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Brand positioning in digital space: Market changes adaptation mechanisms

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Abstract. The study aimed to identify the main vectors of transformation of brand strategies under the influence of changes in consumer behavioural patterns in the retail sector. The study used the case study method to analyse the marketing strategies of five global brands: Netflix, Tesla, McDonald's, Coca-Cola, Volvo, and five Ukrainian companies: Comfy, Foxtrot, Dnipro-M, ANC, and Klass. The main results demonstrated that personalised strategies using artificial intelligence, customer relationship management systems, chatbots and data management platforms provide a significant increase in the effectiveness of brand interaction. The introduction of personalised solutions has increased the Click-Through Rate by 50%, the conversion rate by 130%, the average check by 20-30%, and the customer retention rate in omnichannel models by 56%. The use of emotional branding, through cultural relevance, visual consistency and storytelling, significantly increases customer loyalty and satisfaction. Ukrainian companies that have adapted these practices have demonstrated a stronger digital presence, expanded audience, and steady growth in engagement across digital channels. The analysis of strengths, weaknesses, opportunities and threats showed that the key strengths of digital brands are the consistency of visual identity and personalisation, while the main weaknesses are technical dependence and the risk of reputational damage. Opportunities include the development of User-Generated Content and multichannel communications, while threats include increased competition and cybersecurity. The results obtained show that digital brand management is not only a communication tool, but also a strategic platform for building competitive advantages, strengthening loyalty and increasing brand value in a dynamic market. The practical significance of the study is determined by the fact that its results can be used by retailers to develop effective digital brand management strategies, incorporating personalisation, multichannel interaction and the introduction of artificial intelligence tools

Keywords: interaction; content; competitiveness; personalisation; analytics; artificial intelligence; algorithm

Introduction

Amidst economic instability, digitalisation is a significant driver of change in the business environment, particularly in the retail sector. Technological advances, including the introduction of digital platforms, social media, mobile applications and other digital communication tools, have significantly changed the brand management, providing businesses with new opportunities to interact with end consumers. Digital transformation poses new challenges, including the effective use of digital technologies to improve the competitiveness and sustainability of brands. Brand management in the digital environment requires new approaches and strategies to ensure effective communication with the target audience and a timely response to changes in consumer behaviour.

One of the key challenges for companies in the digital environment is to ensure recognition and sustainable emotional interaction with consumers, which requires not only a visual identity but also a well-thought-out brand management strategy. D. Terekhov & N. Zhelavska (2024) distinguished between the concepts of "branding", defining the former as the process of creating a brand identity and the latter as a strategy for its management. The examples of Nike, Starbucks, and Coca-Cola showed how these tools contribute to the growth of awareness and loyalty.

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Changing approaches to brand building at the international level have necessitated effective integration into the global information space. This was analysed by M. Hliadko (2024), emphasising cultural adaptation, digital marketing, and strategic partnerships. The study emphasised the importance of combining local values with global trends, as well as the effectiveness of cooperation with local companies in helping brands enter foreign markets. The insufficient effectiveness of traditional branding in the context of digital transformation has become the basis for rethinking approaches to consumer interaction. N. Dubovyk (2024) studied the latest trends in brand management, including emotional branding, visual content, and digital communication as tools for building brand trust. The study proved that the combination of creativity and analytics can increase the effectiveness of interaction, and the use of innovative digital tools ensures higher levels of audience recognition and commitment.

The insufficient effectiveness of traditional marketing communication tools in the digital environment has led to the need for new approaches to brand-consumer interaction. This was studied by M.R. Podorozhna (2023) in an analysis of the features of digital communication in shaping brand identity and influencing consumer choice. The study emphasised the importance of a personalised approach, interactive content, multichannel strategies and social platforms in building brand trust. The study confirmed that the emotional component and focus on audience values increase consumer loyalty. The increasing role of digital platforms in promoting goods and services has highlighted the need to build a distinct brand in the minds of consumers. Y. Rybalchenko (2025) investigated brand-building tools that ensure long-term customer relationships, including personalisation, emotional engagement and feedback. The study determined that effective digital positioning is based on trust, consistency and alignment with consumer values, and the use of behavioural analytics can be used to quickly adapt offerings to market changes.

The need for effective brand promotion in the digital economy has sparked interest in studying the impact of digital technologies on organisational image management. This was studied by V. Shevchenko *et al.* (2022) in an analysis of digital branding tools, including the integration of websites, social media, mobile applications, and personalised platforms into marketing strategy. The study proved that creating a positive brand in the digital environment depends on consistency in communication, emotional appeal and active feedback from the audience. The study determined that the introduction of digital channels can be used to improve competitiveness, increase awareness and build trust. Increased competition in the digital environment has raised the issue of ensuring a sustainable brand presence and its compliance with consumer expectations. This was explored by L. Tkachyk *et al.* (2023), who analysed methods of creating a unique selling proposition, building brand reputation in the online space, and using digital tools to enhance emotional interaction with the audience. The study noted that effective branding in the context of digitalisation requires a systematic approach to communications, monitoring consumer reactions and adapting content to meet changing demand.

The aspects of flexible brand management in the context of fast-moving digital trends, integration of real-time personalised communications, and alignment of content with changing consumer behaviour were not sufficiently covered. Further analysis is also required to understand the mechanisms for adapting brand strategies to regional cultural peculiarities, assessing long-term brand stability, maintaining trust during crises, and retaining attention in a multichannel environment. The study aimed to identify key areas of brand strategy transformation in response to changing consumer behaviour and the development of digital communication environments in retail. To achieve this goal, the following tasks were identified: to study the theoretical foundations of digital brand management in retail and to systematise approaches to the formation of effective brand management in the context of digital transformation.

Materials and Methods

The study was analytical and review in nature and covered the period from May 2024 to May 2025. The studies by V. Kofman & L. Pankovets (2023) and I.T. Sorivka (2024) were analysed to develop the theoretical foundations of digital brand management in retail and to compare traditional and digital approaches to brand management. This identified structural changes in brand formation in the context of digitalisation and reorientation to consumer behavioural data. To identify the main factors of influence of digital brand management on the development of retail trade, studies by L. Granat (2017) and Ye. Romat & L. Granat (2021), which outlined the importance of personalisation, omnichannel integration and automation of customer interaction processes, were used.

