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ELEMENTS OF RISK MANAGEMENT AND ANTICRISIS COMMUNICATIONS IN THE CONTENT MARKETING STRATEGIES OF MEDIA INDUSTRY COMPANIES

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ЕЛЕМЕНТИ РИЗИК-МЕНЕДЖМЕНТУ ТА АНТИКРИЗОВИХ КОМУНІКАЦІЙ В СТРАТЕГІЯХ КОНТЕНТ-МАРКЕТИНГУ КОМПАНІЙ МЕДІАІНДУСТРІЇ

It has been established in the article that, under conditions of digital transformations and the formation of the attention economy, the integration of risk management and crisis communications into the content marketing strategies of media industry companies is a determining factor in ensuring their resilience, adaptability, and competitiveness amid increasing market uncertainty. It has been revealed that, in the context of a full-scale war, the content marketing of Ukrainian media companies has transformed into a multifunctional instrument which, alongside market objectives, performs socially responsible, security-related, and communication-psychological functions, thereby actualizing the need for systematic risk management and anticrisis communications to ensure the resilience of the national media industry. It is emphasized that, as a result of digital transformations and the transition of the media market to "on-demand" content consumption models, the content marketing of media companies acquires a strategic character, that is, it is oriented toward continuous B2C interaction with the audience, the formation of long-term emotional relationships, user retention, and the minimization of churn risks under conditions of high competition and market uncertainty. It has been established that the downturn of 2022 became an impetus for the transformation of the business models of Ukrainian media industry companies, while the subsequent recovery demonstrated an increase in their adaptability due to the monetization of digital traffic, the development of content marketing, and the use of crisis communications under conditions of heightened uncertainty. It has been revealed that the strategic refusal of a media company to use content of Russian origin, despite short-term financial losses, became an effective instrument of crisis communications and value-based brand positioning

aimed at minimizing reputational risks, consolidating a loyal audience, and strengthening cultural resistance under conditions of wartime turbulence. A roadmap for the development of content marketing of Ukrainian media companies is proposed, which positions risk management and crisis communications as system-forming factors of the resilience of content ecosystems, ensuring long-term adaptability, innovative development, and competitiveness of media companies in the international digital environment.

В статті встановлено, що в умовах цифрових трансформацій та формування економіки уваги інтеграція ризик-менеджменту й антикризових комунікацій у стратегії контент-маркетингу компаній медіаіндустрії є визначальним чинником забезпечення їх стійкості, адаптивності та конкурентоспроможності за зростання ринкової невизначеності. Виявлено, що в умовах повномасштабної війни контент-маркетинг українських медіакомпаній трансформувався у багатофункціональний інструмент, який поряд із ринковими завданнями виконує соціально відповідальні, безпекові та комунікаційно-психологічні функції, актуалізуючи потребу в системному ризик-менеджменті й антикризових комунікаціях для забезпечення стійкості національної медіаіндустрії. Підкреслено, що внаслідок цифрових трансформацій і переходу медіаринку до моделей споживання контенту "за запитом" контент-маркетинг медіакомпаній набуває стратегічного характеру, тобто орієнтується на безперервну B2C-взаємодію з аудиторією, формування довгострокових емоційних відносин, утримання користувачів і мінімізацію ризиків відтоку в умовах високої конкуренції та ринкової невизначеності. Встановлено, що спад 2022 року став імпульсом трансформації бізнес-моделей українських компаній медіаіндустрії, а подальше відновлення засвідчило зростання їх адаптивності завдяки монетизації цифрового трафіку, розвитку контент-маркетингу та використанню антикризових комунікацій в умовах підвищеної невизначеності. Виявлено, що стратегічна відмова медіакомпанії від контенту російського походження, попри короткострокові фінансові втрати, стала ефективним інструментом антикризових комунікацій і ціннісного позиціонування бренду, спрямованого на мінімізацію репутаційних ризиків, консолідацію лояльної аудиторії та посилення культурного спротиву в умовах воєнної турбулентності. Запропоновано дорожню карту розвитку контент-маркетингу медіакомпаній України, яка позиціонує ризик-менеджмент та антикризові комунікації як системоутворювальні чинники стійкості контентних екосистем, забезпечуючи довгострокову адаптивність, інноваційний розвиток і конкурентоспроможність медіакомпаній у міжнародному цифровому середовищі.

Key words: content marketing, marketing strategies, media industry, risk management, anticrisis communications, digital transformations, attention economy, adaptability.

