

TRANSFORMATION OF INTERNATIONAL MARKETING AGAINST THE BACKDROP OF AGGRAVATION AND EMERGENCE OF NEW CONFLICTS IN THE WORLD

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Abstract. The paper examines the features of the transformation of international marketing against the background of the aggravation and emergence of new conflicts in the world, which significantly change the conditions for the functioning of business entities in the external environment, affect consumer behavior, complicate the formation of stable market strategies and necessitate a rethinking of traditional approaches to marketing activities. It is substantiated that international marketing in modern conditions is no longer limited to the promotion of goods and services in foreign markets, but appears as a multifunctional component of strategic management, combining analytical risk assessment, localization of communication, adaptation of product and pricing policy, maintaining trust in the brand and ensuring the reputational stability of the company. It is determined that conflicts in the world change the logic of choosing foreign markets, increase the importance of cultural sensitivity, increase the role of ethical brand behavior, stimulate the transition from standardized models of international marketing to more flexible, localized and scenario-oriented approaches. At the same time, it was established that the effective adaptation of international marketing to new conditions requires constant monitoring of the external environment, increased coordination between marketing, logistics, financial and communication components of management, as well as careful use of technologies based on artificial intelligence and other solutions based on applied digital technologies. It is concluded that the transformation of international marketing against the

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background of global conflict is a long-term trend that determines new directions for the development of international business and requires the formation of more adaptive, sustainable and context-sensitive marketing strategies.

Introduction

The relevance of the topic of transformation of international marketing against the background of aggravation and emergence of new conflicts in the world arises primarily because the global security environment is no longer temporarily unstable, but shows signs of long-term structural turbulence. According to the Stockholm International Peace Research Institute, world military spending in 2024 increased to 2.718 trillion USD, which was the highest figure for the entire observation period, as well as the 10th year of continuous growth. At the same time, the World Economic Forum in its Global Risks Report for 2025 emphasizes that the world is entering a phase of increasing fragmentation, where geopolitical, technological, social and economic risks mutually reinforce each other. In such conditions, international marketing can no longer be considered only as an activity of promoting goods in foreign markets, as it is increasingly associated with political risks, security restrictions, changing international relations and reassessment of models of presence of companies in different countries. That is why the study of this topic is timely, as it reflects the new trajectory of development of world business. The importance of the topic is significantly increased by the fact that conflicts are already directly affecting international trade, transport routes, delivery times and the cost of goods movement, and therefore change the very basis of marketing decisions. The United Nations Conference on Trade and Development in 2025 recorded that as of May 2025, the tonnage of ships through the Suez Canal remained approximately 70% lower than the average level in 2023, and the risks around the Strait of Hormuz concerned the route through which about 11% of world maritime trade passes. At the same time, ship rerouting has increased transport distances faster than the physical volume of trade itself has grown. The World Bank also emphasizes that increased trade tensions and new barriers can weaken economic activity, raise prices and reduce purchasing power. Thus, international marketing is transforming from relatively stable demand planning to adaptive management of price,

sales channels, sales geography, inventories and speed of reaction to external shocks. A separate component of the relevance of the topic is due to the fact that modern conflicts do not destroy globalization completely, but change its direction, internal architecture and rules of operation. The World Trade Organization, in its report on global value chains for 2025, emphasizes that they remain the basis of the world economy, but their structure and vision of development are changing under the influence of economic, technological and geopolitical factors. The Organization for Economic Cooperation and Development, in turn, notes that the sustainability of supply chains is ensured not by isolation, but by flexible, adaptive and coordinated systems. For international marketing, this means a profound change in its functions. It is no longer limited to communication with the end consumer, but appears as a tool for coordinating market strategy with logistics, sources of supply, regionalization of production and variability of market presence. Thus, the topic is important, because it no longer concerns individual marketing tools, but a rethinking of the entire system of foreign economic activity of companies. At the same time, new conflicts form not only material, but also informational and regulatory challenges, which also strengthens the importance of the chosen topic. The Organization for Economic Cooperation and Development in 2025 directly points to the growth of security concerns regarding digital technologies, strategic rivalry in the field of new technologies and the use of trade interdependence as a tool of economic pressure. The World Economic Forum ranks disinformation and misinformation among the top short-term global risks, and the United Nations Educational, Scientific and Cultural Organization emphasizes that such phenomena undermine trust in the information environment. In such a situation, international marketing is changing in vector from classic promotion to trust management, reputation, digital security, local sensitivity of messages and compliance with various national requirements. That is why the topic is important not only for business, but also for government authorities, which form the basis of regulatory policy in the external and internal environment (Table 1).

Table 1

Reasons for the Relevance of the Topic

Reason for relevance	Explanation
Intensification of geopolitical conflicts	Military confrontations, trade tensions, sanctions, and regional instability increasingly affect international economic relations and cross-border business activity
Transformation of consumer behavior under conflict conditions	Consumers react more sensitively to war, injustice, political silence, and corporate actions during crises
Growing importance of corporate legitimacy	In conflict situations, firms are evaluated not only by product quality, but also by social responsibility, ethical conduct, and context-sensitive behavior
Rise of brand activism and public expectations	Global audiences increasingly expect brands to respond visibly to major conflicts and humanitarian crises
Expansion of digital communication and activism	Social media platforms rapidly amplify public reactions to corporate statements and actions related to war and conflict
Disruption of supply chains and market access	Conflicts often lead to logistical instability, export restrictions, supplier uncertainty, and changing trade routes
Strengthening of consumer animosity and boycott behavior	Geopolitical tensions often stimulate rejection of products associated with specific countries, firms, or political positions
Long-term post-conflict effects on market perception	Even after active conflict declines, historical memory, trauma, and prior stakeholder involvement continue to affect consumption attitudes
Need for adaptive and resilient business strategies	Firms increasingly operate in conditions of uncertainty, where traditional marketing plans may quickly lose relevance.
Increasing role of digital infrastructure	Under turbulent conditions, firms depend more on electronic commerce, traceable communication systems, and digitally supported customer interaction
Blurring of boundaries between business and societal processes	Firms in conflict environments may influence resilience, public discourse, community support, and even peace-related initiatives
High academic and practical significance	The topic integrates international business, consumer behavior, geopolitics, conflict studies, and digital transformation

