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MARKETING STRATEGIES IN THE FACE OF CHANGING TECHNOLOGICAL PATTERNS IN IT-SECTOR

Despite the full-scale war, the Ukrainian IT industry remains a critical pillar of the national economy. In 2022, exports of computer services reached a historic high of \$7.3 billion. Although there was a decrease of 8.5% in 2023 (to \$6.7 billion) and a further reduction of 4.3% in 2024 (to \$6.4 billion), the sector maintains its position as the second-largest exporter of services in Ukraine [1].

A key manifestation of geopolitical decoupling was a radical change in the geography of exports. Ukrainian companies have finally broken ties with the CIS markets and reoriented themselves towards the markets of the G7 countries and the EU.

In the previous technological landscape, compliance was seen as an administrative necessity. In the context of digital decoupling and increased cyber risks, compliance has become a central value proposition [2].

Foreign partners, when considering cooperation with Ukrainian vendors, face pressure to "de-risk" their investments. In response, Ukrainian companies use a strategy of "extraterritorial reliability". Marketing communications emphasize that, although development is carried out in Ukraine, the digital infrastructure and customer data are in secure jurisdictions (AWS, Azure cloud storage in the EU/US).

One of the most striking phenomena has been the use of the national brand as a corporate asset. The "Be Brave Like Ukraine" campaign and the integration of the concept of "bravery" in the communication of FinTech companies are examples of cultural branding that goes beyond purely commercial logic [3]. In conditions of physical decoupling (port blockade, closed skies), Ukrainian

businesses carry out "emotional recoupling" with Western consumers. Cooperation with the Ukrainian IT sector is viewed as an act of corporate social responsibility (CSR) and a demonstration of solidarity.

The success of the state-owned platform "Diya" has become a powerful marketing tool for the entire sector. The state acts as a global ambassador for digitalization, promoting Ukraine's brand as a global digital playground [4]. Private FinTech companies use this narrative, positioning themselves as architects of this ecosystem. Such synergy helps to level out the "country risk discount," convincing investors that Ukraine is not just a battlefield, but also a laboratory for the future [5].

Marketing strategies in the context of technological transformation require a fundamental rethinking of the nature of value. For the Ukrainian FinTech sector, the phenomenon of digital decoupling has become a catalyst for an evolutionary leap.

The industry has successfully transformed itself from a model of "price arbitrage" (outsourcing cheap labour) to a model of "resilience arbitrage" (providing guaranteed resilience). By decoupling its digital infrastructure from the physical risks of war and recoupling its market orientation with the Euro-Atlantic security architecture, Ukrainian FinTech has transformed geopolitical vulnerability into a unique trading proposition.

To sum up, the ability to guarantee business continuity is valued more than just at a low price. The Ukrainian experience proves that resilience is a monetized asset. National identity and ethical stance ("Courage") have become integral to B2B branding, enabling the building of relationships based on shared values, rather than just transactions.

In the context of further deepening the global digital divide, the experience of Ukraine serves as a universal case study of the high-tech industry's adaptation to a permanent crisis, demonstrating that in the digital economy, trust and the ability to adapt are the most valuable infrastructure elements.

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SYNERGY OF CONVERGENT AND HYBRID MARKETING WITH THE PRINCIPLES OF LEAN MANUFACTURING IN THE ERA OF INDUSTRY 5.0

The modern economy is undergoing a transition to management models based on digitalisation, sustainable development and a human-centred approach, which is being reinforced by Industry 5.0 trends. In this environment, traditional marketing approaches are becoming insufficient to ensure the sustainable competitiveness of enterprises.

A balanced combination of convergent marketing, which integrates various management, production, and information and analytical subsystems, and hybrid marketing, which combines digital and traditional tools for interacting with stakeholders, allows for the formation of more adaptive and intelligent value management models.

At the same time, there is a growing need to transition to lean