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ADAPTATION OF BRAND MARKETING MANAGEMENT: DIGITAL COMMUNICATIONS FOR ENSURING STABILITY IN WARTIME CONDITIONS

АДАПТАЦІЯ УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ БРЕНДІВ: ЦИФРОВІ КОМУНІКАЦІЇ ДЛЯ ЗАБЕЗПЕЧЕННЯ СТАБІЛЬНОСТІ В УМОВАХ ВОЄННОГО СТАНУ

Summary. *Introduction. In the context of military conflict, marketing activities of enterprises are undergoing significant transformation. War introduces both external threats (political instability, economic recession, shifts in consumer behavior) and internal challenges (urgent adaptation needs, limited resources), which critically affect the effectiveness of brand management. In such circumstances, digital communication tools become essential for sustaining brand resilience.*

Purpose. The aim of this article is to analyze the adaptation of brand marketing management through digital communications during wartime, assess the effectiveness of various digital channels in maintaining brand stability under crisis conditions, and provide practical recommendations to enhance brand resilience in conflict environments.

Materials and Methods. The study employs comparative analysis, content analysis of digital communication strategies used by Ukrainian enterprises during the full-scale invasion, synthesis of empirical research findings, and graphical modeling of brand management adaptation processes. The data sources include official corporate websites, open reports, analytical publications, and academic literature.

Results. The findings indicate that the most effective digital channels in crisis conditions are messengers (particularly Telegram), social media platforms, owned digital assets (websites, blogs), and email marketing. These channels are characterized by flexibility, reliability, and personalized engagement. A two-stage adaptation model is proposed, encompassing the identification of communication strategy modifications and the implementation of appropriate measures based on available resources. Emphasis is placed on ethical communication, transparency, feedback utilization, and digital transformation as critical elements for brand survival and development during wartime.

Prospects. The study's outcomes may be applied in developing anti-crisis marketing strategies across various industries. Implementing a structured approach to digital communication will help enterprises retain consumer trust during crises and build a

foundation for sustainable brand growth in the post-war period. Future research should focus on quantitatively evaluating the impact of digital strategies on brand equity and financial performance in both wartime and recovery phases.

Key words: *brand resilience, digital communications, wartime, crisis marketing, strategy adaptation, digital marketing, messengers.*

Анотація. *Вступ. У сучасних умовах збройного конфлікту маркетингова діяльність підприємств зазнає суттєвих трансформацій. Війна створює як зовнішні загрози (політична нестабільність, економічна рецесія, зміна поведінки споживачів), так і внутрішні виклики (необхідність оперативної адаптації, обмеженість ресурсів), що значною мірою впливають на ефективність бренд-менеджменту. В таких обставинах особливої актуальності набуває використання цифрових комунікацій як інструменту забезпечення стійкості бренду.*

Мета. Метою статті є аналіз адаптації управління маркетинговою діяльністю брендів засобами цифрових комунікацій в умовах воєнного часу, оцінка ефективності відповідних каналів з погляду збереження стабільності бренду в умовах кризи та формулювання практичних рекомендацій для посилення брендостійкості підприємств у конфліктному середовищі.

Матеріали і методи. У дослідженні використано методи порівняльного аналізу, контент-аналіз цифрових каналів комунікації українських підприємств у період повномасштабного вторгнення, узагальнення результатів емпіричних досліджень, а також графічне моделювання процесів адаптації бренд-менеджменту до умов війни. Джерелами інформації слугували офіційні веб-сайти компаній, відкриті звіти.

Результати. Встановлено, що найвищу ефективність в умовах кризи демонструють такі цифрові канали, як месенджери (зокрема Telegram), соціальні мережі, власні цифрові ресурси (сайти, блоги) та email-маркетинг. Ці канали відзначаються гнучкістю, стійкістю до інфраструктурних ризиків та здатністю до персоналізованої комунікації. Запропонована дворівнева модель адаптації бренд-менеджменту охоплює визначення змін у комунікаційній стратегії та реалізацію відповідних рішень на основі ресурсних можливостей компанії. Наголошено на важливості дотримання етичних норм, прозорості у взаємодії з аудиторією, використання зворотного зв'язку для коригування повідомлень, а також цифрової трансформації як передумови виживання та розвитку бренду в умовах війни.

