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**МАРКЕТИНГОВІ ТА ПРОМОЦІЙНІ СТРАТЕГІЇ У МЕДІА
ТА МУЗИЧНІЙ ІНДУСТРІЯХ В УМОВАХ ВІЙНИ**

Анотація. У статті розглянуто особливості маркетингових стратегій у медіа-та музичній індустрії в умовах війни. Досліджено вплив воєнного контексту на поведінку споживачів, форми комунікації та підходи до брендингу. Визначено ключові інструменти адаптації маркетингу, зокрема соціальні мережі, онлайн-платформи, благодійні ініціативи та емоційний сторітелінг. Проаналізовано приклади українських медіа й музичних компаній, які змогли зберегти та посилити свій ринковий вплив.

Ключові слова: маркетинг, промоція, медіа, музична індустрія, цифрова комунікація, брендинг, війна.

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**MARKETING AND PROMOTION STRATEGIES IN THE MEDIA
AND MUSIC INDUSTRIES DURING WARTIME**

Abstract. The article examines the distinctive features of marketing and promotional strategies in the media and music industries during wartime. It explores how the war context influences consumer behavior, communication practices, and branding approaches. The study identifies key marketing adaptation tools, including social media, online platforms, charitable initiatives, and emotional storytelling. It also analyzes examples of Ukrainian media and music companies that have managed to sustain or even strengthen their market positions under extreme conditions.

Keywords: marketing, promotion, media, music industry, digital communication, branding, war.

Introduction. The media and music industries play a crucial role in shaping public opinion, cultural identity, and emotional context during times. In wartime, traditional marketing and promotion strategies face significant challenges because of disrupted logistics, reduced consumer spending, and the transformation of media consumption habits. However, conflict also opens new opportunities for creative adaptation and social engagement.

Recent publications highlight the growing interest in adaptive marketing and communication practices under conditions of crisis and uncertainty. While extensive research has examined marketing during economic recessions and political instability [9], there is very limited scholarship on marketing strategies in wartime. The foundational marketing theory of Kotler & Keller emphasises consumer trust, satisfaction and brand associations as central to marketing effectiveness [2]. Given that wartime conditions can severely disrupt consumer trust and emotional connection with brands, there is a clear gap in investigating how marketing must adapt in such extreme circumstances.

Recent publications highlight the ongoing digital transformation of the Ukrainian media and music industries during wartime, as well as the growing role of patriotic and socially oriented content. Ukrainian scholars note that streaming platforms and social media have become crucial tools for communication, audience retention, and fundraising initiatives in creative sectors [7, 9]. Research also emphasizes that consumer behaviour and marketing strategies have undergone significant transformations under wartime conditions, requiring greater flexibility and ethical sensitivity from media and music organizations [8]. However, few academic works directly address the specific challenges of sustaining cultural production and marketing activities amid war-related uncertainty. The unresolved aspect of this issue is how

media and music organizations can preserve brand identity and audience engagement while facing ethical, logistical, and emotional constraints.

The aim of this article is to explore the main trends, challenges, and successful approaches in marketing and promotion in the media and music industry during war, using the Ukrainian experience as an example.

Research methods. This study employs qualitative research methods, including comparative case study analysis and a review of relevant literature. The analysis focuses on examples from Ukrainian media and music companies active between 2022 and 2024. Public campaigns, social media strategies, and audience engagement data were examined to identify key patterns of marketing adaptation and communication resilience during wartime conditions.

Research Objective. The aim of this article is to explore the main trends, challenges, and successful approaches in marketing and promotion within the media and music industries during wartime, using the Ukrainian experience as a case study. The study analyzes how these industries adapt their marketing and communication strategies under crisis conditions, identifies the most effective digital tools, and examines how emotional communication helps sustain brand loyalty and audience engagement.

It also investigates how the media and music sectors transform their strategic priorities in response to war-related disruptions such as economic instability, logistical limitations, and shifts in consumer behavior. By comparing pre-war and wartime approaches, the study traces the evolution of marketing values from commercial visibility to social relevance and emotional resonance, emphasizing the growing importance of social responsibility, digital transformation, and cultural authenticity.

The research goes beyond describing current practices, aiming to conceptualize the adaptive mechanisms that enable creative industries to remain functional and socially meaningful under extreme conditions. The findings contribute to broader discussions on crisis communication, cultural resilience, and the future of marketing in transitional societies.