The study examined systematic approaches to the formation of a brand strategy in the digital economy, with a focus on personalised marketing and the active use of artificial intelligence (AI) tools in 2024-2025 (Artificial intelligence in marketing..., 2025). The possibilities of introducing generative AI as a tool for adapting brand content in real time were analysed using the descriptive analysis method, which was used to assess its potential for increasing relevance and consumer engagement. The descriptive analysis highlighted interactive communication tools, including omnichannel approaches and chatbots, such as SendPulse, Chatfuel and Claude, whose functionality was described as examples of modern solutions in the field of automated customer interaction. A descriptive overview of the capabilities of YouScan, LOOQME and Hootsuite, media activity monitoring and brand reputation management platforms that provide real-time analytics, data visualisation and control over the tone of mentions in the digital environment, was provided.

To substantiate the conceptual provisions in practice, the case study method was applied, which involves an in-depth analysis of specific examples of brands that have implemented digital strategies in the context of market transformation. This approach analysed the experience of international companies such as Volvo (n.d.), McDonald's (n.d.) and Tesla (n.d.), addressing their digital communication strategies, the introduction of dynamic content and service automation. The examples of Netflix (n.d.) and Coca-Cola (n.d.) were also considered separately, as they effectively use multichannel interaction and personalisation in the digital environment. The cases of Ukrainian companies Comfy (n.d.), Foxtrot (n.d.), and Dnipro-M (n.d.), which actively combine physical and digital touchpoints, were also included in the analysis. The experience of the pharmacy chain ANC (n.d.) and the retail company Klass (n.d.) was also used to illustrate the use of omnichannel solutions in the national context. To evaluate the effectiveness of brand communications, metrics including the number of mentions, tone, engagement rate, Net Promoter Score, Customer Satisfaction Score, average rating and content analysis of comments, were analysed to make a comprehensive assessment of the brand's digital activity. InMoment, Similarweb, and Ahrefs tools were used to collect and analyse this data. The study conducted a SWOT analysis of the introduction of AI in personalised marketing to identify strengths and weaknesses, as well as opportunities and threats associated with the use of the latest technologies in brand communications, including automation of customer interaction, content adaptation and consumer behaviour analytics.

Results and Discussion

Theoretical foundations of digital brand management in retail

As market relations have evolved, a brand has become not only a marker of product or service identification, but also a key means of forming long-term emotional ties with consumers. In the 21st century, the understanding of a brand exceeds a logo, name or packaging, encompassing the values, emotions, reputation and experience associated with a company in the minds of the audience. In this context, a brand is a holistic system that provides differentiation in the market and determines the competitive advantages of an enterprise. Traditionally, brand management was based on the use of linear communication channels and standardised approaches to positioning. However, the proliferation of digital technologies has transformed the principles of brand management. In the digital era, the interaction between a brand and a consumer has become multichannel, interactive and dynamic. Therefore, the study aimed to analyse the specifics of digital brand management, its advantages and challenges compared to classical models has become particularly relevant. To identify the key differences between traditional and digital approaches to brand building, it is advisable to summarise their characteristics systematically. Table 1 provides a comparison by such criteria as communication channels, level of personalisation, feedback, strategy flexibility, and performance measurement tools.

Table 1. Characteristic differences between traditional and digital brand management

Characteristic	Traditional brand management	Digital brand management
Communication channels	Television advertising, print materials, radio, and outdoor advertising	Social media, websites, mobile apps, and email marketing
Client interaction	One-way communication, focusing on mass advertising campaigns	Two-way communication, active engagement through comments, chats
Personalisation	Limited personalisation (through market segmentation)	High level of personalisation with user data
Speed of response	The long process of responding to market changes requires time for analysis	Instant response to changes in demand and customer feedback
Methods for measuring performance	Traditional methods (surveys, sales, market research)	Real metrics (website analytics, social media metrics)
Brand interactivity	Limited interaction with customers through direct contact	High level of interaction through platforms and online channels
The impact of technology	Use of traditional advertising technologies	Active use of the latest technologies (AI, chatbots)
Omnichannel	Limited integration options	Integration between physical and digital touchpoints
Control and monitoring	Less control, limited access to feedback	Full control and monitoring through digital analytics tools
Duration of exposure	Long-term strategy	A flexible and adaptive strategy, the ability to quickly change course

Source: compiled by the author based on V. Kofman & L. Pankovets (2023), I.T. Sorivka (2024)

An analysis of the differences between traditional and digital brand management has demonstrated the transformation of brand management principles under the influence of digital technologies. Digital approaches ensure two-way communication with consumers, high personalisation and rapid response to changing market conditions. In contrast to traditional methods that emphasise long-term campaigns and linear interaction, digital brand management enables flexible adaptation of strategies in line with the behavioural patterns of the audience. The use of big data analytics tools contributes to a broader determination of consumer needs and the development of relevant communication solutions. This increases engagement, trust and emotional attachment to the brand. Digital strategies also ensure effective integration of online and offline channels, which is critical for retailers operating in a highly competitive environment. In the context of rapid changes in the market and evolving consumer expectations, digital brand management is a key tool for maintaining the competitiveness of companies. Its implementation helps to personalise communication, optimise sales processes, build long-term relationships with customers and create a sustainable market position. This is especially relevant in retail, where customer interaction covers all stages of the consumer journey. In general, digital brand management determines the key areas of development for companies in the retail sector, contributing to the effective functioning of the business in the digital economy (Dwivedi *et al.*, 2021). Figure 1 shows the key aspects of digital brand management in retail that form its strategic value in a competitive environment.