Source: formed by the author

The topic is becoming no less important due to radical changes in the geography of consumption, population mobility and the social structure of markets. The Office of the United Nations High Commissioner for Refugees reports that as of the end of June 2025, there were 117.3 million people in the world forcibly displaced due to persecution, conflict, violence and human rights violations. Such a scale of population displacement means that international companies are faced with the emergence of new consumer groups, changing linguistic and cultural patterns of demand, the growing role of diaspora markets and the need for ethical adaptation of product, communication and pricing policies. Under such conditions, international marketing is no longer just a tool for expanding sales, but becomes a mechanism for a deep understanding of social shifts, the humanitarian consequences of conflicts and new patterns of consumer behavior. This is what gives the topic its distinct scientific and practical value.

In summary, the importance of the topic is determined by the fact that the transformation of international marketing against the background of new conflicts is not a situational reaction of business, but is becoming a long-term pattern of development of the world economy. The United Nations Conference on Trade and Development in April 2026 noted that, despite the growth of world trade in 2025, geopolitical tensions and disruptions in key maritime routes continue to increase risks for the global economy. The World Trade Organization, at the same time, predicted a growth of digitally provided services by 6.1% in 2025, but emphasized their vulnerability to geopolitical shocks. Therefore, the study of this topic makes it possible to explain how international marketing is moving from unified global models to more regionalized, risk-sensitive, technologically flexible and reputationally balanced approaches. Therefore, the topic is simultaneously relevant for science, important for the educational process, and practically significant for companies that seek to maintain competitiveness in the new conflict architecture of the global market.

In summary, the importance of the topic lies in the fact that it reflects one of the key changes in the modern world economy, namely the transition from a relatively stable model of global marketing development to a model in which security, adaptability, reputation, ethics and sensitivity to the international context are of crucial importance. Therefore, the study of the transformation of international marketing against the background of

aggravation and the emergence of new conflicts in the world allows us to better understand the new nature of competition, the peculiarities of demand formation, changes in consumer behavior and the rethinking of the role of the brand in the global environment. For scientific research, such a topic is important, because it forms the basis for new approaches to assessing international market activity. For practice, it is no less significant, because it provides an opportunity to develop more sustainable and balanced approaches to working in foreign markets.

1. Literature Review

Recent scholarship shows that the transformation of international marketing in the context of escalating and emerging conflicts is no longer a marginal topic within business research. Instead, it has become a central area for understanding how firms interpret geopolitical shocks, redesign market behavior, and respond to changing consumer expectations across countries [1-19]. A growing stream of studies suggests that war, geopolitical turbulence, trade confrontation, and post-conflict instability reshape not only international business strategy, but also the very logic of market communication, legitimacy building, stakeholder engagement, and brand positioning (Table 2).

In this regard, Shultz et al. (2025) argue that marketing should not be viewed only as a commercial activity, because under conflict conditions it can also influence peacebuilding, sustainable well-being, and social stabilization. This broader interpretation is further supported by Joseph et al. (2025), who, in their systematic literature review, demonstrate that the relationship between business, conflict, and peace is multidimensional and requires an integrated conceptual approach. Ganesan and Mallapragada (2025) show that the war in Ukraine altered consumer mindsets and forced corporations to reconsider how silence, action, or selective engagement may be interpreted by the public. A related perspective is offered by Hamelberg et al. (2025), who examine chief executive officer communication regarding the Russia–Ukraine war and find that top-level corporate messaging can intensify public engagement and stimulate digital activism. This suggests that international marketing communication has become deeply entangled with political interpretation and online public response.

**Key Studies on the Transformation of International Marketing
in the Context of Escalating and Emerging Conflicts**

Authors	Core focus	Main findings / contribution
1	2	3
Shultz et al. (2025)	Marketing under conflict conditions	Argue that marketing should not be treated only as a commercial function, because in conflict situations it can also contribute to peacebuilding, sustainable well-being, and social stabilization
Joseph et al. (2025)	Business, conflict, and peace	In a systematic literature review, show that the relationship between business, conflict, and peace is multidimensional and requires an integrated conceptual approach
Ganesan and Mallapragada (2025)	Consumer responses to the war in Ukraine	Show that the war in Ukraine changed consumer mindsets and forced corporations to reconsider how silence, action, or selective engagement may be interpreted by the public
Hamelberg et al. (2025)	Chief executive officer communication about the Russia–Ukraine war	Find that top-level corporate communication can intensify public engagement and stimulate digital activism
Tsougkou et al. (2025)	Peace brand activism	Show that global brands are increasingly expected to respond visibly and value-driven to war and conflict
Kovalenko (2025)	Corporate legitimacy in wartime	Demonstrates that legitimacy in wartime is not automatically secured through market presence, but must be actively constructed through credible and context-sensitive conduct
Kipnis et al. (2025)	War-related marketing activism in Ukraine	Show that firm actions can support community resilience when they are perceived as authentic, participatory, and responsive to urgent social needs
Melin et al. (2025)	Private firms in civil war negotiations	Discuss how firms may become participants in peacemaking processes rather than merely actors affected by conflict
Hassan et al. (2024)	Small and medium-sized exporters during supply chain disruptions	Find that strategic choices depend on perceived situational control, leading firms to adopt different combinations of adaptation, resilience, and market repositioning

