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Marketing in the digital age: cultural values as agents of socially responsible marketing in the digital economy

Маркетинг у цифрову епоху: культурні цінності як агенти соціально відповідального маркетингу в цифровій економіці

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Abstract

The purpose of the article is to determine the relationship between the characteristics of social marketing stakeholders and the degree of development of marketing systems in the digital economy. The results of the study are based on a critical analysis of the tools and processes of functioning of marketing systems in the context of digitalisation, and the changes it causes in marketing systems at basic and extended levels due to specific features inherent in the digital economy. The concept of cultural dimensions by Hofstede (2010) is applied to determine the collective behavioural characteristics of the most numerous stakeholders of social marketing, which are members of society in selected countries. A positive statistically significant correlation between the share of online shoppers against the indulgence

Анотація

Метою статті є визначення зв'язку між характеристиками стейкхолдерів соціального маркетингу та міри розвитку маркетингових систем у цифровій економіці. Результати дослідження ґрунтуються на критичному аналізі інструментів та процесів функціонування маркетингових систем у контексті діджиталізації, та змін, які вона викликає у маркетингових системах на основному та розширеному рівні через специфічні риси, притаманні цифровій економіці. Застосовано концепцію культурних цінностей Хофстеде (2010) для визначення колективних особливостей поведінки найчисельніших стейкхолдерів соціального маркетингу – членів суспільства для низки країн. З'ясовано позитивну статистично достовірну кореляцію між часткою онлайн-покупців та

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index ($R=.77$) and the individualism index ($R=.73$) was found. There is a negative statistically significant correlation between the share of online shoppers against uncertainty avoidance ($R=-.76$), power distance ($R=-.67$), gender culture type ($R=-.27$) and long-term orientation ($R=-.27$). In general, a significant part of the expected impact of uncertainty avoidance is taken over by mechanisms that guarantee the protection of personal data from unauthorised use and security from fraud and crime committed in cyberspace.

Key words: social marketing, macro marketing, marketing systems, socially responsible marketing, social stakeholders, digital economy, cultural values.

Introduction

In a post-industrial society, consumption is becoming particularly important for socioeconomic development, and marketing is becoming an important factor in dominating the global space. Along with the satisfaction of basic consumer needs, there is a fundamental change in their content and nature. Consumption is beginning to be seen as a process of not only economic but also social interaction between members of society. In this regard, since the 60s of the XX century, social marketing has been actively developing, and the concept of social interaction, and social responsibility in marketing, their components and factors have been studied. This research continues to this day.

The development of digital technologies at the present stage has reached a level where the technological structure is changing – economy 4.0 is developing, based on the processes of dating, digitalisation, virtualisation, and generativity. Under their influence, traditional activities and social interaction ways are changing, which affects marketing and consumption. In marketing, there are fundamental changes associated with the transfer of market power to users of information networks, the ability of consumers to create and distribute their content, organise the interaction with other consumers, the possibility of targeted multilateral interactive interaction, and the use of a consumer's digital footprint. At the intersection of the evolution of the marketing concept towards a greater consideration of the social component and technological opportunities arising from modern information and communication technologies (ICT), there is a

показником поблажливості ($R=.77$) та індексом індивідуалізму ($R=.73$). Зафіксовано негативну статистично достовірну кореляцію між часткою онлайн-покупців та уникненням невизначеності ($R=-.76$), дистанцією влади ($R=-.67$), гендерним типом культури ($R=-.27$) та довгостроковою орієнтацією ($R=-.27$). Узагальнено, що значна частина очікуваного впливу ухилення від невизначеності перебирається механізмами, які гарантують захист особистих даних від несанкціонованого використання та безпеку від шахрайства та злочинів, які здійснюються у кіберпросторі.

Ключові слова: соціальний маркетинг, макро маркетинг, маркетингові системи, соціально відповідальний маркетинг, соціальні стейкхолдери, цифрова економіка, культурні цінності.

need to study the impact of digital technologies on certain components and types of marketing, including social marketing, to understand its tasks and identify implementation tools.