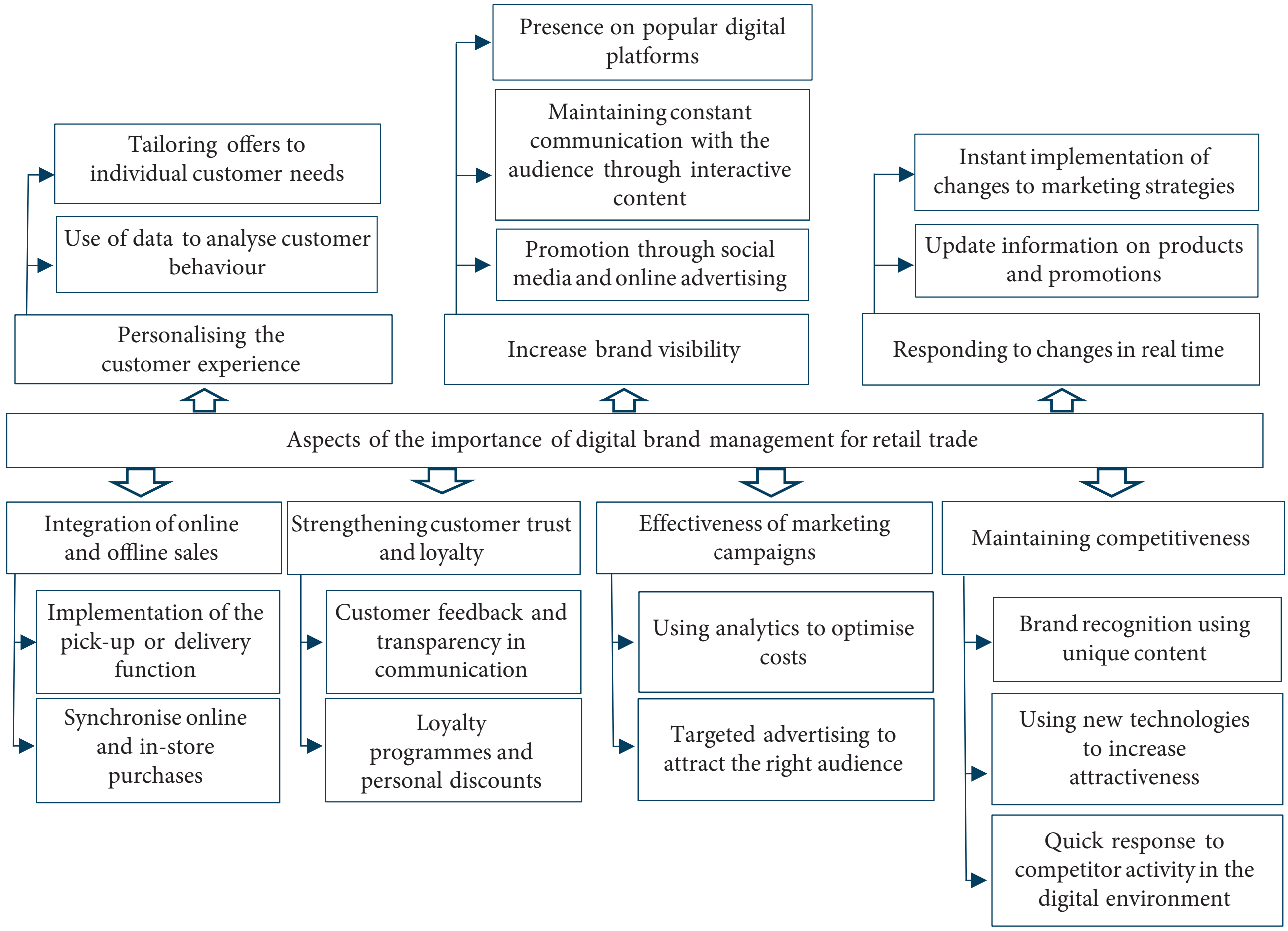

Figure 1. Key factors of digital brand management influence on retail development
Source: compiled by the author based on L. Granat (2017), Ye. Romat & L.V. Granat (2021)

Digital brand management is critical for ensuring effective customer engagement in retail. One of its key components is the personalisation of customer experience: individual offers are generated based on consumer behaviour data, which helps to increase loyalty and build long-term relationships with the brand. Digital platforms also ensure a broad presence in the information space, enabling companies to communicate with their audience continuously and respond to changes in consumer expectations and market trends in a timely manner. Efficiency is another advantage of the digital approach: the ability to update information about products and promotions in real time helps to increase the adaptability of marketing strategies. The integration of online and offline channels provides a holistic customer experience that increases customer satisfaction. Trust is built through loyalty programmes, personalised discounts and open interaction with customers, which encourages repeat purchases and strengthens brand loyalty. Analysis of the effectiveness of campaigns helps optimise the use of resources and improve the effectiveness of strategic decisions. The combination of these approaches forms the basis for a successful brand in the digital competition (Chandra *et al.*, 2022). Figure 2 shows the main areas of digital brand management in retail, which ensure effective adaptation of the brand to the market conditions.