1	2	3
Ren et al. (2024)	Exporters during the United States–China trade war	Show that firms use either defensive boundary-setting or equilibrium-seeking strategies to respond to trade confrontation
Moura et al. (2025)	Multinational enterprises and geopolitics	Review how multinational enterprises respond to geopolitical developments and propose a research agenda linking geopolitics with strategic business adaptation
Li et al. (2024)	Geopolitical risk and multinational subsidiaries	Show that geopolitical risk affects the performance of foreign subsidiaries of multinational firms from emerging markets
Leonidou et al. (2019)	Foreign product avoidance	Demonstrate that personality traits, consumer animosity, and individual cultural characteristics shape foreign product avoidance
Papadopoulos et al. (2017)	Country image, animosity, and affinity	Highlight the interplay between country image, animosity, and affinity among ethnic consumers
Kim et al. (2022)	Consumer animosity and boycott campaigns	Show that consumer animosity can fuel boycott campaigns across cultures, although the effect is moderated by consumer affinity
Krüger et al. (2024)	Social animosity and anti-consumption	Demonstrate that social animosity drives anti-consumption across multiple countries
Rodriguez et al. (2024)	Post-conflict marketing	Show that former conflict stakeholders shape how products and services are valued across countries in post-conflict contexts
Alazzam et al. (2023)	Information models for electronic commerce platforms	Emphasize the importance of compliant and digitally structured electronic commerce platforms under digitalization and legal compliance
Zybareva et al. (2023)	Organizational and economic mechanisms of digital technology adoption	Show that attracting digital technologies strengthens innovation activity under international competition

Source: formed by the author

Tsougkou et al. (2025) reinforce this idea through the concept of peace brand activism, showing that global brands are expected to react to war in ways that are visible, value-driven, and socially legible. In parallel, Kovalenko (2025) demonstrates that corporate legitimacy in wartime is not automatically granted through market presence, but must be actively constructed through credible and context-sensitive conduct. Kipnis et al. (2025) provide a grounded analysis of war-related marketing activism from Ukraine and show that firm actions can contribute to community resilience when they are perceived as authentic, participatory, and responsive to immediate social needs. Their work is particularly relevant because it reveals that marketing in wartime can move beyond image management and become part of broader social coping mechanisms. Melin et al. (2025) extend this perspective even further by discussing the role of private firms in civil war negotiations, thereby suggesting that firms are not merely market actors affected by conflict, but in some cases become participants in peacemaking processes themselves. Such findings significantly expand the conventional scope of international marketing scholarship. Hassan et al. (2024) analyze small and medium-sized exporting firms during supply chain disruptions and find that strategic choices depend heavily on perceived situational control. Their study suggests that exporters do not respond uniformly to crises, but rather choose different combinations of adaptation, resilience, and market repositioning according to their interpretation of uncertainty. Ren et al. (2024), in their study of Australian and New Zealand exporters during the United States–China trade war, show that firms may either protect themselves through defensive boundary-setting or seek equilibrium through balancing strategies. This is highly relevant to international marketing because it reveals that conflict-related disruption influences not only logistics and operations, but also the way firms segment markets, communicate value, and prioritize international partnerships. Moura et al. (2025) confirm the broader importance of this line of inquiry by reviewing how multinational enterprises respond to geopolitics and by proposing a research agenda that links geopolitical developments with strategic business adaptation. Li et al. (2024) add an important performance-oriented dimension by showing that geopolitical risk affects the performance of foreign subsidiaries of multinational firms from emerging markets. Leonidou et al. (2019) demonstrate that foreign

product avoidance is shaped by personality traits, consumer animosity, and individual cultural characteristics. Their study provides an important pre-conflict foundation for explaining why geopolitical tensions can intensify resistance toward foreign brands. Papadopoulos et al. (2017) similarly highlight the interplay between country image, animosity, and affinity among ethnic consumers, showing that national identity and emotional attachment are deeply embedded in international consumption patterns. More recent studies strengthen this perspective in the context of heightened global conflict. Kim et al. (2022) show that consumer animosity can fuel boycott campaigns across cultures, although the strength of this effect depends partly on consumer affinity. Krüger et al. (2024) further demonstrate that social animosity drives anti-consumption across multiple countries, indicating that geopolitical and social tensions may translate into active rejection of products, brands, or countries. Rodriguez et al. (2024) explore post-conflict marketing and demonstrate that former conflict stakeholders influence how products and services are valued across countries. Their findings suggest that historical memory and prior conflict involvement continue to shape consumer interpretation and market meaning even in later stages of stabilization. This is important for the current topic because it broadens the analytical horizon beyond immediate wartime reaction and highlights the long-term transformation of market perception after conflict. In a similar indirect sense, studies on digital transformation and international competition also enrich the understanding of marketing adaptation under turbulent conditions. Alazzam et al. (2023) emphasize the importance of information models for electronic commerce platforms in modern socio-economic systems under digitalization and legal compliance. Their work is useful because conflict-related turbulence often increases the importance of compliant, traceable, and digitally resilient market infrastructure. Zybareva et al. (2023) show that organizational and economic mechanisms for attracting digital technologies strengthen innovation activity under international competition. For the present theme, this means that the transformation of international marketing in conflict conditions is not only political and behavioral, but also technological, because firms increasingly depend on digital tools to sustain communication, market access, and adaptive capacity.