Перспективи. Отримані результати можуть бути використані для формування антикризових маркетингових стратегій у реальному секторі економіки. Застосування структурованого підходу до цифрової комунікації дозволить підприємствам не лише зберегти довіру споживачів під час кризи, але й створити основу для сталого розвитку бренду в післявоєнний період. Подальші дослідження доцільно спрямувати на кількісну оцінку впливу цифрових стратегій на бренд-капітал та фінансові показники підприємств у воєнний і післявоєнний періоди.

Ключові слова: *стійкість брендів, цифрові комунікації, воєнний час, кризовий маркетинг, адаптація стратегії, діджитал-маркетинг, месенджери.*

Problem Statement. Marketing management during wartime becomes very important because it enables enterprises to maintain contact with consumers, sustain brand trust, and adapt their products and services to the rapidly changing market needs. During armed conflict, the market environment shifts dramatically: supply chain disruptions occur, consumer priorities change, and competition for limited resources intensifies. Without flexible marketing management, companies risk losing their audiences, damaging their reputations, or even ceasing operations altogether.

Digital communications during this period serve as a promotional tool and the primary channel for maintaining continuous dialogue with customers, partners, and society. In conditions of restricted physical presence, blockades, and disruptions in traditional communication channels, digital technologies ensure the speed, personalization, and scalability of interactions. They enable brands to respond quickly to changing circumstances, demonstrate social responsibility, build emotional connections with consumers, and strengthen resilience even under the most challenging conditions.

Analysis of Recent Research and Publications. Recent research provides a comprehensive view of how brands in Ukraine and beyond are leveraging digital communications to adapt their marketing management and ensure stability during wartime. Ukrainian researchers such as Oklander et al. [1] and Dubovyk et al. [2] highlight that the war has forced small and medium-sized enterprises (SMEs) to rapidly adapt their digital marketing strategies for both survival and growth. Their studies show that businesses increasingly rely on a mix of digital channels-social media, websites, email marketing, and interactive screens-to maintain visibility and customer engagement. The effectiveness of digital marketing is found to depend on the optimal combination and synergy of various channels, with a notable trend towards integrating television and digital campaigns for greater impact. Also, Zubchenko [3] pays attention to studying how military actions change marketing communications and consumer behavior in Ukraine, analyzes the main challenges that have arisen for enterprises, in particular: market reduction due to a decrease in the number of consumers and a drop in purchasing power; increased sensitivity and changes in consumer behavior, which increases the risks of negative reputational reactions; the need to adapt communications to the fragmentation of the media space and increasing requirements for the ethics of messages.

Research by Gradus Research [4] and international scholars underscores the heightened sensitivity of brand communications during wartime. Brands must carefully navigate "red lines"-topics and symbols that may be perceived as inappropriate or traumatic by the public. The context can change rapidly, making previously acceptable messaging suddenly risky. Studies involving both Ukrainian consumers and marketing professionals have helped define new norms for appropriate brand communication, emphasizing empathy, relevance, and caution to avoid reputational crises.

International research, such as Gardener [5], draws parallels between branding strategies during the Second World War, the COVID-19 pandemic, and the current conflict in Ukraine. These works reveal that brands often adapt their visual identity, messaging, and tone of voice to reflect the realities of crisis, leveraging the situation to reinforce resilience and solidarity. This historical lens provides valuable context for understanding contemporary brand adaptation in wartime.

Formulation of Article Goals. This article aims to analyze how brand marketing management adapts through digital communications during wartime, evaluate the effectiveness of these channels in maintaining brand stability under crisis conditions, and provide practical recommendations for enterprises to enhance brand resilience using digital marketing strategies in conflict environments.

