstands the emergence of new competitors, changing technologies, and the reorientation of consumers to other shopping formats. In such a model, the creativity of local teams is enhanced by the power of global insights and investments, rather than conflicting with them, because all participants see a common goal and understand the path to it. That is why without strategic marketing it is impossible to manage the complexity, scale, and speed of change that define the reality of multinational corporations today.

Business analytics makes marketing a meaningful process, where decisions are based on facts, not intuition. It collects traces of customer behavior at various touchpoints, combines them with surveys, feedback, and contextual market data, transforming disparate signals into a clear picture of needs and motives. Thanks to this, a company more accurately forms a value proposition, chooses communication channels, defines relevant segments, and builds customer experience routes without unnecessary steps and obstacles. When analytics is embedded in daily work, the team sees not only what is bought, but also why they buy, what problem people are trying to solve, what trade-offs they accept, and what quality means to them. Marketing ceases to be a set of random promotions and discounts, and turns into a managed system in which hypotheses are tested quickly, successes are scaled, and mistakes become a learning tool. Business analytics makes it possible to honestly measure the effect of advertising investments and fairly distribute budget between channels. It allows you to set up experiments with control groups, calculate additional sales, distinguish natural demand from what the campaign actually generated, and see how message combinations, frequency of impressions, and sequence of touches work. This gives a transparent answer to the question of where the next hryvnia of the budget will give the greatest growth and where the decline in returns is already beginning. Analytics helps manage creative, shows which images and wording resonate with certain audiences and which create noise, and suggests the necessary amount of investment to achieve the desired reach without overspending. When the effect is measured correctly, marketing becomes a predictable partner for financial planning, and management sees a clear connection between costs and the value created. Business analytics connects marketing with the customer lifecycle and processes within the company so that every interaction is timely and relevant. It estimates the lifetime value of the customer, identifies moments of churn risk, suggests when a complementary product offer is appropriate and what price will be perceived without discomfort. Based on data, marketing coordinates work with sales, service and logistics, so that promises match available inventory and customer expectations are not destroyed by delays. Analytics shows how promotions affect margins and the behavior of repeat customers, helps design loyalty programs that truly motivate, not just give discounts, and ensures compliance with data protection requirements, in particular with the norms of the General Data Protection Regulation of the European Union, through transparent consents, minimization of collection and a clear purpose for using information. As a result, personalization becomes ethical and useful, not intrusive and risky. Business analytics makes marketing resilient in an environment of rapid change and uncertainty, because it provides tools for forecasting, scenario planning and early warning of failures. It identifies predictors of demand changes, signals in time about increasing acquisition costs, saturation of individual channels, changes in audience behavior and the emergence of new niches. Teams receive not just reports for the past month, but a living decision-making system in which dashboards display key indicators, and regular analysis turns numbers into actions in content, pricing, distribution and service. That is why without business analytics, modern marketing loses control, spends budget on inertia, does not keep up with the client and loses to competitors who see signals faster and implement changes more boldly. Analytics returns marketing to its main function, turns it into a system of creating demand and trust, connecting the brand, product and client in a mutually beneficial relationship..

2. Business Analytics in the Formation of a Modern Marketing Strategy for Transnational Corporations

Strategic marketing in multinational corporations defines the long-term logic of value creation, forms a portfolio of markets and brands, sets the framework for positioning and principles of competitive behavior. At this level, the company assesses the size of opportunities and barriers to entry in countries, compares expected margins and risks, identifies priority categories and customer segments, builds a single system of brand meanings that remains recognizable in the world, but respects the local context. Strategic work includes the rules of brand architecture, pricing policies taking into account the elasticity of demand, the logic of portfolio roles for products from growth engines to niche innovations, as well as the principles of investment in media and distribution. It is here that data quality standards and a single language of indicators are established so that divisions in different countries make decisions based on comparable measurements, and the board can compare initiatives and quickly reallocate resources to where the expected return is higher, taking into account risk [1-2].

The strategic level is transformed into a working system through an operating model that combines global centers of expertise, regional platforms and local teams in the markets. The corporation defines unified consumer research processes, agreed methods of segmentation and assessment of customer lifetime value, common rules for testing hypotheses and sharing lessons between countries. Planning mechanics are built on the horizons of a quarter, a year and three years, where decisions on launching new products, changing positioning, adjusting the assortment and expanding channels pass through transparent gates with clear criteria and responsible roles. An important part is knowledge management, creating a library of best practices and templates, centralized licensing of technologies for analytics and automation, as well as programs for developing competencies in marketing, sales, service and data management for all countries of presence.

Tactical marketing is the level of daily decisions that deliver the strategy to the client in the form of specific campaigns, offers, price promotions, trading conditions and content. Local teams choose channels based on audience reach and contact cost, adjust the frequency and sequence of touches, select creative messages, adapt visuals and texts to cultural norms and linguistic nuances, coordinate with sales on inventory and service capabilities so that promises match reality. This includes promotional calendars, personalization rules based on customer interests and life events, activity scenarios for stores and e-commerce, joint programs with partners and retailers, local events for communities, loyalty programs with clear economics. The tactical level constantly aligns customer expectations and operational constraints, choosing the optimal compromises between reach and depth of interaction, between short-term sales and long-term brand strength, between standard and necessary localization.