2. Theoretical Principles of the Transformation of International Marketing in the Context of Aggravation and Emergence of New Conflicts in the World

International marketing in the modern world is not just a set of approaches to promoting goods and services in foreign markets, but a complex system of interaction between a company and a multi-level external environment, within which economic, political, social and cultural factors constantly influence the nature of market behavior. In previous decades, international marketing was mainly considered as a direction of adaptation of the manufacturer to the conditions of different countries, where demand analysis, consumer segmentation, brand positioning and the formation of effective communication were of key importance. At the same time, in the new conditions of aggravation of international tension, increased geopolitical instability and the emergence of new conflicts, there is a significant rethinking of the very essence of international marketing. Its content is less and less reduced to classical market adaptation, and is increasingly associated with ensuring the company's stability, the ability to respond to external threats, take into account local sensitivities and work in conditions of multivariate risks. Thus, the transformation of international marketing becomes a natural response to the new state of the world economy, in which instability is no longer an exception, but a constant component of global development. The essence of such a transformation is that conflicts affect not only the physical boundaries of markets or the possibilities of trade interaction between countries, but also the deep foundations of the marketing vision of companies. If previously the orientation towards global standardization, economies of scale and unification of approaches to different countries dominated, now the priority is gradually shifting towards localization, flexibility and scenario planning. Any conflict directly or indirectly changes the business environment, as it forms new regulatory barriers, increases the sensitivity of society to the origin of goods, changes the information space, and also transforms consumers' perceptions of the reliability, safety and acceptability of the brand. Therefore, international marketing in such conditions can no longer remain only a mechanism for stimulating demand. It appears as a system of strategic coordination of market activity with external risks, cultural differences, changes in public sentiment and politically determined restrictions. This is one of the main theoretical features of the current stage of its development (Table 3).

**Key Directions of International Marketing Transformation
Under Escalating and Emerging Global Conflicts**

Conflict-related factor	How the external environment changes	Impact on consumer behavior	Impact on firms' international marketing strategy
1	2	3	4
Military escalation and regional wars	Markets become unstable, regulations may shift quickly, and cross-border operations face uncertainty	Consumers become more risk-sensitive, emotionally reactive, and attentive to brand values	Firms move from standardized expansion to flexible and country-specific strategies
Geopolitical polarization	Countries and regions become divided by political alignments, sanctions, and ideological tensions	Consumers may favor or reject brands based on country origin, political associations, or perceived neutrality	Firms reassess market presence, partnerships, and communication tone in politically sensitive contexts
Trade wars and sanctions	Market access becomes constrained and supply routes become less predictable	Buyers may shift preferences toward domestic or politically acceptable alternatives	Firms redesign entry modes, diversify export destinations, and adapt value propositions
Supply chain disruption	Delays, shortages, and cost volatility affect product availability and service consistency	Consumers become more sensitive to reliability, delivery speed, and perceived product security	Firms integrate marketing decisions with logistics, sourcing, and operational continuity planning
Consumer animosity and boycott risk	Social hostility toward countries, firms, or symbols intensifies in public discourse	Consumers may avoid foreign brands, engage in boycotts, and respond emotionally rather than only rationally	Firms must address symbolic meanings of products, origins, and public actions
Digital activism and online pressure	Social media amplifies public reactions, criticism, and calls for corporate accountability	Consumers rapidly mobilize, share reactions, and evaluate firms through moral and social lenses	Firms can no longer treat communication as purely promotional and must manage it as public accountability

Section «Economic sciences»

(End Table 3)

1	2	3	4
Brand activism and public expectations	Brands are expected to take visible positions on humanitarian and political issues	Audiences evaluate authenticity, consistency, and social responsibility	Firms reconsider whether, when, and how to engage in activism without creating strategic inconsistency
Post-conflict recovery contexts	Markets reopen under fragile trust, historical memory, and uneven social recovery	Consumers continue to interpret brands through conflict-related memories and stakeholder experiences	Firms must rebuild relevance carefully and avoid assuming that post-conflict markets behave like stable markets
Community vulnerability and social disruption	Local communities experience stress, displacement, and fragmented purchasing behavior	Consumers prioritize safety, affordability, empathy, and practical usefulness	Firms shift from purely commercial messages to socially responsive and community-aware marketing

Source: formed by the author

It is important to consider that new conflicts in the world are not only military or territorial in nature, but also economic, informational, energy, technological and humanitarian. Such multi-vector nature of conflict means that the marketing environment becomes more difficult to assess and less predictable in the long term. A company that carries out international activities is forced to take into account not only the market capacity or solvency of the consumer, but also possible reputational losses, changes in logistics routes, the risk of reduced loyalty to foreign brands, the likelihood of changes in the legal field and increased social polarization. At the same time, conflicts often become a catalyst for a revision of values at the societal level, and therefore, they change the criteria by which the consumer evaluates the company. Manufacturers are increasingly expected not only to produce a quality product, but also to have a clear public stance, ethical behavior, responsible communication, and respect for the local context. Thus, the transformation of international marketing reflects not just a change in tools, but a much deeper rethinking of the principles of a company's market presence in the external environment.

