

DOI: <http://dx.doi.org/10.30970/meu.2026.55.0.5507>

UDK 339.1:659.18
JEL D 40, M 31, M 39

INTERNATIONAL MARKETING SUPPORT FOR THE IMPLEMENTATION OF STARTUP PROJECTS AT A MUNICIPAL ENTERPRISE

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This article develops and justifies an international marketing communication strategy for launching startup projects and promoting them on social media, using the example of the Municipal Infrastructure Public Enterprise in Dnipro, Ukraine. It highlights theoretical and methodological approaches to the international marketing, innovation, and communication activities of economic and social actors in the context of creating, scaling, and promoting high-tech startup projects. An IFAS analysis of the internal environment of the “City Infrastructure” Municipal Enterprise in the field of marketing communications was conducted with a view to the international promotion of high-tech startup projects. Marketing research was conducted on consumers’ preferences for innovation to determine the appeal of the startup’s products to consumers and the potential for incorporating new developments into international marketing activities, taking into account globalization trends. The SMART model has been applied to the international objectives of a municipal enterprise in the areas of information, service, and reputational interaction with key external and internal stakeholders during the implementation of startup project technologies. In this context, raising residents’ awareness of the social benefits of innovative startup projects is of significant importance. It has been established that an effective innovation marketing system is a key prerequisite for the successful implementation of international marketing for startup projects in Ukraine, the EU, and around the world. Such a system ensures communication and positive feedback regarding the startup’s high-tech products from end consumers, enabling continuous analysis of their needs and the identification of new requirements for the utility company’s products and services.

Keywords: international marketing, communication strategy, support, startup projects, promotion, municipal enterprise.



A general formulation of the problem and its connection to important scientific or practical challenges. Against the backdrop of a digitalizing society and turbulent geopolitical challenges, international marketing support for the implementation of high-tech startup projects is becoming increasingly important as a tool for organizations to interact with their external environment.

By applying the concept of international marketing, it is possible to perform various functions in the course of promoting startup projects, such as: analyzing the internal and external environments of startup projects, organizing the flow of goods, and implementing product, pricing, distribution, and communication policies. Strategic and tactical planning within the framework of innovative startup projects is organized using the components of innovation marketing.

Analysis of Recent Studies and Publications. In the context of rapid technological and market changes, it is important to examine the impact of implementing startup projects on the development of international competitive advantages for public utilities. Works by experts such as Stanisław Borkowski, Robert Ulewicz, S. M. Ilyashenko, Philip Kotler, Oleksandr Zozulov, Yevhen Romat, and others are devoted to this topic. These works highlight the processes of the international diffusion of innovations and startup projects within enterprises. Representatives of the Polish School of International Management, Stanisław Borkowski and Robert Ulewicz, analyze the degree of modernity of machine components and devices in the communications sector, which can be utilized in the development of startup projects [1, pp. 196–198, 204].

S. M. Ilyashenko examines the need for coordinated interaction between an enterprise's innovation and marketing activities. He defines innovative products in the context of international startup projects as new and updated products, technologies, services, and non-standard management solutions [2, p. 454]. M. F. Zaylik and O. I. Vivchar examine the marketing support for promoting innovation flows in the context of achieving the effectiveness of international operations [3].

Yevhen Romat, in his research on marketing in public administration, emphasizes the application of management concepts and a set of international marketing tools with a view to addressing social trends and meeting societal needs [4, p. 60]. H. Levkiv, V. Gabela, and N. Melnyk examine marketing in the context of improving the quality and international competitiveness of a startup project [5].

However, a range of complex issues related to improving international marketing support for the implementation of startup projects at a municipal enterprise – However, a range of complex issues related to improving international marketing support for the implementation of startup projects at a municipal enterprise taking into account international geopolitical challenges and digital communication solutions – require in-depth study. taking into account international geopolitical challenges and digital communication solutions – require in-depth study.

Statement of the Problem (Formulation of the Article's Objectives). The purpose of this research is to develop and justify an international marketing communication strategy for launching startup projects and promoting them on social media, using the municipal enterprise “City Infrastructure” in Dnipro, Ukraine, as a case research.