The connection between the strategic and tactical levels is the cycle of measurement, learning and correction, in which business analytics turns data into action [3-4]. Teams collect signals from media and point-of-sale, combine them with service calls and feedback, compare forecast and fact, calculate the contribution of campaigns to customer lifetime value and margin, identify signs of channel saturation and changing segment behavior. Based on these insights, tactics are adjusted weekly and monthly, and strategic assumptions are reviewed in quarterly and annual cycles, which reduces the cost of error and increases the speed of learning. Built-in compliance and ethics mechanisms ensure data protection and integrity of communications, while shared dashboards and simple decision-making rituals create a culture of transparency and accountability. As a result, a multinational corporation combines visionary choices with daily execution discipline, maintains brand recognition, respects local customer context, and consistently converts investments into growth that customers and shareholders see.

The essence of business analytics in shaping a modern marketing strategy of a multinational corporation is to transform disparate data into a single picture of demand, cost of acquisition, customer retention and marginality of solutions. Business analytics provides a common language of indicators for headquarters and local divisions, connects qualitative insights with quantitative measurements, teaches the team to distinguish correlation from causation and evaluate the effect not only by reach and clicks, but by long-term customer value and net operating result. It is through business analytics that marketing gets the opportunity to work with hypotheses and quickly test them in small experiments, understand the limits of uncertainty, model scenarios and make investments in creative and media predictable from a financial point of view. This is how a strategic discipline emerges, in which the emotional power of the brand is combined with an evidence base, and each decision about price, product, communication and sales channel has a transparent argumentation and a measurable goal. The place of business analytics in the structure of a multinational corporation is central, as it acts as a nervous system between functions and countries, synchronizing product policy, pricing, promotional planning, distribution and service. At the global level, business analytics ensures uniform data standards and methodologies, creates basic models of demand and elasticity, defines agreed-upon success indicators, and also forms a library of best practices that local teams can borrow. At the local level, it adapts these standards to cultural and regulatory features, reveals the real drivers of choice in specific cities and regions, shows the real impact of channels and creative formats, and signals changes in customer behavior that are not yet visible in global reports. As a result, business analytics removes information barriers between headquarters and markets, reduces internal political friction, accelerates the coordination of plans and allows you to scale winning approaches without losing local relevance [5-7].

The content of business analytics in the process of forming a marketing strategy covers the full cycle from data collection and cleaning to decision-making and feedback. First, a reliable data base is created, which includes transactions, interactions in digital and offline channels, service data, consumer research, competitive prices, media activity and operational constraints of logistics and production. Then, segmentation and lifetime value models, campaign effect attribution models, price elasticity and promo sensitivity models, as well as forecast demand models that take into account seasonality, events, weather and social factors are built. Based on these models, a portfolio of decisions is formed about positioning and price levels, about the channel mix and frequency of touches, about the activity calendar and budgets, about the personalization of offers and service. A separate layer is a system of experiments with control groups, short creative tests and rapid learning cycles, which turns analytics from a passive report into a driving force for continuous improvement. The cycle is completed by feedback, which compares the forecast and the fact, updates models and standards, and ensures the accumulation of organizational memory. Why without business analytics in multinational corporations in modern conditions, the speed of change and the cost of error cannot be explained. Markets are fragmenting, customer behavior is fluctuating, channels are saturated, regulatory requirements are increasing, and media and production costs require precise justification of every hryvnia. Without business analytics, strategy breaks down into separate initiatives, budgets flow by inertia, internal discussions are resolved by the voice of authority, not by evidence, local opportunities are lost, and risks accumulate imperceptibly. With business analytics, a corporation sees weak signals of demand before competitors, adjusts supply before late reports appear, manages risks through transparent scenarios, proves its decisions to financial and production teams, builds trust in relations with regulators and society, and turns the complexity of a global scale into a managed advantage. That is why business analytics is not a tool for specialists, but a common discipline for everyone who makes marketing decisions, and the foundation of a strategy that works today and is learned in each subsequent cycle.

Business analytics in multinational corporations begins with data engineering and quality management, which transforms disparate local sources into a single decision-making framework. Sales, inventory, production, marketing contacts, service calls, financial transactions, logistics events, all of this is collected into standardized structures that take into account local currencies, tax rules, languages, and calendars. The data is checked for completeness, duplicates, and anomalies, enriched with product and customer directories, linked through stable identifiers, and then fed into shared repositories and analytics spaces accessible to global and local teams. At this level, security and confidentiality rules according to country requirements operate, as well as linear traceability systems that allow you to see the origin of each indicator and reproduce the calculation in the event of an audit or dispute. It is this discipline that creates a common truth about the business for all departments and eliminates the chaos when different teams compare the incomparable. The next layer of business intelligence answers the question of what's happening and why, combining descriptive and diagnostic analytics into easy-to-understand dashboards. Dashboards show revenue, margins, inventory turnover, service levels, order fulfillment, customer satisfaction, and channel performance at various levels of granularity, from region and format to SKU and specific campaign. Factorization methods, cause-and-effect maps, customer contact cost analysis, and repeat purchase cohorts help separate random fluctuations from patterns and find the true drivers of growth. Teams see which products are driving carts up, which marketing promises are not being delivered, where logistics bottlenecks are occurring, and where errors in descriptions or pricing are killing conversions. When diagnostics are set to regular review cycles, the corporation quickly adjusts promotions, assortment, replenishment rules, and load changes in stores and warehouses (Table 1).