The impact of conflicts on the behavior of the international consumer requires special attention, since it is precisely the change in consumer orientations that is one of the main reasons for the transformation of marketing strategies. In an unstable environment, the buyer becomes more careful in his choice, reacts more sharply to information signals and evaluates much more carefully not only the functional characteristics of the product, but also the broader social context of its promotion. The importance of trust, transparency, emotional security, cultural sensitivity and the brand's ability to demonstrate consistency increases. Under such conditions, international marketing is forced to shift the emphasis from mass coverage to a more accurate understanding of local expectations, from general advertising influence to meaningful communication, from formal positioning to building long-term relationships with the consumer. At the same time, increasing digital interaction makes the market's reaction faster, and the reputational consequences of marketing mistakes more extensive. That is why international marketing in a conflict-ridden world is increasingly associated with constant monitoring of public sentiment, adapting messages to the specifics of a specific audience, and forming a brand image that will be perceived as reliable, relevant, and socially responsible. No less significant is the transformation of the strategic component of international marketing. In conflict-ridden conditions, companies can no longer build long-term market policies solely on the basis of previous growth models, since the international competition environment itself has become dynamic, fragmented, and multi-risk. In such conditions, marketing is increasingly integrated with risk management, anti-crisis planning, brand sustainability assessment, and coordination of actions between different functional units of the company. The point is that decisions about entering the market, maintaining a presence, changing the assortment, reviewing communication policy, or transforming sales channels must now be made taking into account not only commercial feasibility, but also security, political, and social factors. Thus, international marketing begins to play the role not only of a market development tool, but also of a company's adaptation mechanism to uncertainty. It is this change in the functional purpose of marketing that allows us to speak of its qualitative renewal in the world economy, where conflicts form new rules of competition and new criteria for the effectiveness of market behavior.

Summarizing the above, it is worth emphasizing that the transformation of international marketing against the background of aggravation and the emergence of new conflicts in the world is an objective consequence of profound changes in the global economic and social order. In modern conditions, international marketing can no longer be interpreted only as a tool for promoting products outside the national market, since it increasingly appears as a multifunctional system for ensuring adaptability, stability, reputational balance and cultural relevance of the company in the external environment. Conflicts change not only the direction of trade flows or conditions for access to markets, but also the very principles of brand interaction with the consumer, partners and society. At the same time, they reinforce the need for a deeper scientific understanding of modern marketing processes, since old theoretical approaches no longer fully explain the new market reality. That is why the study of this topic has not only theoretical, but also a clear applied significance, as it provides an opportunity to form the basis for developing new approaches to international marketing activities in conditions of growing global instability.

International marketing has long been considered as a set of approaches by which a company adapts its activities to the specifics of foreign markets, takes into account the needs of consumers in different countries and forms competitive advantages in the international environment. Its classical interpretation was based on the idea of the relative stability of the world economy, the predictability of trade relations and the possibility of a systematic expansion of market presence. Under such conditions, companies focused on studying demand, adapting the product, choosing sales channels, setting up communication and building a brand in different cultural spaces. However, the current stage of development of the world economy significantly changes this vision, since international marketing is increasingly closely associated not only with market expediency, but also with the general configuration of political, social and security processes. The aggravation of existing and the emergence of new conflicts in the world have led to a revision of many established approaches to international economic interaction. If earlier the leading guideline for business was to expand access to as many markets as possible, now the issues of sustainability, adaptability and the ability to function in conditions of constant uncertainty are increasingly coming to the fore. In such conditions, marketing ceases

to be exclusively a tool for stimulating sales, and appears as a system that must take into account not only consumer behavior, but also the general tension of the external environment, the dynamics of international relations, changing regulatory rules and the growing sensitivity of society to the value orientations of the brand. The transformation of international marketing is primarily due to the fact that conflicts are no longer perceived as a local or short-term phenomenon. They increasingly affect trade flows, consumer financial behavior, the logic of investment decisions, access to information and the general perception of risk in international business. Therefore, a company operating in foreign markets is forced to rethink not only promotion tactics, but also the very basis of the marketing strategy. It's not just about finding your consumer in another country, but also about assessing that country's ability to remain a stable market, understanding the mood of its population, anticipating likely changes in the communication field, and adjusting brand behavior in a timely manner.

One of the key features of the new situation is the weakening of the universality of global marketing models. In the previous period, a significant part of companies sought to standardize, unify messages, build a single brand for different countries and maximize the use of economies of scale. This position was based on the assumption that globalization processes would continue to reduce differences between national markets. However, the conflict environment demonstrates the opposite trajectory. It intensifies regional differences, exacerbates issues of identity, increases the role of local historical memory and gives greater weight to public reactions to the origin of the product, the origin of capital or the public position of the brand. Under such conditions, international marketing changes the vector from standardization to flexible adaptation. It is no longer enough for companies to simply translate an advertising message into another language or change individual elements of the packaging. A deeper understanding of the local context, the internal social environment of the country, the peculiarities of the information background, sensitive topics in public opinion and even the emotional states of consumers is required. Thus, the adaptation of marketing activities ceases to be a technical process and appears as a strategic component of the company's international presence. This trend is one of the main signs of the transformation of international marketing in conflict conditions. The very understanding of the consumer

in international marketing is also undergoing significant changes. In a stable environment, consumer behavior was assessed mainly through purchasing power, income level, cultural traditions, social status and motivation for purchasing a product. In contrast, in a conflict world, the consumer is increasingly responding to issues of safety, moral acceptability, transparency of the company's actions and its ability to behave responsibly in difficult circumstances. For him, not only the functional benefit of the product becomes important, but also what the company symbolizes, what positions it adheres to and how it interacts with various social groups. At the same time, the consumer environment becomes emotionally more tense. Conflicts increase the feeling of uncertainty, change the structure of fears, expectations and priorities of the population. As a result, international marketing can no longer rely solely on rational arguments or classical persuasion tools. It must take into account the emotional state of the audience, its sensitivity to issues of justice, solidarity, security, and respect for local experiences. That is why brand communication in different countries increasingly requires delicacy, precision of wording, and the avoidance of universal approaches that may be appropriate in one context but unacceptable in another.