In accordance with the stated objective, this paper sets the following tasks:

- to examine theoretical and methodological approaches to the international marketing, innovation, and communication activities of economic and social actors in the context of creating, scaling, and promoting high-tech startup projects;

- to conduct an IFAS analysis of the internal environment of the “City Infrastructure” Municipal Enterprise in the field of marketing communications with a view to the international promotion of high-tech startup projects;
- conduct marketing research on consumers’ preferences for innovative products with a view to determining the appeal of the startup’s products to consumers and the potential for integrating new developments into international marketing activities, taking into account globalization trends;
- apply the SMART model to the municipal enterprise’s international objectives in the areas of information, service, and reputation management in its interactions with key external and internal stakeholders during the implementation of startup project technologies.

Research Methods. This scientific article employs the following research methods: generalization and comparison - during the critical analysis of the scientific literature; tabular and scoring methods - during the IFAS analysis of the internal environment of the “City Infrastructure” Municipal Enterprise; surveys and graphical methods - during the organization of marketing research; content analysis - during the research of the main target audience’s interaction on global social networks; and the SMART approach - during the development of a SMART model for the municipal enterprise’s international objectives in formulating a marketing communications strategy for the implementation of startup projects.

Presentation of the Main Research Material. Given the specific nature of the international public sector, the communication strategy for implementing innovative startup projects is focused on a set of goals that are of a social nature in the context of developing international social responsibility. An important objective is to explain the specifics of managing startup projects and cybersecurity at the community level. Social media platforms make it possible to adapt the core of international communications about a startup project’s competitive advantages for target audiences in local communities interested in the commercialization of innovations [6].

Representatives of the Polish School of Economic Management, Stanisław Borkowski and Robert Ulewicz, analyze the degree of modernity of parts, machine components, and devices using the ABC method; the researchers’ approach to maintaining technological progress aimed at reliability (RMC) is particularly important [1, pp. 196–198, 204]. We concur with the researchers and believe that an increase in innovation within the realm of high-tech startup projects has a progressively greater impact on enhancing the reliability and international competitiveness of products emerging from the startup ecosystem.

That is why, in international economic relations, top priority should be given to increasing the flow of innovations through startup projects aimed at improving the technical and service components of the competitiveness of products manufactured by machine-building enterprises. At the same time, international scientific and technical cooperation makes it possible to adapt best practices and align the implementation of innovations with market needs.

Economic and social actors seeking to achieve a dominant position in global goods and services markets are constantly organizing and coordinating international marketing, innovation, and communication activities. We support S. M. Ilyashenko’s views on the importance of utilizing improved or fundamentally new innovative marketing tools, forms, and methods in the process of creating innovative products and disseminating them, with the aim of more effectively meeting the needs of both consumers and producers [2, p. 454]. We believe that the comprehensive application of marketing elements in startup projects will make it possible to improve the effectiveness of managing international marketing activities at modern high-tech enterprises in Ukraine, the EU, and around the world.

M. F. Zaylik and O. I. Vivchar emphasize that it is an indisputable fact that nearly all companies worldwide that are successfully developing in the market owe their success precisely to innovations born out of startup projects [3, p. 186]. We believe that drawing on positive international experience in the field of marketing support for the launch, scaling, and promotion of high-tech startup projects, as well as adapting and implementing global approaches to organizing marketing and innovation activities, can strengthen the competitive position of startup projects for municipal enterprises.

Yevhen Romat aptly emphasizes the fundamental application of the concept of “public administration,” identifying such types of public marketing as: government marketing by regional authorities and municipal marketing within the framework of local self-government bodies [4, p. 61]. In our view, this scientific and methodological distinction of the concept of “municipal marketing” creates a range of international opportunities for analyzing and planning the creation, scaling, and promotion of high-tech startup projects by municipal enterprises at the level of specific municipalities. In this regard, it is appropriate to compare international marketing strategies for supporting the implementation of startup projects in Ukraine and EU countries, primarily Poland, the Czech Republic, and Germany.

H. Levkiv, V. Hobela, and N. Melnyk correctly note that the way marketing is organized for startup projects determines how their products are perceived by target customers and helps build appropriate awareness of the startup’s brand [5].

The “City Infrastructure” Municipal Enterprise of the Dnipro City Council is a municipally owned business entity established to serve the economic and social interests of the local community of the city of Dnipro [7; 8]. “City Infrastructure” Municipal Enterprise (official website: <https://dniprorada.gov.ua/uk/page/komunalne-pidpriemstvo-miska-infrastruktura-dniprovskoi-miskoi-radi#gsc.tab=0>) plays an important role in Dnipro’s urban management system, performing functions that directly impact the daily lives of the city’s residents. Therefore, it is appropriate to conduct, as part of an international marketing and communications strategy, informational and educational campaigns to explain to local communities the benefits of promoting startup activity through marketing.