Demand models suggest expected sales volumes according to scenarios, detect seasonality and price effects, help build production and supply plans so as not to freeze excess capital and avoid sales failures. Algorithms suggest budget distributions between countries and channels, inventory levels by location, price corridors for product groups, as well as bundle options and cross-sells that increase the average check without reducing customer satisfaction. Experimental platforms support continuous hypothesis testing in media, in offers and in interfaces, turning strategic assumptions into proven rules [8-9]. All this works as a system of prompts for people, not as an autopilot, since the final decisions take into account ethics, market context, partnership constraints and reputational risks, which are better assessed by an experienced team. The corporation builds trees of goals and indicators that link strategic priorities to operational actions, defines metric owners and review frequency, agrees on which signals trigger corrective actions and who performs them. Analytical insights are woven into the teams' working tools, such as order systems, campaign management, change planning, and service platforms, so that decisions are made where the event occurs, with a record of the impact on the financial result. In parallel, a skills development program operates, where specialists learn to read indicators, ask questions of data, build simple tests, and managers train the habit of making decisions based on facts and taking responsibility for the consequences. In such a model, business analytics becomes the nervous system of a multinational corporation, providing a shared picture of reality, rapid learning in the markets, and sustainable growth due to better quality solutions at every point of contact with the client.

Table 1

Business analytics parameters in a multinational corporation

Standards and data governance across the value chain			
Single directories and identifiers for customers, products and suppliers ensure comparability of indicators across countries and divisions, so strategic decisions are based on the same "language" of data	Data quality control and traceability from the source document to the report reduce the risk of errors and ensure the confidence of finance and audit in analytical conclusions	Clear rules for access, security and privacy, taking into account the requirements of the European Union's General Data Protection Regulation, allow for ethical use of data without losing the speed of analysis	Regular and timely updates to data sources make dashboards operational tools that allow you to respond to market shifts before they turn into financial losses
Causal measurement of value and closing the decision loop			
Assessing customer lifetime value ties marketing and service actions to future cash flows, which helps to select segments with the highest return, taking into account risk	Experiments with control groups and correct attribution separate the incremental effect of campaigns from organic demand, so budgets are directed to channels where every hryvnia actually creates added value	Models of price elasticity and sensitivity to promotions show the limits at which discounts increase volume without destroying margins, and where, on the contrary, an improvement in the offer and service is required	Closing the loop through financial results and the cash cycle allows you to check whether local tactics have turned into margin growth and faster cash flow, and adjust the strategy at the global level accordingly

Source: formred by the author

The digital vision of the management of multinational corporations for strategic management is a shared understanding of how the company will create value in a world of data platforms and network effects and how this value is aligned with the brand mission, customer expectations and the rules of the countries in which the company operates. It describes what the target digital architecture of the business should be, what roles data analytics and the use of artificial intelligence will play, how digital services will be integrated into products and channels, and what the sources of profitability will look like in the coming years. Such a vision sets a single language of indicators and data quality standards, forms principles of personalization without intrusion and without violating privacy, defines the rules of experimentation and rapid iterations, and explains how digital investments are transformed into customer experience, operational efficiency and stable cash flows. When management articulates this clearly, teams in different countries understand where the business is going and which decisions are prioritized, gain the right to act autonomously within an agreed framework, and more quickly transfer successful approaches between markets. The digital vision includes a holistic approach to the data and analytics platform, to the technology infrastructure, and to the operating model that combines the global and the local. The company defines what data is strategic and how it is collected, cleaned, stored, and protected; what the references and unique identifiers of customers, suppliers, and products should be; how access and role mechanisms will work; and how the sources of value and transformation rules will be documented. In parallel, a set of common services for analytics and machine learning with reusable modules for demand forecasting, price optimization and promotion, quality control of operations, and risk detection are formed; and libraries of typical experiments and dashboards are created so as not to reinvent the wheel in each market. The infrastructure is built to maintain elasticity and security, to easily scale across regions, and to meet the requirements of local regulators, including data protection and localization rules. The operating model defines where the centers of expertise are located, who is responsible for standards, who is responsible for adaptation, and how the benefits of each digital initiative are measured in terms of cycle speed margins and customer satisfaction. The guide outlines targeted roles for product managers, data engineers, analysts, and data ethicists, creates clear development trajectories, and implements learning that combines practice with theory from short labs to mentoring and internal communities. Special attention is paid to leadership at the country and function levels so that weekly and monthly decisions are based on measurable hypotheses, control groups, and honest debriefings without punishment for honest mistakes. A culture of transparency and accountability is supported by shared dashboards, single definitions of indicators, simple synchronization rituals, and public discussion of the tradeoffs between short-term sales growth and long-term brand strength, between speed and quality, between automation and the humanity of service. When people understand the meaning of change and have the tools to act, transformation ceases to be a project and becomes a habitual way of working (Table 2).