3. The impact of Modern Conflicts on International Marketing Tools, Strategies and Practices

Modern conflicts significantly change the practice of international marketing, as they affect not only the general conditions of the functioning of global business, but also specific decisions of companies regarding the product, price, communication, sales channels and building relationships with consumers. If in previous periods international marketing activities developed in the direction of expanding market presence, unifying approaches and strengthening global brand recognition, now priorities are changing significantly. Not only the effectiveness of promotion comes to the fore, but also the company's ability to quickly respond to external threats, take into account social tension and adjust its actions in accordance with new restrictions. That is why modern international marketing is increasingly focused on adaptability, situational sensitivity and combining commercial goals with the requirements of an unstable external environment. One of the first areas of transformation is the revision of strategies for entering foreign markets. In conditions of aggravation of conflicts, companies can

no longer assess the market solely through the capacity of demand, the level of competition or the purchasing power of the population. Added to this are the risks of political instability, threats to logistics, the likelihood of regulatory changes, increased customs barriers and possible restrictions on foreign business activities. Therefore, the choice of a country for marketing expansion becomes more complex. The company is forced to take into account not only short-term benefits, but also long-term market stability, the level of social tension, information risks and the likelihood of a sharp change in consumer sentiment. In such conditions, international marketing appears as a component of the strategic assessment of the external environment, and not only as a tool for entering a new market. An important change is also the reorientation from global strategies to more localized approaches. Conflicts reinforce regional differences, make markets less similar to each other and reduce the effectiveness of universal marketing models. A message that causes a positive reaction in one country may be perceived negatively or even provocatively in another. That is why companies are forced to study the internal social environment of specific countries, historical memory, cultural codes, the level of political sensitivity and the specificity of local public opinion more deeply. At the same time, the importance of local teams, local partnerships and flexible communication approaches is growing. Thus, international marketing is losing its rigid uniformity and moving towards differentiated adaptation to each individual market.

Product policy is undergoing a significant rethinking. In a stable environment, a company could build marketing activities around the functional characteristics of the product, its design, packaging, quality and market advantages. In a conflict world, this is complemented by the need to take into account security, ethical and reputational aspects. The consumer is increasingly attentive to the origin of the product, the country of production, the sources of raw materials, the compliance of the product with local expectations and its symbolic meaning. Therefore, even a product ceases to be just the result of production activities, but becomes a carrier of a certain social content. For international marketing, this means the need to reassess the range, adapt product characteristics to local circumstances, and sometimes completely reconsider which products are appropriate to promote in a particular national space. Pricing policy is changing no less significantly. In conditions of conflict, the instability of

costs increases, transportation costs fluctuate, demand forecasting becomes more difficult, and the consumer becomes more sensitive to price changes. At the same time, raising prices in a crisis or tense environment can cause not only an economic but also an emotional reaction from the audience. Therefore, international marketing can no longer consider price only as a positioning or competition tool. It is increasingly associated with issues of fairness, accessibility, social responsibility, and the company's reputation. This is why pricing policy is becoming more cautious. Companies are forced to find a balance between maintaining profitability and preserving the trust of consumers, who in unstable conditions particularly acutely assess the economic behavior of the brand.

A separate transformation is taking place in the field of international marketing communications. In a conflict environment, any message becomes more sensitive, as the audience tends to interpret it not only from a commercial, but also from a social, moral or political point of view. Because of this, advertising campaigns, public speeches by company representatives, visual symbols and even individual words in communication can cause ambiguous perceptions. Therefore, international marketing increasingly requires precision in wording, cultural delicacy and careful coordination of the content of messages with the context of a specific market. A mistake in communication today can not only reduce the effectiveness of advertising, but also cause a reputational crisis. That is why the practice of international marketing in conflict situations is becoming much more cautious, analytical and strategically balanced. At the same time, the role of digital communication channels is changing. Social networks, e-commerce platforms and other solutions based on applied digital technologies open up wide opportunities for rapid interaction with the audience, however, in a conflict environment they simultaneously become a source of increased vulnerability. Information spreads instantly, consumer reactions become more severe, and public assessments of the brand quickly turn into collective campaigns of support or condemnation. In such conditions, international marketing must work not only with audience outreach and engagement, but also with constant analysis of digital risks, monitoring of public sentiment and readiness to promptly adjust the communication position. Thus, digital marketing is no longer just a space for promotion, but becomes an environment for continuous trust management. Brand strategy is also undergoing significant changes.

In today's conflict-ridden world, a brand is perceived not only as a commercial sign or image of a product, but as a carrier of a certain value position. The consumer, especially in an external social environment with a high level of tension, increasingly expects consistency, ethics and understandable behavior from the company. This does not mean that any brand should openly respond to every international event, but it can no longer completely ignore the social context. Silence, neutrality or untimely reaction also become part of market perception. That is why international marketing is forced to include issues of social responsibility, communication relevance and assessment of the consequences of the company's public behavior in the brand strategy. A separate direction of the impact of conflicts is the change in the logic of segmentation of international markets. If previously the basis of segmentation was mainly socio-demographic, behavioral and economic criteria, now psychological, value and worldview differences between audiences are becoming increasingly important. People with similar income levels may react differently to a brand depending on their attitude to security, local identity, humanitarian issues or the origin of the product. Therefore, international marketing is forced to work with more subtle models of consumer grouping, which take into account not only material needs, but also symbolic expectations, emotional state and sensitivity to external events. This approach complicates marketing analysis, but at the same time provides a more accurate understanding of how to build effective communication in different countries.

Conflicts also affect distribution channels and ways to bring the product to the end consumer. In a stable international environment, companies could rely on relatively reliable logistics routes, long-term partnerships and predictable supply schemes. Today, distribution channels increasingly require diversification, backup solutions and constant revision. Therefore, marketing decisions regarding product availability, delivery speed, forms of interaction with distributors and service channels are becoming much more flexible. For international marketing, this situation means a rapprochement with the logistics function of the enterprise, since the commercial promise of the brand can no longer be separated from the company's real ability to ensure the presence of the product on the market. The approach to planning marketing activities is also undergoing serious changes. The traditional practice of developing long-term campaigns with clearly defined stages

is increasingly less consistent with the conditions of a conflict world. Companies are forced to switch to more mobile models that provide for several scenarios of action depending on changes in external conditions. The marketing plan is no longer a rigidly fixed document, but appears as a dynamic tool that requires regular updating. In such conditions, the importance of the analytical component, rapid collection of market information and the ability to quickly change the emphasis in communication, assortment or sales channels increases. It is the flexibility of planning that becomes one of the key prerequisites for effective international marketing.