The international marketing and communications strategy of the municipal enterprise “City Infrastructure” during the creation, scaling, and promotion of high-tech startup projects is primarily informational and service-oriented and aims to facilitate interaction between the enterprise and city residents [7; 8].

The main digital channel for the “City Infrastructure” municipal enterprise’s international marketing and social communications is its Facebook page, which operates as an open community. The group was created on February 8, 2018, which indicates a relatively long period of existence and accumulated experience in successfully engaging with its audience. As of the time of this analysis, the group has approximately 1,900 followers [7; 8].

To determine the structure of the communication activities of the Municipal Infrastructure Public Enterprise in the international digital environment of startup project marketing, the content analysis method was applied. Its use allows for formalized conclusions regarding the content of startup activities and messages based on their international communication function.

It should be noted that the company’s international marketing communication content, within the framework of its communication strategy for promoting information flows about startup projects, is clearly concentrated in two areas: reporting/transparency of scaling (42%) and the image component (29%). Together, these two types account for 71% of all text publications during the period, indicating the dominance of public accountability and

reputational logic in the flow of international marketing communications - a characteristic typical of public-sector enterprises [7; 8].

To assess the internal environment of the “City Infrastructure” Municipal Enterprise in the field of international marketing and social communications when promoting high-tech startup projects, it is advisable to apply IFAS analysis, which allows for the systematization of the enterprise’s strengths and weaknesses in terms of organizing communication activities, particularly on global social networks, forums, blogs, chat rooms, events aimed at promoting high-tech startup projects.

The results of the IFAS analysis indicate that the municipal enterprise “City Infrastructure” possesses internal communication potential, which is currently being utilized in a piecemeal manner with regard to the content of communication messages and without a systematic marketing approach. It should be noted that the relatively low proportion of explanatory and service-oriented messages in the flow of integrated marketing communications and strategies indicates potential for raising awareness among key target audiences regarding the high-tech nature of launching, scaling, and promoting startup projects.

Table 1

IFAS Analysis of the Internal Environment of the “City Infrastructure” Municipal Enterprise in the Field of Marketing Communications with a Focus on Promoting High-Tech Startup Projects

Internal factors	Factor Content	Weight	Rating	A balanced assessment
Strengths				
The municipal enterprise's reputation for innovation	A municipal enterprise's reputation for innovation increases the level of trust among the local community and ensures the legitimacy of its communications	0.20	4	0.80
Trust and Social Responsibility	Communications are perceived as social media-friendly by target audiences	0.15	4	0.60
Consistency of Media Content	Consistency of Information Campaigns and Public Initiatives	0.15	3	0.45
Corporate Brand and Communication Tone	Marketing and social communication trends are relevant to current market conditions	0.10	3	0.30
Weaknesses				
The one-way nature of communication	Communication channels are used to provide information without engaging in an in-depth dialogue	0.15	2	0.30
Lack of a clear SMM strategy	Target audiences, communication goals, and KPIs on social media have not been defined	0.15	1	0.15
Low level of content interactivity	Low levels of interactivity in communications and adaptation of content to the specific characteristics of how startup projects are perceived	0.10	2	0.20
Total		1.00		2.80

Source: Compiled by the authors based on [7; 8; 9; 10]

Management challenge: Insufficient consideration in the municipal enterprise's marketing activities of the target audiences' needs regarding startup projects, and incomplete adherence to corporate social responsibility.

Marketing challenge: The one-sided nature of strategic communication efforts regarding the coordination of startup projects on global social media platforms; content is largely not adapted to the specific characteristics of these platforms and fails to leverage the potential of interactive formats, thereby limiting consumer engagement.

The average number of engagement interactions per post was calculated based on statistical data from the "City Infrastructure" municipal enterprise's page over an 8-month period. The analysis took into account the total number of engagement interactions (likes, comments, recommendations, and shares) and the number of posts published during the study period.

During the period under review, the total number of likes on posts was $\Sigma Ri = 5,246$, comments $\Sigma Ri = 85$, and shares $\Sigma Ri = 477$; the number of posts analyzed was $n = 82$.

Accordingly, the average number of relevant reactions per post is:

$$\begin{aligned} R_{likes} &= \frac{5246}{82} = 63,9 \text{ likes,} \\ R_{comments} &= \frac{85}{82} = 1,04 \text{ comments,} \\ R_{share} &= \frac{477}{82} = 5,82 \text{ share,} \end{aligned}$$

Thus, the average number of engagement interactions per post on the "City Infrastructure" municipal enterprise's page during the study period was $R = 63.9$ likes, $R = 1.04$ comments, and $R = 5.82$ shares.