Hypothesis. The authors suggest that depending on the value characteristics of society, the development of marketing systems, including those in the digital economy, reaches different levels. In other words, there is a connection between the ultimate level of social marketing – corporate citizenship, stakeholder orientation, and social/environmental sustainability – and the indicators of the development of marketing systems in the digital economy. The same level of social marketing effectively limits the progress and implementation of digital technologies in marketing: they acquire opportunities for further development if the development of society's value system takes place, which is reflected in the next level of social marketing development.

The purpose of the study is to determine the relationship between the characteristics of social marketing stakeholders and the degree of development of marketing systems in the digital economy, which will determine the need to reframe marketing as a social construct in the digital age. Achieving this goal will make it possible to identify tools for influencing the formation and functioning of marketing systems in the digital age, which, in turn, will make it possible to instrumentalise the consistency of the purpose and nature of their development with the interests of society as a whole.

Literature Review

The development of social marketing is a natural continuation of the classical concept of marketing management, which dates back to the 50s of the XX century. Already in the theory of stages of economic development, W. Rostow (1959) considers marketing as a powerful force that transfers society to mass consumption and leads to the next level – post-industrial society, which was later called the quality-orientated economy. Through mutually beneficial exchange processes between producers and consumers, not only is the efficiency of market activity increased but its effectiveness is also enhanced by the increase in the number of resources at the disposal of producers, achieved through better exchanges and more efficient localisation of resources in activities with the highest potential for return and higher added value.

The act of consumption is changing the consumer (Baker & Sinkula, 2005), and consumer experience increasingly includes social interaction and influences one. Accordingly, since the 1960s of XX century, marketing has gradually recognised its social significance (Alderson, 1964), which can be traced to the impact of collective interaction of exchange participants and influence groups, ties with interest groups, individual communities, and society as a whole, the impact of consumption on behaviour, and the use of consumption as a factor of social identification. The scope of marketing is gradually expanding to include non-profits and governmental organisations (Kotler & Levy, 1969), and it is beginning to be seen as a driver and instrument of social change (Kotler & Zaltman, 1971). The concepts of social and societal marketing emerged (El-Ansary, 1974), where the former covers marketing of non-profit needs, and the latter – marketing activities of all, primarily commercial organisations, aligned with the interests of society. Such an expanded, systemic vision of marketing emphasises the need to ensure benefits not only for the parties to the exchange – the seller and the buyer, as is inherent in classical marketing management – but also for society as a whole and the communities concerned in particular.

Consequently, there is a need to develop a marketing research apparatus at different levels of the socio-economic system. This is how macromarketing emerges, the subject of which is the study of the preconditions, mechanisms, and results of the functioning of marketing systems under the influence of society and the impact of these systems on society (Hunt, 1981; Hunt et al.,

2021), and the object is marketing systems (Layton, 2007). J. Mittelstaedt et al., (2006) consider marketing activity as quintessence and one of the agents of the social life of certain communities, drawing a parallel between the market in the modern economy and the ancient Greek agora as the core of the functioning of society (Mittelstaedt et al., 2006; Mittelstaedt et al., 2015). A great contribution to the study of systemic aspects of marketing and its relationship with other elements of the socioeconomic system belongs to R. Layton (2009), who showed the role of marketing systems in the socioeconomic development of society (Layton, 2009) and defined macromarketing as a social discipline (Layton, 2016). In the same direction, D. Kadirov (2018) defines the marketing system as a public good. The consideration of macromarketing, and therefore partly marketing as a social discipline, raises several specific issues related to values, models, and norms of behaviour in society. In this direction, research is developing on the moral aspects of marketing (Hunt, 2012), the relationship of marketing to public welfare (Luo & Bhattacharya, 2006) and the specific interests of certain social groups; its role in social progress and sustainable development (Mittelstaedt et al., 2014). S. Hunt notes the need for a more detailed study of the dynamic relationship between marketing systems and society: “...this chapter argues for the importance in marketing academy of studying marketing systems and society... *for* the study of dynamic marketing systems and *for* the use of brand equity strategies in such systems” (Hunt, 2015: 70). This implies, among other things, clarifying the system of social values and creating an appropriate system of meanings that simultaneously supports consumption and development of society. The creation of such a system of meanings requires alignment of marketing activities, especially from the strategic perspective, with the peculiarities of consumers and, in a broader context, national culture (de Mooij & Hofstede, 2011). Accordingly, any significant change either in the mechanisms or ways of functioning of marketing systems or in the relations observed in society means the need to actualise the relationship of marketing and its components with the socioeconomic system.