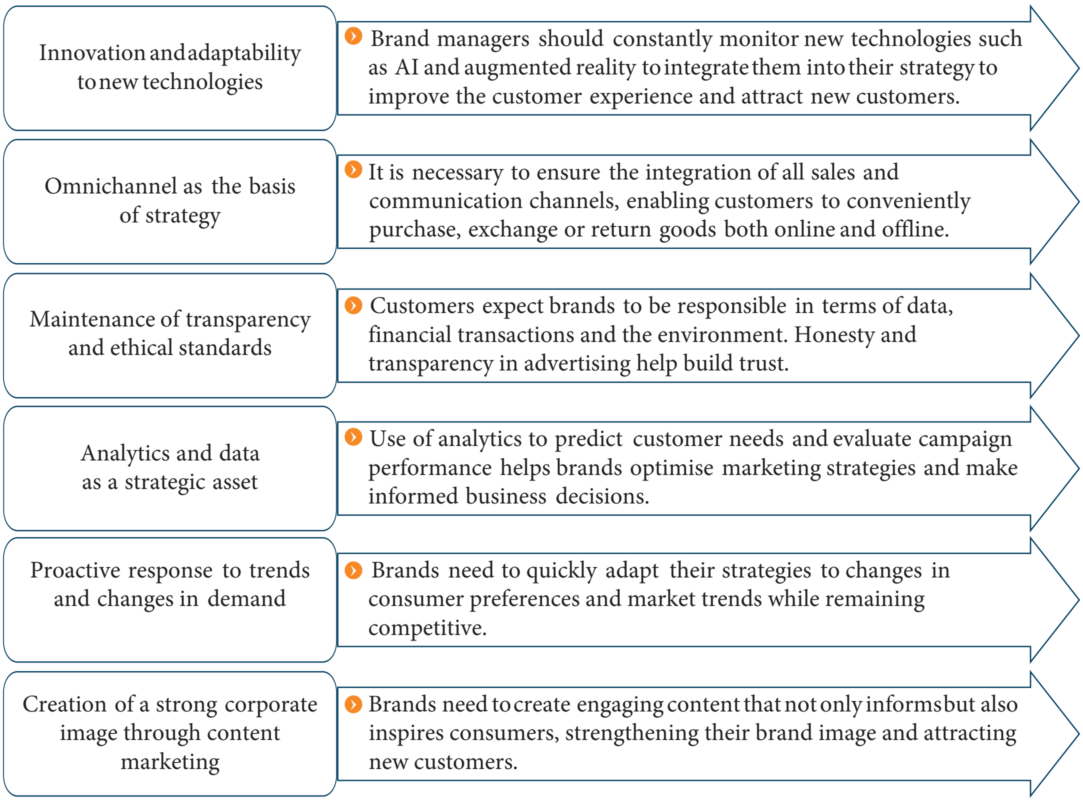

Figure 2. Key imperatives of digital brand management in retail
Source: compiled by the author

In the context of digital transformation, personalisation of customer interaction, which is implemented through digital tools, is becoming increasingly important. The collection and analysis of data is used to analyse individual customer needs and create unique offers tailored to their interests and preferences. This approach helps improve customer experience and strengthen loyalty, demonstrating the brand's customer centricity. Omnichannel strategies ensure the continuity and convenience of purchases regardless of the chosen channel of interaction – online or offline. Synchronisation of channels ensures availability at any time and place, which increases customer comfort, helps to retain a loyal audience and attract new consumers. In the digital era, transparency and ethics are becoming increasingly important for companies. Consumers are increasingly paying attention to how personal data is used and to the corporate social responsibility of brands. Reliability of information, transparency on environmental initiatives and responsible business practices build trust and a positive company image. Innovative technologies, omnichannel approaches and transparent customer interaction require continuous improvement of marketing strategies and communication practices. This not only maintains the relevance of the brand but also strengthens its market position by increasing the trust and loyalty of the target audience. The successful implementation of such strategies contributes to a broader determination of consumer behaviour, which provided personalised solutions and increase the effectiveness of marketing activities. The integration of digital technologies, analytics, and automated processes optimises costs and improves the flexibility to respond to changes in demand (Fauzzia *et al*., 2025). As a result, it ensures stable brand competitiveness in a dynamic market environment. The combination of innovative approaches, adaptive brand management and active interaction with the audience forms the basis for sustainable brand development and market leadership.

C. Reimann *et al*. (2021) analysed digital challenges for small and medium-sized enterprises (SMEs) in the business-to-business environment through the lens of dynamic and adaptive marketing capabilities that provide a competitive advantage in a turbulent environment. A similar focus on adaptability as a critical factor was observed in this study, with an emphasis on personalised digital brand management and flexible communications. However, the difference was not only in the context of analysing Portuguese SMEs in the international business-to-business space versus retailers, but also in the research approach: quantitative methodology versus conceptual analysis. N.A. Al-Moaid & S.G. Almarhdi (2024) defined digital technologies as the basis of brand identity, especially within the culturally specific context of the Gulf countries. Although both studies emphasise the importance of personalisation, social media and customer centricity, this study operated in a broader strategic field without geographical reference. In addition, N.A. Al-Moaid & S.G. Almarhdi had a defined empirical vector based on a survey, while the presented work is analytical and comparative in nature.

F. Pascucci *et al.* (2023) analysed the barriers and motivational attitudes associated with digital transformation in the Italian SME sector. Similarly to this study, it emphasised the importance of customer centricity and innovative flexibility. The study also analysed digitalisation as a response to external challenges, such as economic and managerial constraints, while digital tools were considered from the perspective of strategic brand management. Y. Zhang (2024), in turn, analysed the introduction of AI in the field of brand communications, with a specific example of the development of the SKIMS e-commerce platform. Even though both studies recognised the transformative role of digital technologies in building consumer loyalty and brand management, their approaches to the topic were significantly different. Y. Zhang (2024) emphasised the technological architecture and algorithmic solutions, while present research addressed the strategic implementation of digital channels in the retail sector. S.L. France *et al*. (2025) revealed the nature of digital brand value, its determinants, measurement methods and potential for further development. The researchers emphasised trust, customer experience and personalisation as critical factors in building a brand in the digital age. These provisions correlate with the findings of this study, but S.L. France *et al.* proposed an applied model with a focus on the hospitality sector, while here the subject of analysis was retail with its specific strategic challenges.

Summarising the analysis, it is possible to argue that digital brand management is fundamentally changing the principles of interaction between companies and consumers, going beyond traditional communication models. Digital tools provide high personalisation, flexibility and omnichannel, which helps strengthen brand loyalty and trust. These approaches are particularly important in the retail sector, where rapid adaptation to consumer expectations is key to competitiveness. Combined with analytics, ethics and innovation, digital strategies form the foundation for sustainable brand growth in the digital economy.

Systematic approaches to effective brand management in the digital age

Brand management in the digital environment is based on an interdisciplinary combination of classical marketing concepts and the latest approaches that reflect the impact of digitalisation on consumer behaviour, communication channels and brand value creation mechanisms. The theoretical basis of brand management includes several concepts that help structure the processes of positioning, building emotional connection, managing brand image and brand equity. These approaches are especially relevant in the context of the digital environment, where rapid communications, social media, and the need for adaptability to constantly changing conditions dominate. The vision of brand management includes the concept of a brand as a promise, which emphasises the need to formulate a sustainable value proposition that is relevant to the needs of the target audience. The formation of the promise begins with the definition of the company's mission, vision and values, which determine the meaning of the brand's existence, strategic direction and communication standards (Zhang & Guo, 2024). An example of the implementation of this approach is Volvo (n.d.), which has consistently positioned itself as a safety brand by integrating this message into products, advertising, and user experience. Safety is not just an advertising slogan, but a systemic component of the brand: Volvo was the first to introduce the three-point seat belt, which later became the industry standard, and has repeatedly initiated social campaigns on responsible driving. On the digital communications level, the brand communicates its safety promise through content that demonstrates care for passengers, family and the environment. Volvo's website, social media and mobile services are tailored to the needs of users, with a focus on simplicity, information and trust. Consistency of communication is of particular importance: in Sweden and other markets, Volvo remains true to its key message, strengthening its market position as a brand that combines technological innovation with humanistic values.