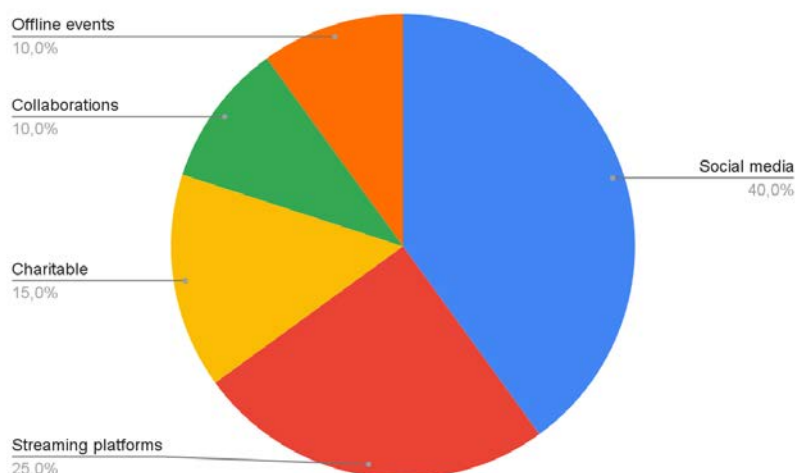
Research results. Promising directions for the development of advertising strategies in the media sector are closely connected with the need to adapt to new socio-economic and security challenges. The future of media advertising, particularly in Ukraine, depends on how market participants are able to revise their strategies and approaches in response to increasing uncertainty.

In the contemporary communication environment, targeted advertising, social media management, and short-form video content on platforms such as Instagram and TikTok have already become integral components of marketing strategies. However, the growing global instability associated with military conflicts, terrorist threats, and natural disasters introduces additional risks for the media business environment.

Under such conditions, companies must ensure organizational flexibility and operational mobility. Geographic decentralization, the digitalization of workflows, and the ability to relocate key functions are becoming essential for maintaining business continuity and competitiveness.

Wartime conditions have also provoked a *structural transformation of marketing priorities*. The hierarchy of goals has shifted in several key directions: 1) from profit maximization to the preservation of audience trust and long-term stability; 2) from entertainment-oriented content to communication with social and emotional significance; 3) from individual branding to collective and national representation (Figure 1).

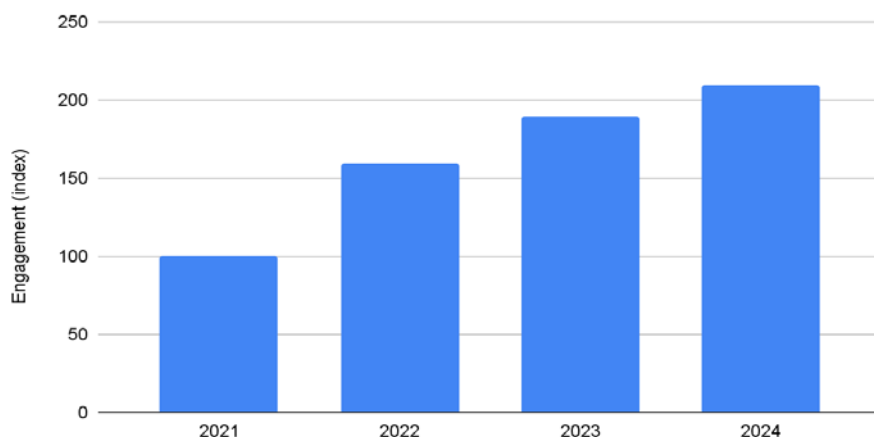
The survey results indicate that social media currently account for approximately 40% of total marketing activities, followed by streaming platforms (25%), charity collaborations (15%), partnerships (10%), and offline events (10%). These findings demonstrate a clear shift toward digital, participatory, and community-oriented marketing models.



Source: compiled by the author based on [5, 3].

Figure 1. Distribution of Marketing Tools Used by Ukrainian Music Companies During Wartime

Digitalization and audience engagement. have become defining features of contemporary marketing strategies in the Ukrainian media and music industries. Online interaction has largely replaced traditional publicity, transforming how artists and companies communicate with their audiences. According to analytics, engagement rates on Ukrainian artists' TikTok and Instagram pages increased by nearly 90% between 2021 and 2023 (Figure 2). This growth illustrates a broader shift toward direct, real-time communication and the strengthening of emotional connections between performers and their audiences in a digital environment.