Presentation of the Main Material. In the context of wartime, marketing activities face numerous challenges that arise both from external environmental shifts and internal organizational transformations (Fig. 1). External factors such as political instability, economic recession, and changes in consumer behavior create significant obstacles for maintaining effective market communication. At the same time, internal factors, including the need for rapid strategic adaptation and resource constraints, demand prompt and flexible responses from companies.

The challenges identified in wartime marketing activities, both external and internal, form the foundation for understanding the necessity of strategic adjustments in brand marketing management.

In response to these challenges, the adaptation of brand marketing management through digital communications becomes a mechanism for ensuring brand resilience, maintaining consumer loyalty, and supporting business continuity during crisis conditions.

The adaptation of brand marketing management through digital communications in wartime involves two key steps (Fig. 2). The first step is identifying the modifications required to increase an offering's appeal among targeted audiences. This includes monitoring and analyzing current digital communication channels to understand how brand messages are perceived under crisis conditions, segmenting audiences based on their specific wartime contexts, and assessing shifts in consumer values, emotions, and behaviors. Brands must determine the most relevant content types and communication platforms for each segment while carefully identifying sensitive topics or "red lines" to avoid negative reactions.

The second step focuses on implementing these changes based on the organization's capabilities and resources. This involves reorienting and diversifying

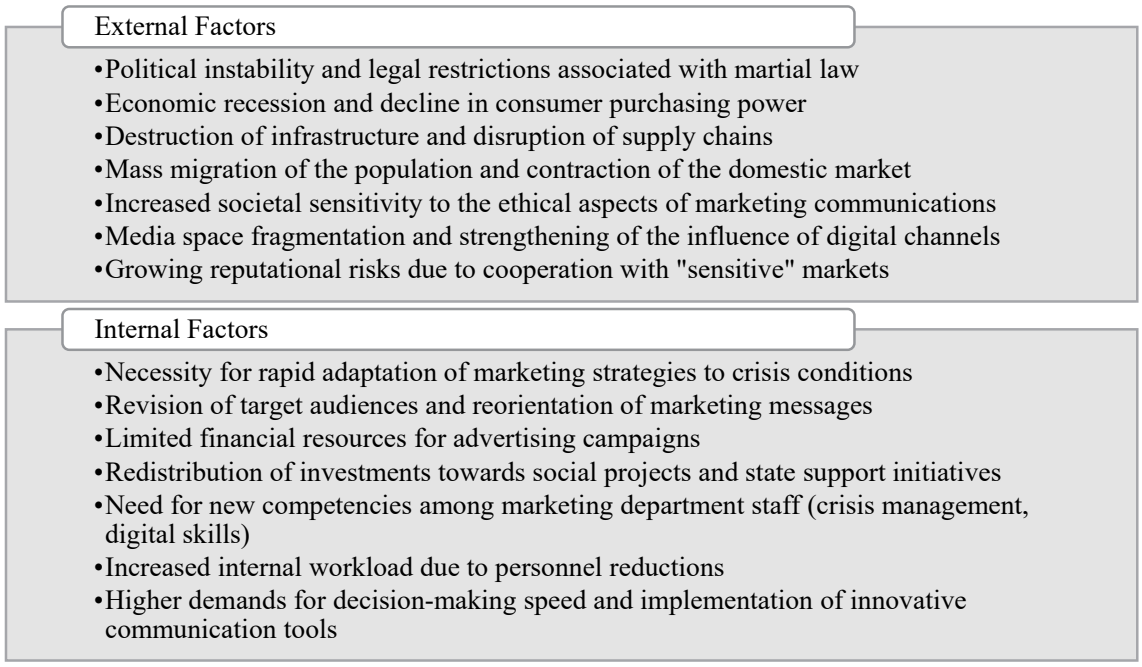

Fig. 1. Marketing Challenges During Wartime: External and Internal Factors
Source: compiled from [1–5]