The digital vision establishes a framework of trust and responsibility without which transformation cannot succeed and does not receive a license to operate from society and regulators. It defines the principles of data ethics and AI applications, including the transparency of algorithms with the human right to explanation and appeal, with the minimization of information collection and with a clear purpose of use, establishes procedures for independent audits and mechanisms for external dialogue with customers and employees. Within this framework, the company aligns digital initiatives with sustainability goals, with environmental and social impact indicators and with supply chain policies so that growth does not conflict with values. It ties digital solutions to financial discipline and to a portfolio management system of investments where every product, every channel and every experiment has a measurable hypothesis, expected return and a stop or scale rule. This vision transforms strategy into a coherent system of solutions in which technology serves people, data serves trust and innovation consistently translates into benefits for customers, shareholders and communities in all countries of presence.

Table 2

The essence of the digital vision of strategic marketing in a multinational company

Pillar	What it means in practice
Unified data and shared metrics	Establish a single enterprise taxonomy for customers, products, markets, and channels, with golden IDs and harmonized definitions so every region reads the same reality. Build governed pipelines that deliver timely, high-quality data to a common KPI layer, enabling apples-to-apples comparisons, portfolio trade-offs, and rapid escalation when signals deviate from plan. Document lineage from source to dashboard so finance, legal, and country teams trust decisions that reallocate budget and capacity across borders.
Scalable analytics and experimentation stack	Standardize on a cloud platform that supports reusable demand, pricing, and attribution models, with feature stores and APIs that local teams can extend without rewriting the core. Provide self-serve labs for controlled tests, lift studies, and cohort analysis, so hypotheses move from idea to decision inside a predictable test-learn cadence. Maintain model governance with monitoring, drift alerts, and playbooks for refresh, ensuring insight quality keeps pace with market change.
Operating model, roles, and cadence	Define clear swim-lanes for global, regional, and local teams, specifying who sets brand north star, who tunes portfolios, and who executes day-to-day optimization. Run a heartbeat of weekly performance huddles, monthly course-correction forums, and quarterly portfolio reviews that convert insights into funding decisions and road-map resets. Create a shared library of playbooks and templates so wins in one country are codified and scaled, while allowing targeted localization where culture and regulation demand it.
Trust, ethics, and compliance by design	Embed privacy-by-design and transparent artificial intelligence use into every data flow, capturing consents, minimising collection, and documenting purpose so customers and regulators understand the bargain. Implement fairness checks and human-in-the-loop approvals for automated decisions that affect price, eligibility, or service, and keep accessible audit trails for internal and external reviews. Tie digital investments to ESG and brand commitments so growth reinforces legitimacy, not just short-term metrics.

Source: formred by the author

3. Economic and social aspects of business analytics in transnational corporations

The social aspect of business intelligence in multinational corporations begins with caring about people inside the company and in its supply chains, and with the awareness that data affects the real lives of employees, contractors, and local communities. Analytics helps to honestly measure working conditions, pace and workload, job security, access to training, and the chance for career advancement, and also shows where systemic barriers arise for young people, women, people with disabilities, and migrants [10-11]. When a company collects and analyzes these signals, it sees not just isolated incidents, but patterns that require changes in schedules, management practices, reward mechanics, and work environment design. Data is translated into concrete solutions, such as mentoring programs, transparent promotion criteria, planned breaks, and corrective changes that reduce the risk of burnout. The social dimension means not observing from afar, but restoring justice where it is violated and consolidating successful practices that enhance the dignity of work and trust in the employer brand across countries. Business analytics is a tool for building inclusion and equal opportunities, if applied with respect for confidentiality and ethics. Transnational corporations can use data to identify bias in hiring, assessment and allocation of training opportunities, to monitor the fairness of pay and to verify the transparency of career decisions, as well as to measure the impact of parenting support programs, reintegration after a break and the adaptation of people with special needs. It is important to comply with privacy and consent requirements, in particular the norms of the European Union General Data Protection Regulation, to explain to employees what data is collected, for what purpose and how it is protected, to implement the principle of collection minimization, to apply anonymization and to provide the opportunity to challenge automated decisions. When inclusion is based on measurable indicators, managers see where changes in processes and culture are needed, and employees feel that their voice and experience matter, which reduces conflicts, increases engagement and accelerates the spread of best practices between countries of presence. The social aspect also encompasses responsibility to customers and communities in which the company operates. Business analytics allows you to design communications and products so that they are accessible, understandable and useful for different population groups, identify the risk of excluding vulnerable consumers, notice unfair barriers in pricing, lending and service, and correct errors in a timely manner before they harm people and reputation. Thanks to monitoring systems, the company sees how its marketing campaigns influence the public debate, whether they reinforce harmful stereotypes, how attitudes towards the brand are changing in different cultures and which social investments bring real benefits, not just a media effect [12-13]. This allows you to build partnerships with local educational and charitable organizations, support community entrepreneurship, develop digital literacy and safety training programs, and improve feedback channels so that complaints and suggestions are translated into product and service improvements. When social solutions are based on data and respect, a company strengthens its license to operate, reduces regulatory conflicts, and builds trust that survives crises. Business analytics must identify and eliminate distortions in data, test models for fairness across groups, document the logic of recommendations, and give people the final say in decisions that affect the lives of employees and consumers. Cross-functional data ethics boards, regular algorithm audits, training managers and professionals in responsible analytics, and mechanisms to transparently inform stakeholders about how data is being used and how to raise objections are needed. This approach reduces the risks of discrimination, oversight, and loss of trust, while preserving the benefits of automating routine tasks and accelerating decision-making where speed is needed. Socially responsible business analytics transforms technology into a tool for dignity, safety, and inclusion, connecting company goals with the well-being of people and communities, and helping a multinational corporation not only grow, but also be socially useful and predictable for those who rely on it.