The social nature of marketing has made the process of managing it more and more complicated. The complex nature of the basis, tools and effects of marketing, the combination of individual and collective interests, and various forms of interaction between market participants are reflected in the concept of relationship

marketing (Grönroos, 2006; Palmatier & Steinhoff, 2019), which forms the theoretical basis of marketing in modern realities.

Implementing the principles of relationship marketing at the organisational level involves modifying established approaches and methods of managing marketing activities. First, it is about the expansion of the classical marketing complex, which is reflected in the holistic approach to marketing management, which involves the allocation of internal, integrated, productive marketing, and relationship marketing as separate but interrelated elements of marketing policy (Keller & Kotler, 2015). The practical implementation of the holistic approach requires an understanding of the goals and objectives of each element, but both its content and the interrelationships between them remain controversial. This uncertainty is exacerbated by the development of modern information and communication technologies, when, in particular, the technology-driven ability to provide interactive interaction with an individual consumer on a massive scale blurs the line between the usual marketing approach to interaction with *groups of anonymous* consumers (productive marketing) and with *known individual* loyal consumers (affiliate marketing). The management of relationships with internal and external stakeholders, in general, significantly changes the usual ways of implementing marketing policy. It can no longer be limited to the classical marketing complex, as there is a need to interact not only with buyers and consumers but also with other communities and society as a whole. It is the information interaction between an organisation and its various audiences that allows it to “stay on the radar” of stakeholders, making them known to each other and creating a positive experience of information interaction, which is an important prerequisite for success in transactional interaction.

At the same time, there is a noticeable lag between marketing practice and the development of its theoretical concepts. One of the main problems in this way is that issues related to the implementation of social responsibility, socially responsible marketing, consideration, and implementation of sustainable development principles do not have established tools, often remaining at the level of declarations and intentions, while the implementation of the commercial component of exchanges is ensured by the natural desire to obtain benefits. There is no common understanding of the tools that will help social responsibility become a regular

habitual part of marketing policy. S. Hunt and S. J. Vitell (2006), G. R. Laczniak and P. E. Murphy (2019) emphasise that marketing requires not only the description and systematisation of related phenomena and tools but also the definition and adherence to a certain norm, which determines the need to apply normative ethics to macromarketing. Therefore, the author emphasises the need to define the norms related to the interaction of marketing and society and the tools by which social marketing will be implemented in practice in the activities of all market participants, which can be used to institutionalise social responsibility. In this regard, it seems important to distinguish between the concepts of social and societal marketing, as is done in (Vrublevska et al., 2022). In the following, socially responsible marketing and social marketing will be used synonymously, while social marketing refers to marketing activities initially aimed at achieving a social effect.

Laczniak and Shultz (2021) defined the structure of modern socially responsible marketing as a combination of three elements: corporate citizenship, stakeholder orientation, and social/environmental sustainability, postulating an expanded understanding of the concept of sustainable development. The development of digital technologies and the digital economy affects all three of these elements, creating elements of uncertainty in each of them, aspects of concern in terms of social welfare, and issues that need to be addressed. This article is concerned with the study of the relationship between the value orientations of individual members of society and the degree of development of marketing systems in the digital economy. In our opinion, ensuring social responsibility involves, but is not limited to, considering the value orientations of society members. These values should be the basis for “... the use of brand equity strategies in such systems” (Hunt, 2015: 70). Without understanding the value orientations, it is impossible to talk about the application of the normative approach.