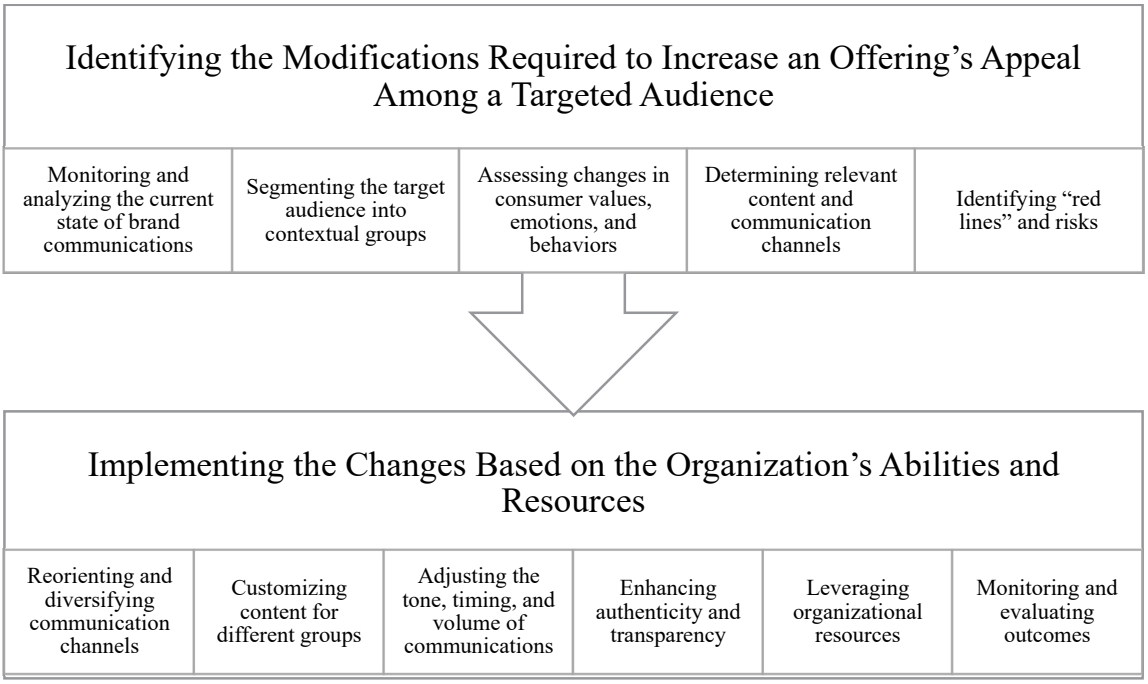

Fig. 2. The Adaptation of Brand Marketing Management Through Digital Communications in Wartime
Source: compiled from [4; 6–7]

communication channels to ensure multichannel reach, customizing content to address the distinct needs of consumers, partners, and employees, and adjusting the tone, timing, and volume of messages to maintain respect and empathy. Additionally, brands enhance authenticity and transparency by sharing sincere stories and real-life visuals, allocate resources effectively to support digital efforts, and continuously monitor audience responses to refine their strategies. Together, these steps enable brands to adapt their marketing management and leverage digital communications to maintain stability, trust, and engagement in the challenging conditions of wartime.

Marketing strategies during wartime require rapid adaptation to changing market conditions and consumer behavior caused by conflict and uncertainty. Companies must prioritize humane, sincere, and responsible communication that reflects universal values and builds trust with their audience. It is important to simplify product consumption processes and offer new functions that help consumers cope with wartime challenges, while avoiding exploitation of the conflict in marketing messages. Additionally, businesses should focus on digitalization, social responsibility, and strengthening local partnerships to maintain stability and prepare for post-war recovery and growth.