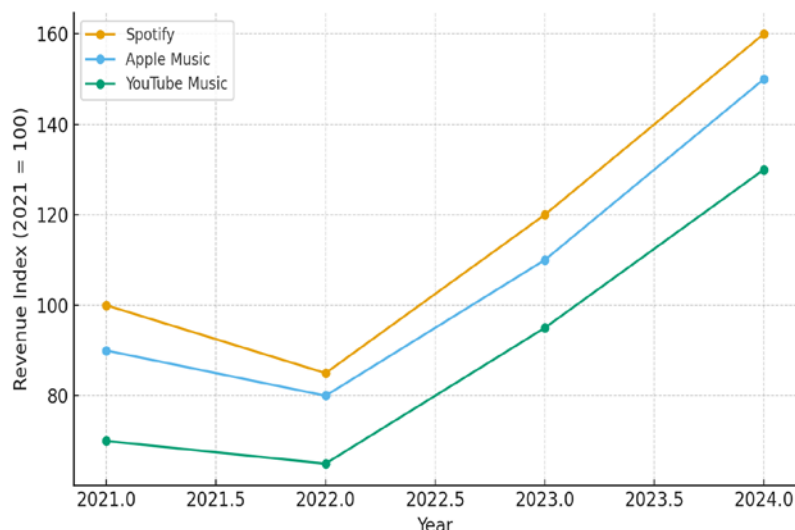
Source: [1, 4].

Figure 2. Audience Engagement Levels Before and During the War

As shown by the data in Figure 2, Digital content has become shorter, more emotionally charged, and socially conscious. Artists increasingly use user-generated content (UGC) to co-create meaning with their audiences, transforming followers into a resilient online community that supports both artistic identity and collective values.

The next important aspect is **social responsibility and charitable branding**, which has become an integral component of wartime marketing strategies. Ethical, social, and philanthropic initiatives are now embedded in the communication policies of Ukrainian media and music companies. Musicians and production teams organize charity concerts, donate part

of their profits, or collaborate with volunteer and humanitarian organizations. These initiatives not only contribute to fundraising and public awareness but also enhance the reputational and emotional value of creative brands among both domestic and international audiences, as reflected in the data presented in Figure 3.



Source: [5, 3].

Figure 3: Streaming Revenue of Ukrainian Artists (2021–2024)

Another essential aspect of wartime marketing is ***cultural authenticity as a strategic advantage***. Audiences increasingly expect brands and artists to represent national identity and cultural resilience. The use of the Ukrainian language, folklore-inspired visuals, and patriotic storytelling has become a dominant cultural trend that differentiates local creative products in both domestic and international markets.

Emotional storytelling plays a particularly significant role in this process. Many artists and labels incorporate messages of hope, strength, and collective perseverance into their campaigns. This emotional communication fosters solidarity, reinforces the symbolic meaning of artistic production, and strengthens the emotional bond between brands and their audiences. Such narratives not only serve as tools of persuasion but also function as instruments of social cohesion and identity preservation during wartime.

At the same time, the ongoing *digital transformation* has further amplified the *dominance of social media* as the primary marketing channel. With offline events being limited, companies rely heavily on platforms such as Instagram, TikTok, and YouTube to reach audiences and maintain visibility. Online concerts, collaborative campaigns, and data-based audience targeting through streaming analytics enable musicians and media organizations to adapt flexibly to unstable conditions while maintaining the effectiveness of promotional efforts.

A crucial component of this transformation involves *partnerships and charitable initiatives*. Collaborations with humanitarian and volunteer organizations, the release of charity singles, fundraising concerts, and merchandise linked to donations have become integral elements of marketing communication. These activities simultaneously enhance brand reputation and contribute to social well-being, creating a form of symbolic capital that extends beyond commercial outcomes.

Equally important is the growing demand for *localization and authentic cultural representation*. Domestic audiences increasingly value creative products that reflect their national identity, language, and traditions. The integration of Ukrainian motifs and symbols

into branding and visual aesthetics has evolved from a stylistic choice into a strategic necessity, reinforcing cultural continuity and differentiation in the global media landscape.

Finally, the war has accelerated the process of *global communication through digital export*. Streaming platforms and international media coverage have become alternative promotional channels that expand access to global audiences. As a result, Ukrainian artists are not only maintaining their presence but also gaining new international recognition, turning cultural authenticity into a source of competitive advantage.