No less important is the impact of conflicts on the internal organization of a company's marketing activities. International marketing can increasingly rarely function in isolation from other areas of management. Its decisions must be coordinated with the legal department, security departments, logistics, financial planning and corporate communications. Such integration is explained by the fact that any marketing initiative in the external environment can have consequences not only for sales, but also for the reputation, regulatory status, stability of partnerships and the general perception of the company. Thus, international marketing in a conflict world becomes not a separate promotion function, but a coordinating component of a broader system of corporate adaptation. The criterion for assessing the effectiveness of marketing activities is also changing. In the classical approach, the main attention was focused on sales indicators, market share, brand recognition and the effectiveness of advertising campaigns. Nowadays, this is not enough, as the company must also assess the level of reputational stability, the stability of consumer trust, the ability to maintain loyalty in a complex environment and the effectiveness of anti-crisis communications. At the same time, the importance of qualitative analysis of public reactions, assessment of brand risks and timely identification of points of tension in communication is growing. This change in approaches indicates that international marketing is increasingly focused not only on commercial results, but also on the overall viability of the company's market presence. The issue of trust is also gaining particular importance. In a conflict-ridden world, trust is becoming one of the main conditions for maintaining a brand's market position. Consumers, partners and intermediaries expect companies to be consistent, predictable and respectful of the local context. Any discrepancy between the brand's stated values and its actual behavior

quickly becomes noticeable and can cause significant damage. That is why international marketing should form not just an image of an attractive brand, but a basis for lasting trust that can withstand external shocks. In such conditions, those companies that are able to combine market flexibility with communication integrity and social relevance become successful.

Thus, modern conflicts are changing international marketing at all levels, from strategic vision to daily practical decisions. They affect the choice of markets, product adaptation, pricing, communication construction, digital presence, brand position, planning system and performance criteria. At the same time, they push companies to a deeper understanding of the external environment, to work more carefully with local features and to rethink the role of marketing as a tool not only for development, but also for sustainability. Therefore, the practice of international marketing in the modern world is increasingly the art of adapting to a complex, multi-level and conflict-filled global reality (Table 4).

Table 4

**Strategic Response Matrix for International Marketing
Under Different Conflict-Driven Scenarios**

Conflict-driven scenario	Main market risk	Key international marketing response
1	2	3
Escalation of war in a nearby region	Fear-driven demand shifts and declining trust	Reframe brand around reliability, practical value, and calm reassurance
Sudden sanctions or trade restrictions	Loss of market access and partner disruption	Reconfigure channel strategy, adjust market portfolio, communicate continuity clearly
Cross-border boycott campaign	Symbolic rejection of foreign brands	Use transparent messaging, local listening, and culturally aware response protocols
Viral social media outrage related to geopolitical issues	Reputation damage and online mobilization	Activate rapid response teams, correct narratives carefully, and adapt content tone
Sharp increase in logistics and delivery uncertainty	Broken promises regarding speed and availability	Underpromise, communicate delays honestly, and provide updated service expectations

Section «Economic sciences»

(End Table 4)

1	2	3
Price shock caused by conflict-related cost increases	Consumer frustration and reduced affordability	Introduce transparent price rationale and flexible value offers
Refugee inflows or major population displacement	Market structure and demand composition change rapidly	Identify emerging consumer groups, diaspora communities, and new local needs
Heightened nationalism and origin sensitivity	Negative reactions to foreign ownership or foreign-made products	Localize communication, emphasize local contribution, and reduce symbolic distance
Pressure on firms to take a public stand	Legitimacy challenge and stakeholder scrutiny	Define clear thresholds for public statements and align them with actual actions
Conflict-related misinformation and fake narratives	Distorted brand perception	Use monitoring systems, verified channels, and message consistency across markets
Entry into a post-conflict recovering market	Fragile trust and unstable market meaning	Enter gradually, work with community-sensitive partners, and emphasize long-term commitment
Civil unrest in an existing target market	Store access, mobility, and consumer confidence weaken	Shift toward safer channels, flexible service models, and neighborhood-level messaging
Polarized public opinion between countries	The same message is read differently across markets	Replace one-message-for-all strategy with market-differentiated communication architecture
Supplier exposure in conflict-affected areas	Product credibility and continuity are questioned	Communicate sourcing responsibility, diversify supply, and manage risk disclosures
Conflict fatigue among consumers	Audiences become less responsive to moralized campaigns	Use measured, respectful, and useful communication rather than emotional overload