Another key concept views a brand as a set of associations formed through emotional, functional or symbolic elements. In this context, McDonald's (n.d.) demonstrates recognisability through its colour scheme, positive tone of voice, standardised services and strong emotions. Yellow and red colours are associated with energy, speed and appetite, and the consistent use of these elements in restaurant design, packaging and promotional materials ensures the visual integrity of the brand. A standardised service format creates a predictable and comfortable experience for consumers, regardless of country or location. The effective use of storytelling and visual identity through campaigns that appeal to family values, fond childhood memories and the idea of "affordable pleasure" strengthens the brand's connection with the consumer. Digital tools, such as a mobile app with ordering, point accumulation and personalised offers, reinforce this association system, deepening customer engagement. Brand image management involves long-term interaction with consumers, reputational risk management, response to feedback, and an active presence on social media, where McDonald's maintains constant communication, adapting content to the local context and audience expectations. In the digital era, effective brand management requires constant monitoring of the online space, and specialised platforms are central. YouScan is a social listening system with a powerful visual analytics function that can be used to detect brand mentions in social networks, forums, news and blogs, analyse the context, tone and emotional background of messages, as well as visual images associated with the brand. This provides an enhanced understanding of the company's perception in the digital environment. LOOQME specialises in media analytics and offers monitoring of both online and offline sources, including television, radio and print media. The platform can be used to track newsworthy events, analyse the effectiveness of communications, generate regular analytical reports and monitor reputational risks in real time. Hootsuite is a global social media management platform that provides tools for scheduling posts, monitoring brand mentions, analysing audience reactions and engaging with followers. Its analytics features can be used to track content performance indicators, including reach, engagement and emotional response, which is essential for maintaining a consistent brand promise.

Brand positioning in the digital environment is based on the formation of a unique selling proposition and highlighting competitive advantages. Tesla (n.d.), for example, has created an image of an innovative brand focused on environmental friendliness and technology, actively using social media instead of traditional advertising. In the digital space, the brand builds an associative image through a combination of minimalist design, high-tech content, and direct communication with the audience, which is carried out through the public activity of Elon Musk. Instead of classic advertising campaigns, Tesla uses video presentations of new products, interactive online events, broadcasts of innovative events and short content formats. The company's digital services, including a mobile app, personalised car software updates, and real-time functionality management, reinforce the perception of the brand as part of an integrated innovation ecosystem. All this creates an emotionally rich and structured brand image based on the ideas of technological breakthroughs, environmental responsibility and the future of mobility. The colour palette, typography, logos, and tone of voice influence the emotional trust and loyalty of the audience. It is known that up to 80% of consumers identify a brand by its colour. Interactive elements, micro-animations, and 3D graphics add modernity and engagement to the interaction (Kheina, 2023). The concept of brand equity management focuses on increasing awareness, trust, and financial efficiency. An example is Coca-Cola (n.d.), which builds sustainable brand equity through consistent design, cultural recognition, and holiday associations. The key elements are the signature red colour, classic logo lettering, contoured bottle and consistent use of visual and audio elements that have anchored the brand in the public consciousness as a symbol of joy, celebration and emotional closeness. In the digital environment, Coca-Cola adapts these elements to various formats, from interactive advertising to visual social media campaigns, while maintaining brand integrity across all platforms. The brand makes extensive use of User-Generated Content, engaging the audience in creating content that builds authenticity and trust. Personalised products (e.g., bottles with names) are being introduced, as well as campaigns focused on local cultures, which provide an emotional connection with consumers in different countries. In the digital environment, Coca-Cola's brand equity is measured through indicators such as reach, engagement, conversion rates, duration of interaction, and the depth of emotional response on social media. High performance in these metrics confirms the effectiveness of a comprehensive brand equity management strategy in the context of digital transformation (Brand promotion tools, 2024).

The concept of emotional branding, which aims to build a deep emotional connection, is also valuable. A striking example is Netflix (n.d.), which creates a personalised user experience through analytics, recommendation algorithms and digital communication. The brand ensures content individualisation through a complex system of algorithms that accounts for viewing history, ratings, behavioural patterns, and even the time of day of viewing, creating the feeling that the user controls information reality. The visual identity of the platform remains stable – a black background, red logo and minimalist interface, which creates recognition and maintains an immersive atmosphere. The emotional connection is strengthened by Netflix's active presence on social media, where the company conducts informal yet consistent communication using humour, memes, visual quotes from popular TV shows and direct interaction with the audience. The assessment of brand credibility and image in the digital environment is carried out through social media, User-Generated Content, and review platforms. Metrics such as the number of mentions, tone of voice, engagement rate, Net Promoter Score, Customer Satisfaction Score, average rating, and comment content analysis help measure the effectiveness of brand interaction (Andriushchenko & Marchuk, 2024). The InMoment platform specialises in analysing customer experience, including feedback processing, assessing customer emotional engagement and calculating loyalty indices such as Net Promoter Score and Customer Satisfaction Score, which is critical for assessing brand trust. Similarweb can be used to track brand positioning in the online space by analysing traffic, referral sources, the competitive environment and user behaviour on websites. Ahrefs similarly offers in-depth analysis of content, search engine optimisation metrics, and competitors, which can be used to assess the strengths and weaknesses of a brand in the search space and identify ways to increase its awareness. Brand management in the digital space is a dynamic process that combines strategic consistency and technological adaptability. Its effectiveness is determined by the brand's ability to deliver a holistic, relevant and personalised consumer experience that is consistent with its stated promise and supported by digital analytics tools.