The economic aspect of business analytics in multinational corporations begins with the accurate measurement of value created for each product line and for each market, because it is this measurement that makes the real drivers of profitability visible. Analytics allows you to decompose gross revenue into the contribution of price, mix and quantity, compare actual margins with planned ones, detect hidden cannibalization between brands and estimate the elasticity of demand at different levels of consumer income. When sales, logistics and marketing live in common data, the corporation sees which investments in content, channels and promotions really create added value, and which only redistribute it between segments. There is an opportunity to adjust positioning, price corridors and assortment so as to increase the total marginality of the portfolio, while reducing the cost of discounts and compensations, and therefore improving the return on capital, which is a key criterion for investors and boards of directors. Attribution models and microeconomic return curves show saturation points in media, optimal levels of reach and frequency, and the expected duration of the effect of campaigns, which allows you to reduce wasteful spending and reallocate budgets to markets with better marginal returns. In production and supply chains, the analyst suggests economical batches, safety stock levels, and routes with minimal total costs, taking into account fluctuations in raw material prices, energy resources, and carrier tariffs [14-15]. For capital decisions, an assessment of net present value is used according to scenarios with probabilities, with sensitivity to inflation and exchange rate risks, thanks to which management cuts off emotional initiatives and concentrates on those investments that accelerate capital turnover and increase long-term profitability (Table 3).

Demand forecasting and accurate replenishment rules reduce shortages and surpluses, reduce write-offs and storage costs, and improve shelf completeness, which increases the average check and repeat purchases. Analytical credit policy models help to agree terms with retailers and distributors in such a way as to reduce collection times and losses from delays without destroying sales volume. Detailed visibility into supply and production cycles allows you to plan for financing needs, compare the cost of short-term debt with alternative scenarios of production postponement or product mix changes, and make decisions that stabilize net cash flow in volatile macro conditions [16-17]. When every operating action is reflected in a cash gap forecast, top management manages not only profit on paper, but also liquidity, which determines the company's ability to invest in growth and withstand crises.

Table 3

The place of economic interests in the strategic marketing of a transnational company

Economic interest	What it means in strategic marketing practice
Profitable demand creation and lifetime value	Strategic marketing must create demand that translates into profitable customer relationships, not just temporary spikes in volume. This means selecting segments with high lifetime value potential, designing propositions that increase repeat purchase and cross-sell, and setting acquisition costs that are justified by future cash flows. It also means prioritizing channels and creative that improve retention and referral, so that each euro invested today compounds as cohorts mature rather than relying on constant discounting to hit quarterly targets.
Pricing power and margin architecture	The core economic interest is to defend and expand contribution margin through differentiated positioning and disciplined price realization. Strategic marketing aligns brand equity, product ladders, and service levels to sustain willingness to pay, while using elasticities and competitive mapping to choose when to hold price, when to repackage value, and when to promote without eroding the reference price. Margin architecture spans countries and channels, so governance is needed to prevent local price wars, harmonize trade terms, and protect premium tiers that fund innovation.
Capital allocation and portfolio mix across markets	Multinational companies seek the highest risk-adjusted return on marketing euros by steering resources toward categories, brands, and countries where incremental returns are strongest. Strategic marketing provides the evidence for these moves by quantifying market size, cost to win, regulatory friction, and partner readiness, then sequencing entries, exits, and expansions. The economic interest is to balance mature cash-generators with emerging growth bets, to reuse assets across markets for scale efficiencies, and to stop initiatives that fail to clear the hurdle rate even if they look appealing locally.
Cash flow discipline and cost-to-serve economics	Beyond revenue and margin, strategic marketing serves the economic interest of faster, more predictable cash conversion. That requires offers and channel choices that reduce returns and cancellations, service designs that lower support intensity, and promotions that do not create costly demand volatility for factories and logistics. Coordinating campaigns with supply and credit terms protects working capital, while focusing on segments with clean fulfillment and timely payment improves free cash flow, allowing the company to fund innovation without excessive borrowing.

