

supervising, or managing someone. Therefore, teaching leaders the three skills of motivation is also a challenge. Leaders are responsible for achieving the goals of the organization. They want to know how to motivate people now. They have little patience for learning to use the skills of motivation for them and then facilitating others through a motivational shift [1].

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*Motyka Zoriana*

West Ukrainian National University  
Ternopil

## **BRAND IDENTITY DURING A WAR: WHAT IS IT GOOD FOR?**

Over the past couple of years, E-Commerce has steeply risen due to the COVID-19 pandemic, technological developments, and just natural processes of business evolution. We can, for sure, state that E-Commerce will only grow more competitive. Millions of businesses start every year, hence staying unique, attractive, and authentic becomes a harder goal to achieve. So it's critical to know what actions need to be taken, and what points should be kept in mind in 2022 to promote your business and set you far apart from your competitors.

Brand Identity is what makes a business stand out among other ones. Customers are more likely to purchase from brands that share their values. So, now it is high time to open up to the world and tell your story, share your values, and clearly state your views, whether it's politics or ecology.

We are witnessing numerous international brands leaving the Russian market because of the Russian invasion. Giants such as Apple, Google, Meta, British Petroleum, MAERSK, and a couple of hundred other brands have spoken against the dictatorship and cynical Russian government. Some companies could not exit the market immediately due to complex franchise agreements.

Not only did some just leave the Russian market but now also provide financial support to Ukrainian refugees and the Ukrainian army and are helping in the informational war too. For instance, to fight Russian propaganda, Facebook has

stopped recommending Russian state media globally, while Netflix refused to add state-run broadcasters despite Russia's regulation. This way, companies demonstrate their solidarity with Ukrainians, support world democracy, and show the world that the company values and humanity must stay above potential immense revenues.

What about the companies that have expressed no desire to leave Russia and thus maintain the Russian economy and finance the aggressor? Such companies as Unilever, Nestle, and Netflix were pushed to their limits by strong backlash and public pressure and forcibly left the Russian market. Even though they ultimately moved to the side of good, there's a minuscule chance the world will forget their silence and longing for greater profit when the Kremlin was tearing into pieces the biggest independent and peaceful European country and cynically killed thousands of people. It will take years if not decades until people will start to trust these brands again and their reputation will reach even remotely close level it used to be on.

Most of the countries that support Ukraine are now boycotting those brands that decided to continue their work on the Russian market, their shares are depreciating, and sooner or later they might also become sanctioned, which will lead to the worst scenario they could ever imagine – they will end up behind the iron curtain along with Russia, completely isolated from the world.

Contrary, brands that have demonstrated social responsibility and their will to make a positive impact will attract the right customers and make them stick around.

In such times of uncertainty, for brands, the most critical task is to stay true to their primary goals, use their influence and power to highlight and fight global problems. In war there's not just one military front, there are multiple others that are equally important and where brands can help depending on their specialization. Many fashion brands with their own production can retrain their employees to sew bulletproof vests, balaclavas, and other protective clothing for the military. Technology giants donate high-quality drones, thermal imagers, etc. Food industry brands (whether it's restaurants or grocery stores) provide free food to those in need, and logistics companies help refugees flee dangerous areas. IT industry develops apps and websites intended to find a refuge, notify about air raids, or find relatives that could not be reached. News portals and social channels can also help fight the informational war and ban propaganda. Businesses must work where possible; pay taxes and provide the country with the resources to continue defending Ukraine.

To draw a conclusion on the above-mentioned points, it should be noted that brands should stay people-oriented, stand for world justice and keep doing what they are best at for good, since that is the only way to get sincere acknowledgment, attention from customers around the globe and maintain long-term brand loyalty.

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*Myhal Oksana*

West Ukrainian National University  
Ternopil

## **CURRENT TRENDS IN BRANDING**

The entire world has been changed in 2020 and 2021 with the pandemic hitting all worlds around, resulting in total lockdown of countries, widespread travel restrictions, and closure of numerous businesses. This also led to a drastic change in consumer behaviour as having to stay at home significantly impacted their spending habits due to rising unemployment and limited availability of essential and non-essential goods. The pandemic sent many sectors like hotels and airlines into survival mode, some of which lost up 20% of their brand value. On the other hand, businesses in sectors like health, hygiene, e-commerce, OTT platforms, food delivery services, etc. have grown significantly [1].

All these changes, as we can see, have significantly affected the perception of brands. In addition, new trends have emerged that will have a new impact on brands promotion in the market.

It is worth saying, new trends allow businesses to break the boundaries of the market. Trends put forward new ideas and opportunities. And trends allow brands to communicate their values in a diverse manner. All trends are an indication of change and developments in the marketplace.

Some specialists indicate seven branding trends that are expected to emerge in 2022 [1]:

1. Holding brands to higher standards. Consumers are now looking at brands to take strong stands on social issues and back them up with stronger actions. Brands that are socially conscious and responsible are likely to gain the trust of the consumer faster and consequently see a rise in their brand value.

2. The growth of e-commerce brands. With physical stores closing and consumers trying to avoid crowded stores, e-commerce saw significant growth.

3. Focus on sustainability. Since the pandemic, consumers have become more aware of the products they use and their impact on individuals and the environment. As a result, there's been a rise in small sustainable businesses that are attracting