Ключові слова: контент-маркетинг, маркетингові стратегії, медіаіндустрія, ризик-менеджмент, антикризові комунікації, цифрові трансформації, економіка уваги, адаптивність.

INTRODUCTION

The current phase of the evolution of the global economy is determined by profound structural shifts resulting from the intensive implementation of digital technologies across all spheres of economic activity. Comprehensive digitalization has led to the transformation of market architecture, the modification of consumer behavior models, and the rethinking of formats of interaction between companies and stakeholders, thereby actualizing the need to revise marketing communication strategies. The media industry sector has proven to be the most sensitive to these changes, as its functioning increasingly takes place under conditions of heightened market uncertainty and communication risks. The displacement of traditional models of linear broadcasting and physical content distribution in favor of "on-demand" platforms, streaming services, and digital

ecosystems has enhanced the significance of systematic risk management and crisis communications in the content strategies of media companies. Under such circumstances, the formation of the "attention economy", within which the audience's time resource acquires the status of a critically limited asset, has contributed to the evolution of content marketing from an instrumental element of communication policy into a strategic factor that directly affects the resilience, adaptability, and competitiveness of media market participants.

For Ukraine, the significance of the outlined issues increases substantially given the specific features of the functioning of the national media market under conditions of a full-scale war, which is accompanied by systemic economic, communication, and security risks. The Ukrainian media industry has come under the influence of a set of unprecedented challenges, among which a leading

place is occupied by the destruction of material and technical infrastructure, a sharp decline in advertising revenues, the transformation of the structure of consumer demand, as well as the need to implement effective crisis communications to counter information aggression. Under such circumstances, the content marketing of Ukrainian media companies has evolved from a purely market-oriented toolkit into a multifunctional mechanism that combines tasks of social responsibility, elements of cultural diplomacy, and instruments of psychological support for the population. At the same time, the adaptation practices of national leaders of the media market, in particular streaming platforms, to wartime conditions, their strategic competition with global players, and counteraction to digital piracy highlight the need for systematic risk management and require in-depth scholarly analysis and conceptual generalization.

REVIEW OF LITERATURE

In contemporary scholarly research, the content marketing of media industry companies is considered a complex multidimensional phenomenon formed under the influence of profound digital, technological, and socio-economic transformations. In particular, the works of O.M. Liutak and O.V. Baula emphasize that digitalization, the growth of the internet audience, and changes in consumer priorities lead to the transformation of media content into a key economic resource for ensuring competitiveness and market development [3]. A similar approach is developed by O.A. Sukhorukova, Z.V. Hryhorova and A.V. Kvasko, who stress the dominance of digital formats, the multimedia and multiplatform nature of content, as well as the increasing role of interactive engagement with the audience under conditions of dynamic technological change [5].

Within the conceptualization of content marketing as a systemic phenomenon, V.A. Synytsia interprets it as a multilevel model for creating value-based creative content that combines innovative formats, brand communication, and audience engagement tools with the aim of influencing consumer behavior and fostering the development of the creative economy [4]. The strategic dimension of content marketing is further strengthened in the works of Z.V. Hryhorova, where it is interpreted as a means of forming new market niches and building sustainable models of interaction with users beyond the boundaries of traditional competitive rivalry [1].

International studies, in particular the works of Yue Kong, complement the above-outlined

discourse by emphasizing the role of big data and artificial intelligence in content personalization, increasing the effectiveness of marketing communications, and transforming monetization models [11]. In turn, experts from Motion Picture Laboratories view content marketing as an ecosystem-based process grounded in technological standardization, platform interoperability, and an orientation toward a holistic user experience [12], while B. Dhiman focuses on the transition to interactive, data-driven models of content creation and distribution with the active participation of the audience [7]. Summarizing the above approaches, analytical materials of the World Economic Forum emphasize that, under conditions of the proliferation of artificial intelligence, content marketing in the media industry acquires an iterative character and requires responsible management of risks related to trust, copyright, and information credibility, thereby shaping a new paradigm for the development of media companies' marketing strategies [14].

PURPOSE OF PAPER

The purpose of this study is to substantiate the role of risk management and anticrisis communications in the formation of contemporary content strategies of media industry companies under conditions of digital transformations.