Source: formred by the author

There is no substitute for a human in the business analytics of a large multinational company, because it is the human who formulates questions, defines the boundaries of the system and transforms numbers into meanings that are acceptable to different cultures and stakeholders. Models predict and find patterns, but they do not feel the context and do not distinguish between useful correlation and dangerous coincidence. A person notices that yesterday's demand driver no longer works today due to new media habits, that sharp changes in sales are not the success of a campaign, but only the result of a temporary shortage at a competitor, that a decrease in customer churn in one region coincides with a local holiday and will not automatically be repeated in other countries. It is the human who questions the assumptions of the models, looks for alternative explanations, conducts conversations with customers and partners, tests hypotheses in the field, filters out the noise and connects limited metrics with living stories, without which it is difficult for managers to make responsible decisions. The algorithm will be able to calculate which offer will increase this quarter's margins, but it will not feel the limits of acceptability for consumers in different cultures, will not foresee the reputational blow from aggressive personalization, will not understand that a short-term win in a segment can destroy trust in the brand in another country. A person keeps in mind the consequences for the health of teams, for the fairness of rewards, for the environment and communities, and is able to say no when the model's recommendation contradicts the long-term values and license to operate of society. In large organizations, decisions require the consent of many functions and markets, and it is the person who knows how to negotiate, explain the risks, build support and responsibly bear the consequences of plans. The analyst combines disparate data sources, research, interviews and expert judgments into a holistic picture, forms several plausible scenarios, prepares reasoned stories for the board, for finance, for marketing and for production, and adjusts the tone of the presentation for each audience. It is the human who transforms the model's output into a solution that others can accept and implement, creates learning cycles where mistakes become lessons rather than punishment, and builds a culture where data is respected but not worshipped. When anomalies, inconsistencies, and deviations arise, it requires intellectual investigation, the ability to listen to people in the warehouse, in the call center, in the stores, to notice weak signals, to check sensors, process descriptions, and to define indicators. Without this human attention, the best dashboards will only mask the problem until it becomes a crisis.

Humans cannot be replaced, because even the most advanced artificial intelligence has no embodied experience, no sense of risk, no understanding of political dynamics between countries and divisions, and no moral responsibility for the consequences. In a large multinational company, business analytics is a collective discipline that requires trust, authority, a reputation for competence, the ability to mentor junior colleagues, and to unite different people around useful methods. Artificial intelligence accelerates calculations, detects anomalies, creates options, but does not decide where the line of honesty lies, what compromise is acceptable for staff and partners, when to declare uncertainty and ask for additional data, and when to take responsibility and make a decision today. That is why the role of a person does not disappear, but increases, because the more powerful the tools, the more important intellectual modesty, ethical sensitivity, empathy, the ability to think systematically and explain complex things in simple language become in order to transform the forecast into action, and action into a sustainable advantage for customers, shareholders and society.

Strategic marketing in a large multinational company is the art of making sense in a world of uncertainty, where data is important, but human judgments about what is valuable to different cultures and how this value aligns with the brand's mission and long-term risks are decisive. Artificial intelligence processes data sets and detects patterns, but it does not distinguish between fine lines of acceptability, does not sense social context, and is not aware of the reputational consequences of choices. A person sees weak signals and ambiguous signs, understands political dynamics between countries, reads nonverbal reactions of customers and partners, hears ethical concerns and is able to name their reasons. That is why a strategist knows how to stop a direction that is attractive in terms of short-term metrics if it destroys trust or contradicts the promised brand image, and vice versa to defend an investment with a slow start if it strengthens long-term differentiation and increases resilience to shocks. AI will tell you where to focus your attention, but only a human can turn that cue into a decision that makes sense for the consumer, society, and the board. Strategic marketing is not just about choosing markets and a portfolio, it's about creating stories that unite thousands of employees and partners in a single purpose to act. AI doesn't build trust or build coalitions, it doesn't negotiate with regulators and communities, it doesn't take moral responsibility for the tradeoffs between profitability, affordability, safety, and environmental impact. Humans understand that the same proposition is read differently in different societies, that visual codes and linguistic nuances can both enhance and destroy value, and that the rules of the game change under the pressure of events and social expectations. It can build a picture of the future that inspires and gives meaning to daily actions, it can negotiate between functions when sales strive for quick actions, production protects stability, finance protects margins, and marketing is responsible for the strength of the brand. Without this human mediation, algorithm recommendations remain technical notes that do not turn into agreed intentions and the discipline of execution in a multi-country reality.