In order to comprehensively assess the success of implementing innovation streams, it is necessary to conduct marketing research on consumers' preferences regarding innovations. At the same time, an important task of international marketing research during the creation and scaling of a startup project is to determine the appeal of the startup's products to consumers and the feasibility of incorporating new developments into marketing activities, taking into account globalization trends [2; 10; 11].

The purpose of the marketing research was to identify the characteristics of how the company's innovative content is perceived, the nature of users' international strategic engagement with the publications, and their willingness to provide feedback, as well as to clarify the reasons for the limited engagement of certain audience segments.

The objectives of the international marketing research are as follows:

- to identify the key digital channels through which residents receive information about the company's activities;
- to assess the perception of various types of international and domestic content (reporting, explanatory, and service-oriented);
- to analyze the level and forms of audience engagement with publications that explain the diffusion of innovations in startup projects;
- to identify users' expectations regarding the strategic communication role of the utility company's social media channels.

As part of the research, Hypothesis 1 was proposed: The predominance of reporting and image-building content creates a one-sided model of international communications, while the insufficient representation of explanatory and service-oriented content limits the development of feedback and dialogic forms of strategic interaction.

The research general population consisted of residents of Dnipro who use social media and potentially engage with information from the municipal enterprise "City Infrastructure".

The sample size was set at 146 respondents, which corresponds to the minimum sufficient level for a pilot international marketing research of audience behavioral characteristics in the digital environment, given limited access to personalized data and the implementation of innovative startup projects.

The data collection tool was a structured questionnaire designed to account for the specific nature of the municipal enterprise's international and domestic operations and aimed at assessing media preferences, patterns of consumption of innovative content, and attitudes toward communications on social media, forums, blogs, and chat rooms. The survey was conducted online from April 1 to April 20, 2026, using Google Forms, among representatives of the main target audiences.

The results of the questionnaire survey were analyzed in conjunction with data from content analysis and analysis of audience engagement on the global social media platforms of the Municipal Infrastructure Public Enterprise. This approach made it possible not only to record formal indicators of audience presence within the brand's sphere of influence, but also to clarify the nature of the audience's conscious innovative behavior, expectations regarding content about high-tech startup projects, and attitudes toward the communicative role of the enterprise and startup projects in the digital environment [12].

An analysis of respondents' answers shows that, in terms of startup innovations, the audience is most interested in explanatory and service-oriented content (Fig. 1). At the same time, while reporting publications are important for ensuring transparency in a company's operations, the majority of respondents do not consider them sufficient for a full understanding of the logic behind management decisions regarding the implementation of startup projects. This pattern of search queries aligns with the results of a content analysis, which revealed a predominance of reporting content alongside an insufficient presence of explanatory, educational, and service-oriented materials on marketing startup projects.

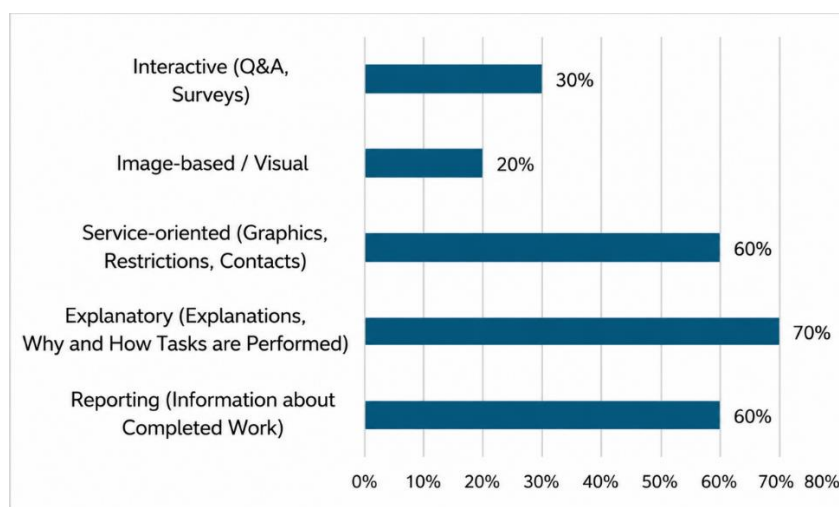


Figure 1. Distribution of respondents' answers regarding the most useful types of content posted by the "City Infrastructure" Municipal Enterprise on social media in the context of implementing startup projects

Source: compiled by the authors

The survey results showed that most respondents interact with the company's content in passive ways, specifically by viewing posts and using reactions (Fig. 1).