The omnichannel approach to brand management, which is actively used by Ukrainian companies, deserves special attention. Among them is Comfy (n.d.), which integrates a website, mobile application, a network of physical stores and social networks into a single system. The brand prioritises the personalisation of the service: users receive individual offers, access to a loyalty programme, push notifications, and the possibility of quick retrieval. A similar strategy is implemented by Foxtrot (n.d.), where omnichannel covers the website, mobile app, SMS, and retail outlets. The company ensures transparency of information about the availability of goods, interaction through messengers, and the accumulation of purchase history for further personalisation. Dnipro-M (n.d.) combines an online store, mobile app, social media, and a network of branded stores, supplementing it with video content, online consultations, and streams to increase customer engagement. ANC (n.d.) is implementing an omnichannel approach through a network of pharmacies, a mobile app, website and SMS communication, which can be used for online ordering of medicines, electronic prescriptions and individual discounts. Klass (n.d.) uses a mobile app, discount system, social media, and website to provide a single base for customer interaction and personalised offers. All these companies create a continuous customer experience: a purchase can start in one channel, continue in another, and end in a third, with the interaction history fully preserved. This approach accounts for up to 32% of total sales and significantly increases loyalty. Data integration can be used to create an accurate portrait of the consumer and increase the relevance of communications (Danchenko, 2023).

As of 2024-2025, personalised marketing and AI have become key elements in the brand communications of companies worldwide. The share of companies that have implemented generative AI has increased from 33% to 65%, while 82% of large enterprises (with more than 1,000 employees) have already integrated or are testing AI in their operations, primarily in marketing and communication processes (Artificial intelligence in marketing..., 2025). According to Content at Scale, 80% of US companies are already using AI, and another 15% plan to do so in 2025 (Talimonchuk, 2024). Personalisation has become the standard: more than 75% of consumers are more likely to choose brands that offer personalised content, and 85% of marketers are investing in digital ecosystems to improve personalisation. Social media (Instagram, TikTok, Twitch, Reddit) are recognised as the most effective digital channels in 2025, as they ensure high engagement and authentic communication; closed messengers and community platforms (Telegram, WhatsApp, Discord), which can be used to conduct a personalised dialogue without interference from algorithms; influencer marketing, including with micro- and nano-influencers, which build trusting relationships through video content, challenges and user-generated content. Digital ecosystems and customer relationship management (CRM) platforms ensure the relevance of offers by integrating data from various channels, which increases customer loyalty (Digital marketing trends..., 2025).

Interactive tools such as tests, quizzes, augmented reality try-ons, and chatbots increase engagement and trust in the brand, while multimodal strategies ensure consistent messaging at all stages of the customer journey. Omnichannel plays a key role in increasing efficiency: companies that have implemented omnichannel strategies have a 56% higher customer retention rate, and consumers who use multiple channels spend 4% more in offline stores and 10% more in online stores (Omnichannel communications…, 2022). Approximately 60-70% of shoppers combine online and offline experiences, making channel consistency and personalisation critical to increasing conversions. An important component of digital transformation is the use of AI solutions. The SendPulse chatbot is a multifunctional tool that can be used to create automated communication scenarios in channels such as Telegram, Facebook Messenger, Instagram, and WhatsApp. It supports a visual bot builder, integration with CRM systems, and audience segmentation, which can be used to tailor communications to user behaviour and increase conversions. Chatfuel is one of the most popular platforms for creating chatbots in Facebook Messenger. It supports AI, integration with e-commerce platforms, and interaction analytics, making it effective for conducting dialogues, generating leads, and automating request processing. The Claude chatbot, developed by Anthropic, is distinguished by its high level of natural language processing and ethical interaction algorithms. Its use in business enables personalised customer support, real-time responses to complex queries, and a positive user experience. All these chatbots can be used to not only automate up to 70% of requests but also reduce the load on contact centres, improve response times, and ensure continuous communication with their audience. Programmatic advertising is actively used for precise targeting, increasing engagement, and improving the effectiveness of advertising campaigns. Its integration with chatbots, email marketing, and social media enables the creation of multi-channel personalised campaigns with a high return on investment. AI-based big data analytics can be used to predict consumer behaviour, optimise interaction scenarios, and quickly adapt marketing strategies. As a result of using such tools, customer experience is significantly improved, conversion rates increase, sales grow, and brand loyalty is strengthened (Zakhozhiy, 2024).

Both the study by R.E. Browder *et al.* (2024) and the present study highlighted the crucial role of digital technologies in the ability of businesses to adapt to external challenges. In the former case, the rapid transformation of start-ups was ensured by digital tools and institutional training, which provided a temporary advantage. In contrast, the present study addressed long-term strategic brand management in the retail sector, with an emphasis on personalised and omnichannel approaches. Despite the common emphasis on flexibility and innovation, the contexts of the analysis differed significantly. The analysis conducted by J. Paul *et al.* (2024) was global in scope and covered both Business-to-Business and Business-to-Consumer spheres. Its goal was to systematise scientific approaches to the digital transformation of marketing based on more than 300 sources. The present study shared a vision of personalisation, omnichannel and data utilisation as key strategic directions for development. Compared to the conceptual nature of the study by J. Paul *et al.*, the present study was more applied in nature and focused on the practical aspects of digital brand management in the retail sector. The study by P. Kamkankaew *et al.* (2025) addressed the tourism sector in Thailand. The study investigated the effects of digital channels, in particular social media, e-commerce and virtual experiences, on consumer behaviour using structural modelling. While the presented study focuses on brand management in retail, both works agree that digital transformation is the foundation for business adaptation and effective customer interaction. The main difference lies in the specifics of the industries and research approaches. S. Khanal *et al.* (2025) addressed digital marketing in Nepal's agriculture sector. The researchers looked at opportunities for innovation for small and medium-sized enterprises, particularly through the development of digital infrastructure and inclusiveness. Compared to this work, both studies shared a vision of the importance of data, personalisation and innovation as drivers of competitive advantage. However, the study focused on strategic brand communications in a retail environment, while S. Khanal *et al.* (2025) examined mainly the political and economic aspects of implementing digital approaches in agriculture. Brand management in the digital environment requires the integration of classical marketing approaches with digital technologies, which can be used to effectively form an emotional connection with the consumer, manage the image and maintain the brand's competitiveness. The successful implementation of a brand strategy involves the use of omnichannel communications, personalisation, big data analytics and AI tools to ensure relevance and trust at every stage of customer interaction. In a dynamic market, effective brand positioning is based on flexibility, consistency of messages and the use of up-to-date digital formats. Strategic brand management is being transformed into a comprehensive digital ecosystem where every point of contact enhances brand perception and creates sustainable competitive advantages.