Strategic marketing requires creative synthesis, in which facts are melted into hypotheses, and hypotheses into a portfolio of experiments with the right to honest error and rapid learning. Artificial intelligence generates variants and finds correlations, but it does not feel the limits of relevance, it does not know how to intuitively combine insights from cultural history, from art, from public debates and turn them into a brand image that resonates and leads. A person is able to perceive ambiguity as a resource, build several plausible scenarios, assess their consequences for people and the planet, formulate the rules of the game, according to which the company will compete fairly and at the same time remain a desirable market participant. It is people who make strategic alliances, feel the moment of entering a niche, understand when it is worth slowing down scaling due to a lack of prepared partners, and when, on the contrary, speed up while competitors are sleeping. Algorithms accelerate analysis, but the courage to bet on uncertainty and responsibility for the consequences belong only to people. Strategic marketing on a transnational scale is a discipline of ethics, law and public legitimacy, and this requires human judgment and the ability to explain decisions to those to whom they concern. Artificial intelligence has no concept of dignity, does not distinguish between the tones of public speech, does not feel when personalization becomes intrusive, when a discount looks like pressure, when the price is perceived as unfair. A person builds a system of safeguards in which data is collected in proportion to the purpose, in which the client understands why and how their information is used, in which the limits of automation are defined so that the person has the right to explanation and appeal. It combines the requirements of different jurisdictions, ensures that speed does not destroy quality and security, and ensures the connection between financial discipline and brand values. That is why the role of a person in strategic marketing does not disappear, but rather increases, because the more powerful the tools of analytics and the application of artificial intelligence, the more important empathy, responsibility, the ability to see the whole system and talk about the complex simply, turning unwieldy tables into solutions that customers love and society is proud of.

The financial aspect of business analytics in multinational corporations begins with the discipline of making investment decisions, where every hryvnia of expenses and every hryvnia of capital receives a transparent justification. Analytics combines data on sales, prices, cost, logistics, service and marketing into a single picture of the marginality of products, channels and countries, allowing to understand the real contribution of each direction to profit and cash flow. On this basis, management evaluates alternatives, models scenarios with different assumptions about demand, exchange rate fluctuations, energy costs and the cost of credit resources, determines break-even points, checks sensitivity to key risks and focuses capital on projects with the highest expected return, taking into account risk. Business analytics here acts as a common language between finance, marketing, operations, and production, as it shows the cause-and-effect relationships between prices, promotional activity, service levels, inventory turnover rates, and gross margin, transforming complex business geography into a manageable system. Detailed cost analytics at the product and customer segment level reveals hidden costs, such as additional deliveries, returns, rework, and payment delays, and shows where margin is being lost due to excessive discounts or inconsistent terms. Campaign impact measurement tools separate organic demand from incremental demand, help find the optimal mix of channels and contact frequency, determine the saturation threshold, and prevent budget overspending without added value. Price elasticity models suggest in which categories the price can increase without compromising volume, and where more attention is needed to the quality of service and packaging of the offer. This transparency eliminates the temptation to buy sales at the expense of profit, aligns marketing investments with financial goals, and gives local teams the freedom to operate within a clear financial framework that maintains a healthy brand economy.

Transparency in inventory, receivables, and payables allows you to identify bottlenecks, reduce turnaround times at every stage, coordinate payment terms with trading partners, and reduce the need for costly revolving financing. Analytics show which products and customers are causing delays, which contract terms are generating cash gaps, how payment terms vary between countries, and how holidays, customs procedures, and local regulations affect them. Additionally, risk models allow you to manage currency positions, choose natural hedging methods through matching revenue and expense currencies, plan interest and repayment schedules, and make decisions about where to allocate free cash, taking into account bank reliability and regulatory requirements. As a result, the company reduces financial costs, maintains cash flow stability and increases investment capacity without excessive debt burden. A transnational corporation must coordinate accounting and management analytics between countries, take care of uniform directories and definition of indicators, confirm the origin of data and track transformations from the primary document to the summary table. This ensures the compatibility of management decisions with the requirements of international financial reporting standards, with local tax rules and with disclosure obligations for capital markets. Analytics helps to build reliable cash flow forecasts, model covenants under loan agreements, assess the impact of environmental and social obligations on costs and on capital, and also create a balanced scorecard that combines financial and non-financial goals. When financial analytics works as a shared discipline, the board of directors, investors and local teams speak the same language, risks are identified early and capital is consistently converted into growth, which is supported by real profits and a sustainable license to operate in each country of presence.