Materials and methods

The realisation of the research objective is based on a critical analysis of the tools and processes of marketing systems through the prism of social interaction based on S-D logic (Vargo et al., 2017), in the context of digitalisation development, and the changes it causes in marketing systems at the basic and extended level (Robul, 2020) due to the specific features

inherent in the digital economy. To achieve this goal, we applied Hofstede's concept of cultural dimensions (Hofstede et al., 2010) to determine the collective behavioural characteristics of the most numerous social marketing stakeholders, which are individual members of society. The model of cultural values defines the areas along which the interests of society members related to ensuring well-being are concentrated. As the practice of applying this methodology shows, it is quite good at describing the behavioural differences of members of different communities through the definition of value orientations and attitudes toward themselves, others, and society as a whole. Following de Mooij and Hofstede (2011), we applied this methodology to consumer behaviour and consumption in the digital economy. As an indicator of the effectiveness of the use of the marketing system in society, we use the share of consumers who make purchases in digital channels (on virtual platforms on the Internet). The search for the relationship was carried out through the study of spatial correlation for a certain group of countries, which includes the following:

1. The leading group of ten countries that, according to UNCTAD, have the highest level of development of marketing systems in the digital economy: The Netherlands, Switzerland, Singapore, Finland, the United Kingdom, Denmark, Norway, Ireland, Germany, and Australia. This group is complemented by the world's leading economies that were not included in the leading group: the USA, France, Japan, and China.
2. Central, Eastern European, and Baltic countries, which are EU members: Estonia, Latvia, Poland, Slovakia, Hungary, Romania, Bulgaria.
3. European countries that emerged in the post-Soviet space: Ukraine, Russia, Belarus, Moldova, and Georgia.

Fundamental empirical studies that outline the transformations of social change and sociocultural vectors of the present are studied. The reviewed works are related to the societal direction and were considered when building the strategy of our empirical research. The reviewed works present the explication of axiopsychological factors (Hulias & Hoian, 2022), axiogenesis of value contradictions (Halian et al., 2021; Halian, 2022), corporate value and motivational components (Bazilenko et al., 2019; Kalenchuk, 2019; Pinkovetskaia et al., 2020; Popovych et al., 2020), studies of anticorruption mechanisms in social processes

(Nosov et al., 2020; Plokhikh et al., 2021; Popovych et al., 2021b) and some modern studies of economic practise (Arbeláez-Campillo et al., 2019; Lytvynenko, 2020; Popovych et al., 2021a).

Statistical Analysis. Statistical analysis was carried out using the IBM SPSS Statistics software package version 29.0.0.0 (241). Spearman's correlation coefficient (R) was used to determine statistically significant differences and trends. Data at the level of $p < .050$ and $p < .010$ were considered reliable.

Results and discussion

The state of digital technologies in modern dimensions is a technological transformation, a transition to a new technological mode of production, consumption, and interaction between members of society. It refers to fundamental transformations in the implementation of important social functions, such as the functioning of the society's infrastructure, logistics, labour, distribution, and consumption processes. Technological transformation involves not only technological changes but also changes in elements such as consumption, regulation, supply chains, infrastructure, and symbolic meaning. However, technology does not work on its own. It only produces results through people, social structures, and institutions (Schumpeter & Opie, 1934).

Digital technologies are inherently generative, and their potential remains largely unrealized, which means that the market is constantly unstable and the ways of creating, consuming, and using goods and services are constantly evolving. In general, the technological transformation associated with the introduction and use of digital technologies is more of an evolutionary process that is gradually being implemented and has existed for some time simultaneously with the processes that preceded it. In this regard, objects and relations that emerge or change under the influence of digital technologies will certainly be evaluated and used following the value models and benchmarks developed earlier. Thus, there are prerequisites for the emergence and spread of concerns about new technologies and practises, regardless of their content and objective significance for human well-being and the nature of the relationships between people.

Cultural and symbolic aspects related to the use of digital technologies are produced in the

interaction between users, media, and social groups. User practices emerge from different user groups' daily use of digital endpoints. Industry structures are the result of the mutual positioning and strategies of hardware and software manufacturers, sellers, and suppliers. The technological knowledge embodied in devices, websites, digital platforms, and networks is created by various IT workers, engineers, and researchers; hardware and software manufacturers create these objects. The activities of these different groups are aligned and coordinated.