The proportion of users who regularly leave comments or ask questions remains limited in the context of potential efforts to boost marketing for startup projects (Fig. 2). At the same time, a significant portion of respondents noted the importance of receiving responses from the company on social media, which indicates a demand for a more active and service-oriented communication model on social media. In this regard, in our view, it is appropriate to employ an aggressive (proactive) marketing communication strategy to raise awareness about the implementation of high-tech startup projects.

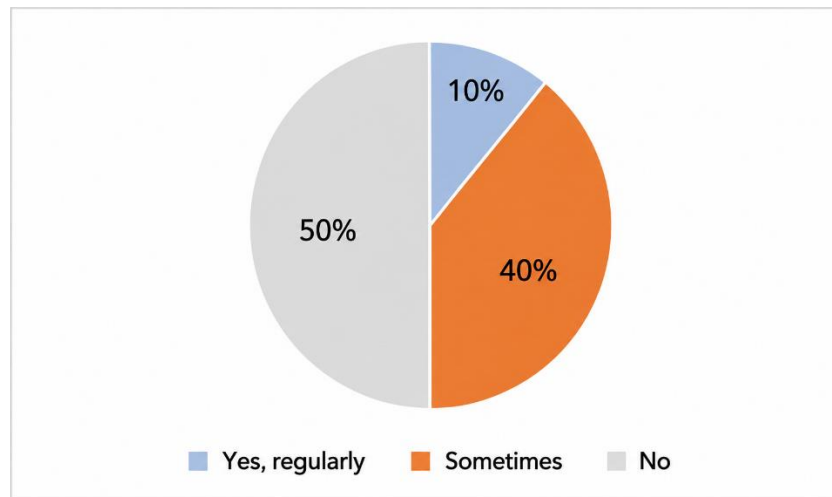


Figure 2. Distribution of respondents' answers regarding the use of reactions (likes) under posts by the "City Infrastructure" municipal enterprise in the context of a potential boost to the marketing of startup projects

Source: compiled by the authors

An overall assessment of respondents' attitudes toward the international marketing communication strategy of the "City Infrastructure" Municipal Enterprise, in light of the potential expansion of startup activities, indicates a predominantly neutral-to-positive perception of this social actor. The value of the adapted Net Promoter Score (NPS) indicates potential for increased trust, provided that information and awareness campaigns are strengthened at the international, national, and local levels. The survey results confirm the need to record online broadcasts in audio and video formats, which will increase awareness among key target audiences regarding the competitive advantages of innovative startup projects.

The segment of users with application- and service-related needs deserves special attention. Comments on posts periodically include questions, remarks, or expressions of dissatisfaction related to the lack of implementation and successful commercialization of startup projects. At the same time, we identify a cohort of potentially active users at the international level who demonstrate a willingness to engage more broadly with technologies for creating, scaling, and promoting startup projects, provided there are appropriate marketing and communication incentives.

To specify the objectives of the municipal enterprise's proactive international marketing communication strategy during the implementation of startup projects, this study applies the SMART approach (Table 2), adapted to the specifics of the public sector. This SMART model is used to structure qualitative international objectives for informational, service-oriented, and reputational interactions with key external and internal stakeholders during the implementation of startup project technologies [12; 13].

Table 2

The SMART Model for a Public Utility's International Objectives in Developing a Marketing Communications Strategy with a View to Implementing Startup Projects

Strategic Direction of Communication Functions	SMART Tasks	Specification Based on the SMART Criteria
International Information Function	Ensure the regular and clear organization of international information and awareness campaigns on the benefits of startup projects	S – publications about the municipal enterprise's international high-tech events; M – at least 23 publications per month; A – equity; R – relevance in the public international promotion of startups; T – consistency of publications
Service Communication	Improve customer service while developing strategic marketing communications for startup projects	S – consistent positive feedback; M – a 9.8% increase in awareness of startups; A – coordination of interactions; R – transparency in communication policy; T – the time dimension of startup implementation
International Reputation Function	To foster a lasting, positive international perception of startup projects in modern ecosystems	S – an international showcase of best practices among startups; M – an international brand voice; A – access to relevant content; R – alignment with the social mission of startup projects; T – long-term international public relations within communities

Source: Compiled by the authors based on [9; 10; 12; 13]

The proposed SMART model for international marketing communication tasks is tailored to the specific goal of raising awareness of startup projects among the target audiences of a municipal enterprise. In this context, it is important to increase residents' awareness of the social benefits of innovative startup projects. Providing information, explanations, and training on how to use technologies within the framework of international startup projects contributes to their dissemination among economic and social actors in communities [14].