Directions for improving brand communications in the context of digital transformation

In the digital environment, personalisation of communication is becoming a key factor in building long-term relationships between brands and consumers. AI is significantly transforming approaches to personalisation, enabling companies not only to tailor marketing messages to individual preferences, but also to predict customer behaviour, automate interactions and create a holistic experience across all touchpoints. However, the effective use of AI tools requires not only technological training but also strategic planning, integration of various digital platforms, and consideration of ethical aspects. To determine further development vectors, it is advisable to conduct a SWOT analysis of the state of AI implementation in brand communications personalisation (Table 2).

Table 2. SWOT analysis of digital brands (based on cases)

Advantages	Disadvantages
Stable visual identity and brand promise (Coca-Cola, Volvo) High level of personalisation and algorithmic support (Netflix, Tesla) Omnichannel communications and preservation of interaction history (Comfy, Foxtrot, Dnipro-M)	Dependence on digital infrastructure and technology Risks of losing brand control through User-Generated Content Limitations of adaptation in regions with low digitalisation
Possibilities	**Threats**
Expansion of the omnichannel service model, using emotional branding to increase loyalty Automation of communications through chatbots and analytics	Digital saturation and competition for attention Crises of trust caused by public scandals or technical failures Rapid changes in digital trends require constant adaptation

Source: compiled by the author

Based on the results of the SWOT analysis of digital brands, which included cases of such companies as McDonald's, Tesla, Volvo, Coca-Cola, Netflix, as well as Ukrainian enterprises Comfy, Foxtrot, Dnipro-M, ANC and Klass, strategic recommendations have been formulated that are practical and focused on strengthening the position of Ukrainian brands in the digital environment. It is worth addressing the development of digital infrastructure as a key factor for the effective implementation of omnichannel strategies. This involves upgrading hardware, implementing CRM and enterprise resource planning (ERP) systems, building cloud platforms and integrated digital services that provide a unified customer experience and increase the flexibility of customer interaction channels. The next strategic step should be the introduction of consumer behaviour analytics tools, including data processing algorithms that can be used for real-time monitoring of the effectiveness of communication campaigns, adaptation of content to individual customer requests and forecasting the needs of the target audience. This approach helps increase the level of personalisation of services, improve customer satisfaction and, consequently, reduce customer churn.

The development of the emotional component of the interaction between the brand and the consumer is notable. An effective method in this context is the introduction of storytelling, visual identity and communication strategies based on culturally relevant narratives. Ukrainian companies should become more involved in the local context, which will create an authentic brand image and ensure emotional identification of the consumer with the brand. Given the growing role of digital reputation, it is recommended to create reputational risk management systems that include continuous monitoring of the tone of mentions, analysis of comments and prompt interaction with the audience in crises. This helps build a positive image of the company as an open and responsible market player. Another important area is the involvement of consumers in the creation of branded content. Promoting

User-Generated Content through contests, interactive initiatives, and gamified loyalty mechanisms helps to enhance the effect of authenticity, expand coverage, and strengthen interaction with the community. At the same time, it is necessary to develop internal expertise in digital communications. Companies should invest in staff development, create educational environments, and organise regular training and mentoring programmes aimed at developing competencies in digital marketing, data analytics, and omnichannel platform management.

Regular audits and updates of strategies for engaging with target audiences should be institutionalised as part of internal business processes. It is recommended to audit communication channels and adapt messages to the dynamics of market demands at least twice a year. This practice ensures prompt response to changes in consumer behaviour and maintains the relevance of branded content. It is worth emphasising the need to comply with ethical standards in digital interaction. Brand communication should be based on the principles of transparency, reliability and personal data protection. Companies should build trusting relationships with their audiences through open communication, timely response to user requests, and avoidance of manipulative practices. It is also advisable to consider the regional characteristics of audiences, ensuring that digital content is localised following language, cultural and behavioural differences. This will increase the level of relevance of messages and reduce the perception of the brand as formal or aloof. Stimulation of innovation activity within companies is also notable. Creation of internal laboratories or cross-functional groups responsible for testing and implementing new digital interaction formats, such as augmented reality, voice interfaces, interactive content, and automated AI-based services, is relevant. The development of such initiatives will help increase brand adaptability to technological change and lay the foundation for long-term growth. The proposed strategic guidelines are comprehensive and aimed at increasing the competitiveness of Ukrainian brands in the digital space. They can be used to build sustainable relationships with the target audience, strengthen brand equity, and ensure the flexibility and sustainability of brand strategies in the face of rapid digital transformation.

Digital technologies were considered in both studies, this one and S. Mirdasse (2024), as a driver of strategic transformation of marketing approaches. They both emphasised the importance of personalisation, big data and AI to improve the effectiveness of customer communications. S. Mirdasse (2024) focused on the cross-industry effects of digitalisation, ethical challenges and the transformation of the role of the marketer, while this study demonstrated the application of digital brand management in retail with specific omnichannel strategies. K.E. Meyer *et al.* (2023) addressed global strategies in the digital era, with a special emphasis on the role of national institutions and the peculiarities of transition economies. In turn, this study focused on digital transformation through the lens of brand management, analysing the use of CRM, analytics and omnichannel. Both studies recognised the strategic importance of digitalisation, although they differed in scope and application. In the systematic review by S. Massa *et al.* (2023), the emphasis was on transforming knowledge processes and creating new strategies in the digital environment. The present study, on the other hand, covered the issues of brand communications, adaptation of marketing tools and personalised approaches in retail business. Although the subject matter was different, both approaches recognised the importance of flexibility, innovation and the ability to adapt quickly to change.