Companies can leverage digitalization to maintain communication with customers during wartime by implementing a variety of digital tools and strategies. First, digital platforms such as social media, messengers, chatbots, and CRM systems enable prompt communication with customers, provide 24/7 support, and collect feedback for quick response to their needs. Second, business process automation and the use of analytical tools help better understand consumer behavior, personalize offers, and increase customer loyalty even in crisis conditions. Third, digital transformation supports business continuity by allowing marketing strategies to adapt to changes in buyer behavior and geographic specifics, which is critical during war. Finally, digital solutions enable companies to expand sales channels, reduce costs, and enter new markets, helping maintain financial stability and customer connection in challenging circumstances.

During wartime, digital channels primarily focus on maintaining stability, speed, empathy, and social responsibility, whereas in peacetime they emphasize broad promotion, engagement, and sales (Table 1).

In wartime, the use of digital brand communication channels in Ukraine underwent significant changes. Companies had to quickly adapt their communication strategies to respond to the new realities, characterized by heightened public sensitivity, media fragmentation, and the urgent need for real-time information (Fig. 3).

Social media remains a consistently vital channel in both periods due to its broad reach and ability to engage diverse audiences quickly. However, during wartime, messengers such as Telegram and Viber see a sharp increase in importance, becoming primary tools for real-time communication, urgent updates, and community coordination, reflecting the need for rapid and reliable information flow in crisis conditions. Email marketing also gains prominence as brands use it to deliver critical updates and maintain trusted communication with clients. Conversely, paid digital

Table 1

Characteristics of Digital Brand Communication Channels in Peacetime and Wartime

Digital Channel	Characteristics in Peacetime	Characteristics in Wartime
Social Media (Facebook, Instagram, TikTok, LinkedIn)	Active brand promotion, audience engagement through content, advertising, and SMM campaigns. Important for image building and customer interaction.	Used for rapid information dissemination, emotional connection, fostering solidarity, and digital activism. Advantages include speed and two-way communication, with heightened sensitivity to content.
Owned Digital Resources (website, blog, podcasts, online radio)	Main channel for detailed information, content marketing, SEO promotion, and building trust.	Used for official statements, updates, educational materials, and customer support in difficult conditions. Stability and accessibility of content are crucial.
Email Marketing	Personalized offers, promotions, loyalty support, and communication automation.	Key channel for timely delivery of important information, operational changes, safety updates, and customer support. Content with empathy and support gains importance.
Paid Digital Advertising (Google Ads, social media ads)	Targeted advertising to attract new customers, promote products and services, and scale sales.	Limited use due to shifting audience priorities, focus on socially responsible messaging, and caution with advertising messages.
Messengers (Telegram, Viber, WhatsApp)	Used for customer support, quick messaging, and personalized communication.	Become primary channels for emergency communication, updates, coordination, community support, and safety.
Digital TV and Online Radio	Additional channel for broad audience reach, branded programs, and content marketing.	Used for disseminating official information, patriotic content, and boosting public morale.
Interactive Platforms (webinars, online conferences)	Educational and promotional activities, engaging partners and customers, and conducting presentations.	Important for maintaining business communications, negotiations, training, and coordination amid limited physical contact.

Source: compiled from [2–3; 8]

advertising experiences a notable decline in usage during wartime, likely due to shifting consumer priorities, ethical considerations, and reduced marketing budgets. Owned digital resources and interactive platforms see moderate growth, serving as stable hubs for official information, educational content, and stakeholder engagement.