The competencies, skills and knowledge acquired and shared by the bulk of the system's participants are a form of intellectual capital. Acquiring and applying new knowledge and building competencies takes a long time. Established firms and organisations often find it difficult to develop or move to a new level of

competence, which is a barrier to the penetration of most innovative ideas into everyday practice. Learning is cumulative, building on and improving existing knowledge (Kotter, 2012). Thus, learning is the main factor of path dependence in the diffusion of innovations, and the time required for learning is a factor that slows down the introduction of new tools and the spread of new practices. Therefore, technological transformations can occur at a rate that is slower than the actual rate of innovation production. This is evidenced by the data in Tabl. 1.

It is noteworthy that informational interaction is many times more prevalent than commercial interaction: the share of consumers in the surveyed countries who use digital technologies for buying/selling is much lower than the share of those who use digital tools for non-commercial purposes.

Table 1.

Prevalence of different purposes of using digital technologies for communication and shopping for a set of selected countries

Country	The share of the population (%) that does:						
	Private correspondence	Communication in social media	Search for information about products and services	Search and reading news	Search for reference information	Uploading own content	Buying and selling goods and services
United Kingdom	89.23	73.13	n. a.	70.36	n. a.	37.78	31.00
Denmark	93.57	80.76	85.02	82.19	60.62	52.20	27.67
Estonia	82.38	65.14	77.93	80.57	55.14	36.12	18.20
Israel	69.3	76.8	n. a.	n. a.	n. a.	n. a.	n. a.
Ireland	76.68	63.58	76.54	66.77	26.36	37.25	18.92
China	22.45	n. a.	40.94	53.91	n. a.	n. a.	n. a.
Latvia	71.86	64.66	61.88	67.58	22.11	24.41	8.85
Netherlands	92.79	66.91	89.36	75.48	57.20	52.91	36.49
Germany	86.29	52.50	85.56	70.76	65.55	35.41	29.70
Norway	94.11	86.31	90.30	91.28	72.54	43.70	33.38
Poland	64.82	53.04	62.24	60.49	29.79	21.07	13.68
Russia	36.67	68.10	n. a.	20.10	n. a.	30.56	26.50
Slovakia	70.95	59.24	59.85	59.76	35.82	20.30	21.98
United States	74.88	62.12	n. a.	n. a.	n. a.	14.31	12.71
Hungary	72.01	68.86	69.26	67.14	43.58	28.10	13.23
Ukraine	58.00	61.00	n. a.	56.00	71.00	17.00	n. a.
Finland	90.44	66.68	86.56	81.33	70.71	26.89	31.71
France	79.40	42.32	61.54	53.78	26.75	22.99	22.32
Switzerland	90.52	53.26	80.93	76.36	n. a.	39.48	25.29
Sweden	90.67	72.22	83.13	79.58	60.55	37.50	25.17
Japan	80.60	60.70	66.70	63.80	25.80	n. a.	14.00

Source: compiled by the author on the basis of OECD and individual country data: data for Ukraine: [412]; data for Russia: [413]; data for China: Statista*.

Note: n. a. – no data available; * – Internet Usage in China: <https://www.statista.com/statistics/277352/online-activities-in-china-based-on-number-of-users/>

As is known, in the theory of cultural values by Hofstede et al., (2010), the following indicators are used to describe culture: 1) power distance (DIS), 2) degree of individualism (IDV), 3) gender type of culture (MAS), 4) attitude to uncertainty (AOU), 5) long-term orientation (LTO) and 6) indulgence (IND). The indicators are measured on a scale from 0 (minimum value) to 100 (maximum value). The LTO and IND indicators have not been determined for all national cultures, and research in this area is ongoing. Indicators of cultural values are neither

multiplicative nor additive: it makes no sense to define a generalized indicator, a typical or average value for them. Therefore, the impact has to be determined separately for each cultural axis by calculating the corresponding pairwise and multiple correlation coefficients with the selected outcome indicators.