It is worth noting the need for a more in-depth study of the set of indicators for communication activities during the implementation of international strategic marketing support for startup projects at a municipal enterprise.

Conclusions and Prospects for Further Research. It has been established that an effective innovation marketing system is a key prerequisite for the successful implementation of international marketing for startup projects in Ukraine, the EU, and worldwide. Such a system ensures communication and positive feedback regarding the startup project's high-tech products from end consumers, enabling continuous analysis of their needs and identification of new requirements for the municipal enterprise's products and services. This paper develops and justifies an international marketing communication strategy for

implementing startup projects and promoting them on social media, using the municipal enterprise “City Infrastructure” in Dnipro, Ukraine, as a case research.

Prospects for further research in this area lie in the comprehensive application of artificial intelligence tools in the creation and promotion of media content for high-tech startup projects, which can be implemented in the marketing activities of municipal enterprises in Ukraine, the EU, and around the world.

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МІЖНАРОДНА МАРКЕТИНГОВА ПІДТРИМКА РЕАЛІЗАЦІЇ СТАРТАП-ПРОЕКТІВ НА МУНІЦИПАЛЬНОМУ ПІДПРИЄМСТВІ**Сергій Касян¹, Радослав Дзюба², Марина Семесенко¹**¹НТУ «Дніпровська політехніка»,

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Анотація. У статті розроблено та науково обґрунтовано міжнародну маркетингову комунікаційну стратегію впровадження стартап-проектів та їх просування у соціальних мережах на прикладі КП «Міська інфраструктура» м. Дніпро, Україна. Розкрито теоретико-методологічні засади міжнародної маркетингової, інноваційної та комунікаційної діяльності економічних і соціальних агентів у контексті створення, комерціалізації, масштабування та просування високотехнологічних стартап-проектів на внутрішньому й міжнародному ринках. Особливу увагу приділено формуванню інтегрованої системи маркетингових комунікацій, орієнтованої на посилення взаємодії підприємства з цільовими аудиторіями та ключовими стейкхолдерами. Проведено IFAS-аналіз внутрішнього середовища КП «Міська інфраструктура» у сфері маркетингових комунікацій у проєкції міжнародного просування високотехнологічних стартап-проектів, що дало змогу визначити ключові сильні та слабкі сторони комунікаційної діяльності підприємства. Організовано маркетингове дослідження інноваційних уподобань споживачів з метою оцінювання привабливості продукції стартапів, визначення готовності цільових аудиторій до сприйняття інновацій та можливостей інтеграції нових розробок у міжнародну маркетингову діяльність з урахуванням глобалізаційних і цифровізаційних тенденцій. Застосовано SMART-модель формування міжнародних завдань комунального підприємства у просторі інформаційної, сервісної та репутаційної взаємодії з основними зовнішніми і внутрішніми стейкхолдерами під час упровадження технологій стартап-проектів. Обґрунтовано необхідність підвищення рівня поінформованості мешканців про функціональні переваги та суспільну корисність інноваційних рішень, а також активізації використання соціальних мереж як інструменту комунікації, формування довіри та отримання зворотного зв'язку. Встановлено, що важливою передумовою успішної реалізації міжнародного маркетингу стартап-проектів в Україні, ЄС та на світових ринках є формування ефективної системи маркетингу інновацій. Така система забезпечує стійкий комунікаційний зв'язок і позитивний зворотний зв'язок між розробниками високотехнологічної продукції, комунальним підприємством та кінцевими споживачами, створюючи інформаційну основу для постійного моніторингу їхніх потреб, виявлення нових вимог до продуктів і послуг та адаптації міжнародної маркетингової комунікаційної стратегії до динамічних змін глобального середовища.

Ключові слова: міжнародний маркетинг, комунікаційна стратегія, підтримка, стартап-проекти, просування, муніципальне підприємство.

*Стаття надійшла до редколегії 5.06.2026**Прийнята до друку 25.06.2026**Опублікована (оприлюднена) 30.06.2026*