Research examining Ukrainian businesses during the full-scale invasion identified distinct periods of enterprise survival, each requiring different approaches to digital marketing (Table 2). The most effective strategy for maintaining brand stability has proven to be a strategic integration of multiple channels, with primary emphasis on:

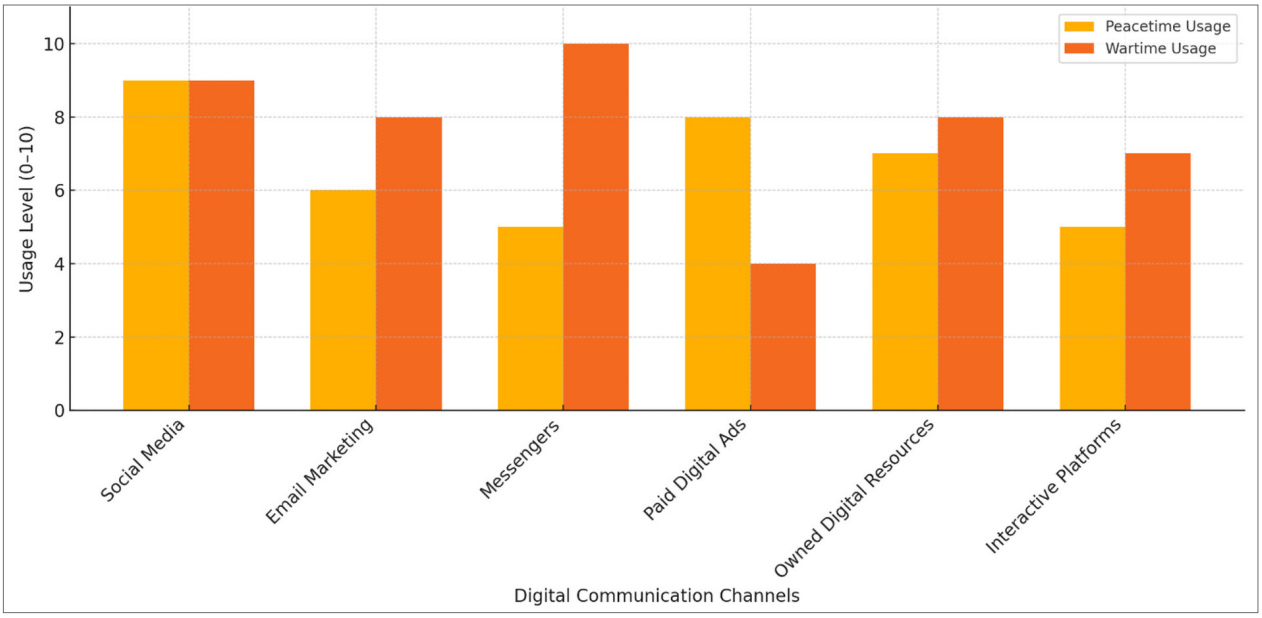

Fig. 3. Comparative Analysis of Digital Communication Channel Usage During Peacetime and Wartime in Ukraine

Source: compiled from [1–3; 8–9]

– messengers (especially Telegram) — providing immediate, reliable communication even during infrastructure disruptions;
– social media — maintaining broader community connections and visibility;
– owned digital resources — establishing controlled communication hubs;
– Email marketing — delivering personalized, direct communication.

The messengers (particularly Telegram), owned digital resources, and email marketing are among the most effective channels due to their resilience, directness, and control over content. Social media platforms remain highly valuable for broad audience engagement but face challenges such as disinformation and platform restrictions. Paid digital advertising and digital TV/online radio offer moderate effectiveness, often limited by infrastructure vulnerabilities and policy constraints. Interactive platforms, such as webinars and online conferences, are useful for targeted engagement but have limited reach during widespread disruptions.

Building on these insights, practical recommendations can be formulated to help enterprises enhance their brand resilience through digital marketing strategies. By integrating the most robust channels identified in the analysis and adopting best practices for crisis communication, businesses can better navigate the uncertainties of conflict.

Enterprises operating in conflict environments like Ukraine can enhance brand resilience by implementing robust digital marketing strategies that prioritize adaptability, transparency, and ethical engagement. An approach involves integrated multi-channel communication, ensuring consistent messaging across platforms such as Telegram, Viber, social media, email newsletters, and owned resources like websites and blogs. By developing a communication matrix, businesses can tailor message types to the most effective channels — urgent updates via messengers, detailed explanations on websites — while continuously analyzing performance to adapt to shifting audience behaviors or platform restrictions.