Indicators of the development of digital marketing systems and indicators of the respective national cultures according to the latest stable data are presented in Tabl. 2.

Table 2.
National culture parameters in the Hofstede model and the degree of development of digital marketing systems for a selected group of countries

Country	Share of the population that makes purchases online, %.	DIS	IDV	MAS	AOU	LTO	IND
Australia	63.00	38	90	61	51	21	71
Belarus	30.00	95	25	20	95	81	15
Bulgaria	20.00	70	30	40	85	69	16
United Kingdom	83.00	35	89	66	35	51	69
Georgia	4.00	65	41	55	85	38	32
Denmark	84.00	18	74	16	23	35	70
Estonia	61.00	40	60	30	60	82	16
Israel	44.00	13	54	47	81	38	n. a.
Ireland	57.00	28	70	68	35	24	65
China	39.00	80	20	66	30	87	24
Latvia	45.00	44	70	9	63	69	13
Moldova	18.00	90	27	39	95	71	19
Netherlands	80.00	38	80	14	53	67	68
Germany	75.00	35	67	66	65	83	40
Norway	79.00	31	69	8	50	35	55
Poland	47.00	68	60	64	93	38	29
Russia	26.00	93	39	36	95	81	20
Romania	18.00	90	30	42	90	52	20
Singapore	63.00	74	20	48	8	72	46
Slovakia	57.00	100	52	100	51	77	28
United States	70.00	40	91	62	46	26	68
Hungary	40.00	46	80	88	82	58	31
Ukraine	21.00	92	25	27	95	86	14
Finland	70.00	33	63	26	59	38	57
France	66.00	68	71	43	86	63	48
Switzerland	63.00	34	68	70	58	74	66
Sweden	77.00	31	71	5	29	53	78
Japan	42.00	54	46	95	92	88	42

Source: compiled by the authors based on data from the World Bank and <https://www.hofstede-insights.com/country-comparison/>

The correlation between national culture parameters and digital marketing systems'

degree of development (Table 3) is statistically significant, $p < .010$.

Table 3.

Correlation of indicators of national cultural development and the degree of development of digital marketing systems

Share of the population that makes purchases online	1						
DIS	-.6725	1					
IDV	.7237	-.7469	1				
MAS	-.1094	.1311	.0518	1			
AOU	-.7046	.4576	-.3376	.0585	1		
LTO	-.2820	.5387	-.5511	.0678	.2591	1	
IND	.7770	-.7415	.7074	-.0040	-.6382	-.5901	1

Source: calculations by the authors.

There is a statistically significant ($p < .01$) positive correlation between the share of the population that makes online purchases against indulgence ($R = .77$) and the individualism indexes ($R = .73$). At the same time, there is a statistically significant negative correlation of the share of the population that makes online purchases against uncertainty avoidance ($R = -.76$), power distance ($R = -.67$), gender culture type ($R = -.27$) and long-term orientation ($R = -.27$).

The high positive correlation between the level of indulgence and the share of the population that makes online purchases, in our opinion, is related to the nature of demand in modern, postmodern markets, which is characterised by an ever-increasing level of individualism and hedonism. According to Hofstede et al., (2010), indulgence broadly refers to the limits of acceptable behaviour in society, which can still be considered acceptable, while simultaneously deviating from the dominant model of behaviour and, in our case, standard consumption. In consumption and marketing, this cultural parameter is related to the breadth and heterogeneity of consumer demand (de Mooij & Hofstede, 2011). The higher it is, the greater is both the probability of consuming atypical, unusual goods for a given consumer group or individual consumer, and the volume of such consumption, of course, provided that there is a sufficient level of resource provision. Indulgence is directly related to hedonistic consumption. The close correlation with a high value of the individualism index is not surprising, as online consumption is the most individualised form of consumption, and thus it is becoming more widespread in consumer cultures where it is customary to make consumption decisions on one's own.