Source: formed by the author

The current state of the international environment indicates that the adaptation of international marketing to the conditions of global conflict is no longer an optional direction for improving the activities of companies, but appears as a mandatory prerequisite for their preservation and development in foreign markets. In conditions where the aggravation of conflicts changes economic relations, information space, public sentiment and regulatory policies of different countries, international marketing is forced to reorient itself from relatively stable models of functioning to more flexible, multi-level and sensitive to change approaches. This is not only a matter of technical adjustment of individual promotion tools, but also a deep rethinking of the very vision of marketing presence in the external environment. Therefore, the main task of the company is to form such a marketing system that is able to simultaneously respond to short-term challenges and maintain strategic coherence with long-term development goals. One of the basic directions of such adaptation is to increase the flexibility of marketing planning. In the previous conditions, a significant part of international companies could rely on fairly stable forecasts of market development, relatively predictable consumer behavior and consistency of foreign economic relations. In today's conflict-ridden world, such a trajectory is increasingly losing practical value, since the situation can change quickly, unevenly and in different directions at the same time. That is why marketing planning should switch to a scenario format, where the company works out in advance several possible scenarios and appropriate actions in the field of pricing, communication, sales and positioning. Such an approach makes it possible not only to respond promptly to changes, but also to reduce the level of strategic confusion in a moment of crisis. An equally important area of adaptation is the deepening of the localization of international marketing. Global conflict intensifies the differences between countries, regions, individual social groups and cultural communities. In such conditions, a standardized marketing model is increasingly proving to be inaccurate and sometimes risky. A company that seeks to maintain a market presence in different countries must take into account local perceptions of safety, fairness, social responsibility, brand origin, and the relevance of marketing messages. However, localization should not be limited to language translation or visual adaptation of advertising. It should encompass the content of the communication, the emotional tone

of the appeal, the format of interaction with the audience, the channels of information distribution, and the degree of public activity of the company in a particular market.

A prominent place among the areas of adaptation is occupied by the diversification of promotion and sales channels. In a situation where individual markets, routes or platforms can quickly become less accessible or less effective, international marketing should not depend on a single source of contact with the consumer. It is advisable for companies to combine several communication directions, several models of interaction with distributors and several ways of maintaining a presence in the market. Such multi-channeling provides an opportunity to reduce vulnerability to sharp external changes and at the same time maintain contact with different segments of the audience. At the same time, diversification requires greater coordination, since the brand must remain recognizable and consistent across different channels of interaction. No less important is the adaptation of product policy to a conflict environment. In modern conditions, an international company must take into account that a product is evaluated by the consumer not only as a set of functional characteristics, but also as an element of a wider symbolic space. The origin of the product, the way it is presented, the visual associations, the sources of raw materials, the narrative around the brand and even the style of advertising can acquire additional importance in a society that is in a state of tension. Therefore, international marketing should provide for timely adjustments to the assortment, design, packaging and communication support of the product. In some cases, it may even be advisable to temporarily abandon individual product lines if they may be perceived ambiguously or do not meet the new expectations of the audience.

Conclusions

The conducted consideration of the topic allows us to conclude that the transformation of international marketing against the background of aggravation and emergence of new conflicts in the world is a natural consequence of profound changes in the global economic, political and social environment. In modern conditions, international marketing can no longer be interpreted only as a system for promoting goods and services in foreign markets, since its functioning is increasingly closely linked to

risk assessment, analysis of consumer behavior, taking into account cultural sensitivity and the ability of companies to respond to rapid changes in the external environment. At the same time, conflicts change not only individual conditions of doing business, but the very trajectory of development of international market interaction. That is why modern international marketing appears as a much more complex and multi-level system, within which commercial, reputational, communication and adaptation tasks are combined. Within the first section, it was established that the theoretical understanding of international marketing requires significant updating in accordance with the new global reality. Classical ideas about the relative stability of foreign markets, the predictability of international competition and the possibility of broad standardization of marketing approaches no longer fully correspond to the current state of world development. Therefore, international marketing is increasingly associated not only with the study of demand, market segmentation or brand positioning, but also with the formation of a company's resilience to external shocks. In such conditions, the localization of marketing activities, attention to the social context, strategic flexibility and the ability of companies to maintain the relevance of their market actions in an environment that often changes faster than traditional planning models can take it into account become important. Thus, international marketing in the modern scientific vision appears not only as a tool for expanding sales, but as a component of a broader system of business adaptation to global instability. The analysis carried out in the second section reflects that modern conflicts directly affect the tools, strategies and everyday practice of international marketing. The choice of markets, the formation of product policy, pricing, sales channels, brand communication and digital presence of companies can no longer be carried out by inertia or based on previous experience. Each marketing decision increasingly depends on public sentiment, information background, regulatory changes, the level of security tension and the audience's readiness to perceive certain market messages. At the same time, the role of trust, ethical consistency of the brand, cultural delicacy and the ability to work with different groups of consumers in the external social environment is growing. Thus, international marketing is moving from a relatively technical set of tools to a more complex direction of management activity, where not only sales results are important, but also the long-term viability of the brand in the foreign market.

The generalization of the material gives grounds to assert that conflicts in the world change not only the external parameters of international market activity, but also the very nature of competition. The advantage is increasingly being given not just to large or resource-rich companies, but to those business entities that are able to quickly review their approaches, take into account local characteristics, maintain brand trust, and maintain communication relevance in difficult social conditions. In such conditions, international marketing appears as an important mechanism not only for commercial development, but also for ensuring stability, adaptability, and long-term presence in foreign markets. At the same time, the importance of an interdisciplinary vision is increasing, since the explanation of modern marketing processes is no longer possible without taking into account economic, political, social, cultural, and informational factors. Therefore, further research on this topic is of great importance for the formation of a new foundation for the theory of international marketing. Thus, the final conclusion is that the transformation of international marketing against the background of aggravation and the emergence of new conflicts in the world is a sustainable long-term trend that will determine the directions of development of international business in the future. It encompasses a change in theoretical approaches, a rethinking of practical marketing tools, and the formation of new directions for companies' adaptation to the external environment. That is why international marketing in the modern world can no longer be considered as an isolated function of promotion, but should be perceived as an integrated system of strategic response to global instability. For science, such a topic provides an opportunity to more deeply understand the new patterns of market behavior in the international space, and for practice, it becomes the basis for developing more flexible, balanced, and sustainable approaches to activities in the external environment. This is precisely where its long-term relevance, scientific significance, and applied value lie.

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