Transparency and stakeholder engagement are equally critical in maintaining trust during turbulent times. Companies should openly communicate operational changes, logistical challenges, and community support efforts. Partnering with local influencers, charities, and volunteers can amplify credibility, while actively incorporating customer feedback ensures the communication strategy remains relevant and responsive. This fosters a sense of shared purpose and reliability.

Flexibility and data-driven decision-making allow businesses to stay ahead of evolving consumer needs. By closely monitoring analytics, brands can quickly adjust content and offerings, such as prioritizing essential goods during power outages, and reallocate budgets to the most resilient channels if others become inaccessible. This agility ensures continuity and relevance despite external disruptions.

Strengthening internal organizational resilience is another pillar of long-term stability. Training employees in crisis communication and digital security, decentralizing decision-making to empower regional teams, and conducting post-crisis audits to refine protocols all contribute to a more adaptive and prepared workforce. These measures enable swift, localized responses to emerging challenges.

Upholding ethical standards and safeguarding long-term reputation are non-negotiable. Brands must

Table 2

Effectiveness of Digital Communication Channels for Maintaining Brand Stability During Crisis Conditions in Ukraine

Channel Type	Effectiveness in Crisis	Strengths	Challenges/Notes
Social Media (FB, IG, TikTok, LinkedIn)	High	Wide reach, real-time updates, community engagement	Disinformation, platform restrictions, security risks
Owned Digital Resources (website, blog, podcasts, online radio)	High	Full control, stable presence, adaptable content	Requires ongoing management and technical support
Email Marketing	High	Direct, personalized, high open rates	Dependent on updated contact lists
Paid Digital Advertising (Google Ads, social ads)	Moderate*	Targeted reach, flexible spend	Ad restrictions, platform policy changes
Messengers (Telegram, Viber, WhatsApp)	Very High	Immediate, resilient during outages, trusted by users	Security concerns (esp. Telegram), misinformation
Digital TV and Online Radio	Moderate*	Centralized info, broad reach	Infrastructure is vulnerable to attacks
Interactive Platforms (webinars, online conferences)	Moderate*	Deep engagement, targeted communication	Limited reach, not for mass communication

* Useful, but with notable limitations

Source: developed by the authors

avoid exploiting conflict in marketing messages, share only verified information, and actively combat disinformation. Investing in pre-crisis relationships with customers and communities builds a foundation of trust, while emphasizing social responsibility through humanitarian initiatives reinforces the brand's commitment to positive impact beyond commerce. Together, these strategies create a resilient framework for navigating uncertainty while maintaining integrity and connection with stakeholders.

By investing in these practices during conflict, enterprises can not only safeguard their reputation and customer relationships but also lay the groundwork for sustainable growth and long-term loyalty in the post-crisis period.

Conclusions. The conducted analysis substantiates that in wartime conditions, digital communication becomes not only a tool for tactical interaction but also a strategic instrument for ensuring brand resilience, continuity of marketing activities, and preservation of stakeholder trust. The dual nature of challenges — external (political, economic, social) and internal (organizational and resource-based) — requires companies to implement agile, ethically grounded, and data-informed brand marketing management practices. The effectiveness of digital channels such as messengers, social media, owned platforms, and email marketing is determined by their adaptability, immediacy, and capacity to maintain controlled, empathetic, and audience-sensitive messaging in crisis settings.

Enterprises should institutionalize integrated multi-channel strategies, uphold transparency in stakeholder relations, and reinforce internal capacities in digital and crisis communications. Ethical responsibility, long-term stakeholder engagement, and a commitment to social solidarity should become integral elements of brand strategy in conflict environments. Such an approach not only mitigates reputational and operational risks but also establishes a foundation for post-war recovery, sustainable competitiveness, and renewed brand capital in the global marketplace.

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