The strongest negative correlation is observed between the prevalence of online trading and uncertainty avoidance. Uncertainty avoidance characterises the degree of perceived risk associated with the implementation of an activity

under unknown conditions or in the future. In general, high values of this indicator are observed in societies where clear and detailed regulation of various aspects of activity is normal. In the case of e-commerce, the high value of uncertainty avoidance is related to concerns about the protection of personal information and privacy in digital channels. The more consumers use digital channels, the more personal information they leave with them. Thus, the development of consumers' use of digital channels reduces the level of personal data protection. Resolving this situation requires an institutional response in the form of regulating access to personal data and strengthening its protection against unauthorised interference and misuse.

High power distance means that members of a society or group take the inherited hierarchical structure for granted and make efforts to find their place in it, while low power distance means that the value of achievements is recognised over the value of inheritance, and, accordingly, that the place of a community member is determined by personal achievements, and the social distance between influential and noninfluential is low. Digital channels provide 24/7 accessibility and help reduce social barriers. Thus, it is not surprising that societies with lower power distance have a higher share of people who shop online.

A high value of long-term orientation means a focus on achieving future long-term results, which may sacrifice or delay short-term rewards or emotional satisfaction. High scores on this axis are observed in cultures that recognise perseverance, frugality, and adaptability as important social virtues. The correlation between long-term orientation and the prevalence of online shopping may indicate the association of online shopping with immediate, instant gratification (one of the symbolic meanings in the socio-economic and technological system).

In their study of the factors influencing the development of marketing systems in the digital economy, Ahluwalia and Merhi (2020) proposed a comprehensive model of e-commerce adoption at the country level, in which they examined three main factors of influence, namely: a) targeted government policy for the development of the IT sector and telecommunications; b) peculiarities of national cultures, especially uncertainty avoidance; c) the effectiveness of security institutions on the Internet. The correlation analysis conducted by the authors shows a statistically significant correlation between government support for IT development and the existence of effective security institutions that protect marketing systems from fraud, on the one hand, and the development of e-Commerce, and the absence of a significant relationship with the uncertainty avoidance indicator. In this regard, the authors note that a significant portion of the expected impact of uncertainty avoidance is absorbed by mechanisms that guarantee the protection of personal data from unauthorised use and security against fraud and crime committed in cyberspace. In our opinion, it seems wrong to reduce sociocultural factors to uncertainty avoidance only, while in Hofstede's methodology, only a comprehensive consideration of all cultural parameters makes it possible to get an idea of the dominant values and behavioural patterns.

Conclusions

The development of the operational resources required for the development and proper functioning of marketing systems in society is ensured through consumer education: the volume, content, and nature of the service they provide to each other, including consumption, depends on the availability of specific knowledge and skills.

It is important to note that in this case, we are talking about knowledge and skills related to various subject areas, and not about those related to the technical aspects of the functioning of digital tools, software, and (or) hardware. In the context of Industry 4.0, the development of semantic networks, automated digital platforms, and artificial intelligence, consumers are increasingly relieved of the need to have and use specialised technical knowledge to organise their own consumption: the state of development of modern technologies allows users with very low levels of technical literacy to actively interact. The consumer's knowledge and special skills are becoming important for content creation, for

filling the interaction with meaning and significance.

Within the framework of the normative approach, the focus on stakeholders in modern social marketing, which is developing in the digital economy, implies a focus on a low level of power distance, a high level of leniency (tolerance), and a level of individualism. Contrary to the common stereotype, the indicator of individualism refers to the degree of conscious and accepted responsibility for one's own life and actions, rather than the level of selfishness in behaviour or consumption. The harmonious development of society, and respect for diversity in it, are more closely associated with the gender type of culture. In this regard, it is interesting to note that, for example, in Scandinavian countries, where the social responsibility of individuals and businesses for maintaining harmony and social well-being is highly recognised and widespread, there is a combination of a high degree of individualism and a high femininity index of national culture. As for uncertainty avoidance, it most often develops in conditions of high levels of institutional distrust (Fukuyama, 2008), which defines the development of institutional trust between all market participants as a fundamentally important goal of all components of social marketing.

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