O. Ali *et al.* (2023) conducted an interdisciplinary overview of the impact of technological innovation on the business environment, covering both the individual and organisational levels. In contrast, this study focused on the applied aspects of digital brand management, personalisation and customer centricity within a specific sector. Despite their different focuses, both studies agreed on the importance of digitalisation as a basis for business adaptation and strategic renewal. Y. Chen (2023) analysed the marketing strategies of digital brands using machine learning, emphasising small businesses and the role of social media. The study addressed broader digital tools with an emphasis on strategic communications management and customer data analytics in retail. Both approaches emphasised the importance of personalisation and technological flexibility, although they differed in context and target sectors. In the digital economy, AI-powered personalised brand communications have become an important tool for strengthening customer engagement. The development of platforms that enable dynamic content adaptation, data integration, and omnichannel presence has helped to increase the effectiveness of marketing campaigns, loyalty levels, and financial performance. However, the implementation of such solutions is accompanied by technical, financial and ethical challenges that require strategic planning. Further improvement of communications requires a balanced approach to the integration of technology, analytics and customer focus.

Conclusions

Summarising the results of the study, it is possible to conclude that digital brand management in retail has evolved into a comprehensive strategic management system that combines personalised communications, integration of digital channels, automated analytics tools and active interaction with consumers. An analysis of the cases of international companies such as Netflix, Tesla, McDonald's, Volvo, Coca-Cola, and Ukrainian brands such as Comfy, Foxtrot, Dnipro-M, ANC, and Klass has shown the effectiveness of personalised strategies and an omnichannel approach to building communications with the target audience. Netflix demonstrated a high level of emotional branding and algorithmic support, Tesla a unique ability to form an association with innovation and environmental friendliness, McDonald's a standardised experience and visual brand consistency, Volvo a systematic implementation of the safety value promise, and Coca-Cola a deep cultural integration and symbolic capital.

Ukrainian companies Comfy, Foxtrot, and Dnipro-M are implementing omnichannel strategies with synchronised physical and digital touchpoints, which ensures continuity of interaction and improves service quality. ANC and Klass demonstrate the effective use of mobile applications, personalised offers and loyalty programmes, which contribute to the growth of customer satisfaction. The SWOT analysis confirmed the existence of strengths in the form of a stable visual identity, algorithmic personalisation and automated interaction. Weaknesses were also identified, such as dependence on digital infrastructure, reputational risks, and technical barriers in regions with low levels of digitalisation. The statistical results also confirmed the practical effectiveness of digital brand management: the implementation of personalised strategies increased the Click-Through Rate by 50%, the conversion rate by 130%, the average check by 20-30%, and the customer retention rate in omnichannel models by 56%. This demonstrates the significant role of AI, CRM systems and data management platforms in shaping the relevant customer experience.

In this context, important areas for Ukrainian brands are modernisation of digital infrastructure, implementing behavioural data analytics, developing emotional branding based on the local context, building reputational risk management systems and encouraging the creation of User-Generated Content. Of particular importance is the ethical nature of digital interaction and transparency in the use of personal data, which builds brand trust. Overall, the research findings confirm that digital brand management is not only a marketing positioning tool but also a strategic resource for the company's development in the context of dynamic market transformations. Integration of innovations, personalisation of interaction, adaptability to changes and consistency of communications enable brands to achieve a sustainable presence in the digital space, strengthen emotional ties with consumers and ensure sustainable competitiveness. The limitation of this study was its conceptual orientation without empirical testing of the effectiveness of individual digital brand management tools. Prospects for future research were seen in conducting an applied analysis of the impact of personalisation, AI, interactive content and omnichannel strategies on consumer behaviour in certain retail sectors, as well as in a comparative study of regional peculiarities of implementing digital approaches to brand communications, considering the cultural, economic and technological contexts of the regional market.

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Позиціонування бренду в цифровому просторі: механізми адаптації до змін ринку

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Анотація. Метою даного дослідження було виявлення основних векторів трансформації брендових стратегій під впливом змін у поведінкових моделях споживачів у сфері роздрібної торгівлі. У межах дослідження було застосовано метод кейс-стаді, що передбачав аналіз маркетингових стратегій п'яти глобальних брендів – Netflix, Tesla, McDonald's, Coca-Cola, Volvo та п'яти українських компаній – Comfy, Foxtrot, Dnipro-M, АНЦ і КЛАСС. Основні результати засвідчили, що персоналізовані стратегії з використанням штучного інтелекту, систем управління взаємовідносинами з клієнтами, чат-ботів і платформ управління даними забезпечують суттєве зростання ефективності брендової взаємодії. Впровадження персоналізованих рішень дозволило підвищити показник Click-Through Rate на 50 %, коефіцієнт конверсії на 130 %, середній чек на 20-30 %, а рівень утримання клієнтів в омніканальних моделях зріс на 56 %. Застосування емоційного брендінгу, через культурну релевантність, візуальну сталість і сторітелінг, значно підвищує рівень лояльності клієнтів та задоволеності. Українські компанії, що адаптували ці практики, демонструють зміцнення цифрової присутності, розширення аудиторії та стабільне зростання взаємодії в цифрових каналах. Аналіз сильних і слабких сторін, можливостей і загроз показав, що ключовими сильними сторонами цифрових брендів є сталість візуальної айдентики та персоналізація, тоді як головними слабкостями залишаються технічна залежність і ризики репутаційних втрат. Серед можливостей – розвиток User-Generated Content й мультиканальних комунікацій, а серед загроз – посилення конкуренції та кібернебезпека. Отримані результати свідчать, що цифровий бренд-менеджмент виступає не лише комунікаційним інструментом, а стратегічною платформою для формування конкурентних переваг, посилення лояльності й підвищення цінності бренду в умовах динамічного ринку. Практичне значення дослідження полягає в тому, що його результати можуть бути використані підприємствами роздрібної торгівлі для розробки ефективних стратегій цифрового бренд-менеджменту з урахуванням персоналізації, багатоканальної взаємодії та впровадження інструментів штучного інтелекту

Ключові слова: взаємодія; контент; конкурентоспроможність; персоналізація; аналітика; штучний інтелект; алгоритм