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4. Conclusions

Business analytics transforms multinational corporations from slow hierarchies into data-driven ecosystems where strategic decisions are based on proven facts and quickly adapt to market signals. It combines local insights with the global demand picture, allows you to see regional differences not as a problem but as a source of advantage, and synchronizes the portfolio of brands, channels, and pricing strategies across multiple countries. With a single language of metrics, the board receives not just summary charts, but cause-and-effect relationships between investments, operational changes, and results, which allows you to plan scenarios with different assumptions and understand the limits of uncertainty. Analytics disciplines strategic ambitions, cuts off beautiful but empty initiatives, accelerates entry into new markets through accurate models of opportunity size and cost of entry, and allows you to stop non-value-adding directions in time. As a result, the multinational corporation ceases to be a composition of separate divisions and begins to act as a holistic organism, in which capital, attention and talents move to where the expected return is highest, taking into account risk. Business analytics radically increases the operational efficiency of multinational corporations, because it transforms supply chains, production plans and logistics into a transparent system with manageable bottlenecks. Companies see in a mode close to real-time how demand fluctuates at the item and point-of-sale levels, how raw material delivery times change, how residues accumulate and where quality losses occur. Demand forecasting becomes multi-layered, covering seasonal patterns, promotional activity, weather factors, local holidays and media attention, thanks to which production and transportation are aligned with sales plans without excess inventory and rush hours. Analytics support network capacity planning, allow for cost, time, and risk-based order allocation across plants, suggest where to create a buffer and where to contract out, and make visible the effects of tradeoffs between speed and cost. When operations are data-driven, capital tied up in inventory is reduced, downtime is reduced, defect rates fall, energy consumption becomes manageable, and customer service levels are aligned across countries. Business analytics transforms interactions with customers, regulators, and society by bringing evidence to marketing, service, risk management, and compliance. Multinational corporations are empowered to build segmentation that reflects real differences in behavior and value perception, design frictionless customer journeys, and test hypotheses so that the impact of campaigns is seen not just in clicks but in long-term customer value and margins. Analytics provides a transparent account of the impact of decisions on risks, such as credit risk in financial products or safety risks in manufacturing, and helps meet requirements across jurisdictions through data quality control, consent management, and traceability. It also supports reporting on environmental and social outcomes, connecting data on emissions, resource use, labor conditions, and suppliers so that sustainability initiatives are based on measurable metrics rather than declarations. In this model, brand trust increases, and dialogue with regulators and communities is conducted in the language of facts and proven scenarios, which reduces fines, reputational damage, and delays in permits. Business analytics is changing the culture of multinational corporations by making knowledge a shared asset and embedding learning into the rhythm of work. Sales, manufacturing, finance, risk, and service teams work on shared dashboards, look at the same metrics, and meet in shared cycles of root cause analysis rather than blame-finding. This reduces political games, speeds up decision-making, and builds a habit of verifying claims with data. Analytics augments people, not replaces them, as AI and automation tools remove routine, suggest options, and identify anomalies, but the final tradeoffs for fairness, reputation, and long-term consequences are made by leaders who see the context and are accountable. Without business analytics, a multinational corporation loses control at scale, misses weak signals of change, wastes resources on inertia, and falls behind customers and regulators. With business analytics, it turns complexity into advantage, scales best practices across countries, minimizes costly mistakes, and consistently translates investments into growth that customers, shareholders, and society experience.

Digital technologies have transformed strategic marketing for multinational corporations into a discipline that works with real-time data, with global visibility into demand and instant learning cycles. Single data warehouses, analytical dashboards, multi-touch attribution, segment and micro-segment pattern recognition, all of which allow you to see exactly what is really driving revenue across countries, channels and categories. Executives gain a shared truth about customer behavior, can rank investments by return, choose the right combinations of media, creative and offers, and quickly abandon what is not working. Without this digital transparency, strategic marketing loses its meaning, because decisions are based on intuition, not facts, and on a global scale, such blindness multiplies errors and makes costs inefficient. Omnichannel experiences have become the standard, and it is digital technologies that allow you to manage it consistently across markets with different languages, regulations and buying habits. Customer data management platforms, communication automation systems, personalization tools on the site and in applications, integration with marketplaces and retail networks, all this creates a single logic of contact from the first display of the ad to the second purchase and service. Strategic marketing sets what value a specific segment receives in a specific context, and the digital infrastructure ensures the accuracy of delivery of this value and the measurability of results. Without a digital omnichannel layer, a corporation either fragments into incompatible initiatives or loses relevance, as it cannot give the customer a smooth and predictable brand journey in any country.

Artificial intelligence and automated experimental platforms have radically accelerated strategic cycles, combining the scale of a corporation with the agility of a startup. Demand forecasting models tell us where interest will grow and which marketing combinations will yield the best margins, variant generators help us quickly create and test creatives, real-time optimizers adjust budgets across markets and channels, and continuous A/B testing systems turn assumptions into proven knowledge. Strategic marketing in this architecture defines hypotheses, safety rules, ethical frameworks, success metrics, and scaling procedures so that algorithms work for the brand's goals, not against them. Without this combination of human design and digital speed, a corporation either moves too slowly or risks chaotic changes that damage brand equity and scare away customers. Digital technologies have made issues of trust, privacy, and regulatory compliance part of marketing strategy, not just a legal formality, changing the very nature of brand management. The shift to customer-driven data, transparent policies for collecting and using information, quality control of sources, protection against manipulative practices and fraud, and responsible communication about the product's impact on the environment and society now determine whether a corporation will gain and retain the right to contact. Strategic marketing acts as a coordinator between analytics, law, production, and service, transforming compliance into a competitive advantage and the basis for long-term relationships with customers, platforms, and government institutions. Without such digitally conscious management, a corporation loses access to quality data, partnerships, and consumer trust, and therefore loses the ability to grow in complex global markets.

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