Overall, wartime marketing emphasizes *empathy, authenticity, and social purpose* rather than the purely commercial orientation characteristic of peacetime campaigns. This strategic reorientation demonstrates how the creative industries can transform crisis conditions into opportunities for sustainable growth, national representation, and international cultural dialogue.

Another significant dimension of the contemporary Ukrainian music landscape is *leading trends in Ukrainian music in 2022–2023*. As noted by Valeria Chachibaya, co-founder of Radio Aristocrats, "Finally, the new Ukrainian music speaks about what truly matters to the listener – the war, the drive to fight, faith in victory, love for one's own, and hatred toward the enemy. It speaks sincerely and passionately, with a clear sense of its mission – to support and inspire people. This trend makes Ukrainian music indispensable for the local listener" [5].

The dominant and, to a large extent, inevitable theme across the creative industries in Ukraine is the war. However, even within this context, a dynamic evolution in tone and meaning is observable. Faith in victory and the will to resist remain present in musical narratives but no longer occupy the central thematic position they once did. These motifs have become a symbolic background – a reflection of prolonged circumstances that continue to influence collective consciousness and social identity. Sasha Varenysia, co-founder of Go West Bureau and *Mixmag Ukraine*, commenting on how young musicians interpret the wartime experience, emphasizes: "If in 2022 the war was at the center of attention for most authors, then in songs released in 2023 it has become more of a given setting for life stories about love, inner struggles, or self-discovery" [5].

This gradual transformation reflects the artists' search for new perspectives within the ongoing wartime reality. Ukrainian musicians have demonstrated remarkable sensitivity to the emotional state of their audience – understanding intuitively when it is necessary to evoke unity and resistance, and when to turn toward reflection, intimacy, and emotional openness. Such balance illustrates the growing maturity of the Ukrainian music scene, which continues to evolve artistically while responding authentically to the social and psychological needs of its listeners.

A comparative analysis of marketing strategies before and during wartime reveals fundamental structural and conceptual changes in the Ukrainian media and music industries. As shown in *Table 1*, the focus of marketing communication has shifted from purely commercial visibility to social relevance, reflecting the new ethical and emotional priorities of both producers and audiences.

This comparison demonstrates that wartime marketing has evolved not only as a survival mechanism but also as a redefinition of purpose and values. The analysis identified five dominant adaptation strategies within the Ukrainian media and music sectors: 1) localization and cultural coding, as artists increasingly integrate national symbols, folk motifs, and the Ukrainian language into their branding, lyrics, and visual aesthetics to reinforce identity and authenticity; 2) social media dominance, as platforms such as TikTok and Instagram replace traditional public relations channels and become the primary spaces for audience engagement and real-time communication; 3) collaborative ecosystems, where musicians and media organizations cooperate with NGOs, volunteer initiatives, and brands to

expand visibility and social impact; 4) hybrid monetization, as crowdfunding, merchandise sales, and Patreon-based support models compensate for the decline in live performances and sponsorship revenues; 5) emotional authenticity, since audiences increasingly value openness, vulnerability, and sincere storytelling, rewarding genuine emotional connection over commercial polish.

Table 1

Comparison of Marketing Approaches Before and During Wartime

Aspect	Pre-war Period	Wartime Period
Marketing focus	Commercial visibility	Social relevance
Main channels	Live events, TV, radio	Social media, streaming
Tone of communication	Entertainment	Empathy, solidarity
Budget structure	Advertising	Donations, online production
Key metrics	Sales, reach	Engagement, impact

Source: compiled by the author based on research and professional experience.

Together, these tendencies signify a paradigm shift from transactional to relational marketing, where trust, empathy, and cultural identity emerge as key drivers of audience loyalty and brand resilience under wartime conditions.

Conclusions. The findings of this study demonstrate that wartime marketing in the Ukrainian media and music industries prioritizes resilience, emotional connection, and social engagement over traditional commercial objectives. The war has accelerated the digital transformation of the country's creative economy, turning digital platforms into multifunctional spaces that combine promotion, communication, and community building.

Marketing and branding have increasingly merged with civic responsibility, as artists and media organizations use their platforms to foster solidarity, national identity, and psychological support. Both marketers and musicians have shifted from transactional promotion to audience-centered communication based on openness, sincerity, and shared emotional experience. These transformations highlight the adaptability and creativity of Ukraine's cultural sector under extreme conditions. The examined strategies provide a foundation for future research on how marketing, culture, and communication can maintain social relevance and creative vitality during periods of crisis and recovery.

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