RESEARCH RESULTS

The media industry occupies a distinctive position within the system of marketing communications, which is determined by the specific nature of its product, characterized by functional dualism: content simultaneously acts as an economic value delivered to the end consumer and as a communication tool for promoting that same product in the market. Processes of digital transformation have significantly modified the structural organization of the media market, leading to a departure from the traditional linear broadcasting model in favor of "on-demand" content consumption formats, which, in turn, has necessitated a revision of strategic approaches to the construction of marketing communications by media companies. Whereas within the previous paradigm the key objective was the accumulation of the largest possible mass audience within a specific time interval for the subsequent monetization of advertising contacts within a B2B logic, under the dominance of streaming platforms the priority shifts toward direct interaction with the end user through the implementation of a subscription-based model (B2C) (Table 1). Under such conditions, content marketing acquires a strategic

character and entails the formation of long-term, emotionally rich relationships with the audience, within which marketing communication is not limited to the moment of transaction but is transformed into a continuous process of user retention, minimization of churn risks, and the maintenance of loyalty under conditions of high competition and market uncertainty [6].

One of the defining characteristics of the contemporary communication system in the media industry is the development of transmedia storytelling as a strategic model for the construction and dissemination of content, the theoretical foundations of which have been thoroughly elaborated in the works of Henry Jenkins [10]. Under conditions of digital convergence, the narrative ceases to be tied to a single medium, transforming into a complex multilevel system implemented through a set of interconnected platforms and formats. Within this logic, individual communication channels perform complementary functions: the audiovisual product initiates the storyline, additional digital formats deepen the images of secondary characters, interactive media ensure user engagement in the co-creation of content, while social networks maintain continuous communication with the audience. Accordingly, the marketing strategy of media companies is oriented not toward the mechanical replication of messages, but toward stimulating the active participation of consumers in the fragmented "assembly" of a coherent narrative, which expands the user experience and reduces the risks of communication overload. The application of the transmedia approach in content marketing contributes to extending the life cycle of intellectual property, forming loyal fan communities, and

Table 1. Transformation of marketing communication models in the media industry

№	Comparison criterion	Traditional model (Linear TV)	Digital model (OTT / Streaming)
1	Business logic	B2B (selling the audience to advertisers)	B2P (selling content to the viewer)
2	Consumption mode	Linear (according to the broadcaster's schedule)	On-demand (at the user's request)
3	Key metric	Rating / Audience share	LTV (customer lifetime value), churn
4	Nature of communication	Mass	Personalized
5	Role of the viewer	Passive consumer	Active participant, co-creator

Source: compiled by the authors based on [6].

strengthening the anti-crisis potential of the brand by transforming the audience into active advocates of the media product.

The generalized results of the analytical study presented in the report "Global Entertainment & Media Outlook 2024—2028" indicate the ability of the global entertainment and media industry to maintain a stable development trajectory even under conditions of increasing macroeconomic instability and a rising level of market risks (Fig. 1) [13].

According to forecast estimates, the total revenue of this sector by 2028 may reach approximately USD 3.4 trillion, which confirms its high adaptability to external shocks. A decisive role in shaping such growth is played by the digital segment, within which streaming platforms, the video game industry, and digital advertising acquire dominant significance as instruments for monetizing audience attention [13]. Under these conditions, the strategic focus of media companies shifts toward the development of content mar-

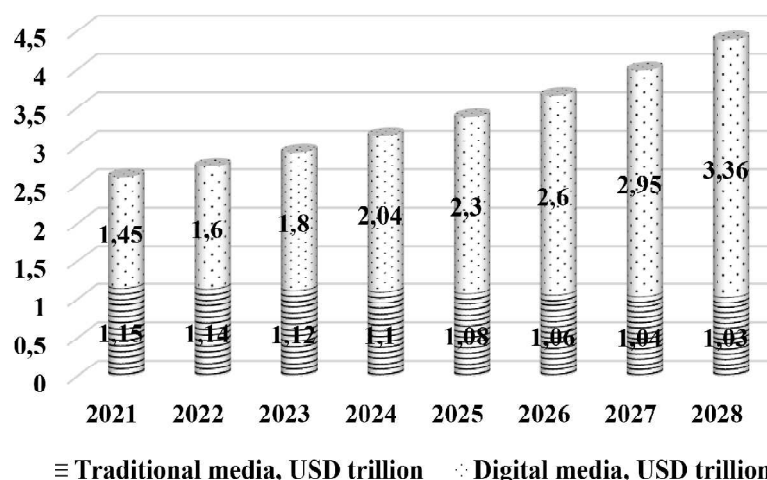


Fig. 1. Dynamics and projected structural transformation of revenues of the global entertainment and media market, 2021—2028, USD trillion

Source: compiled by the authors based on data from [13].

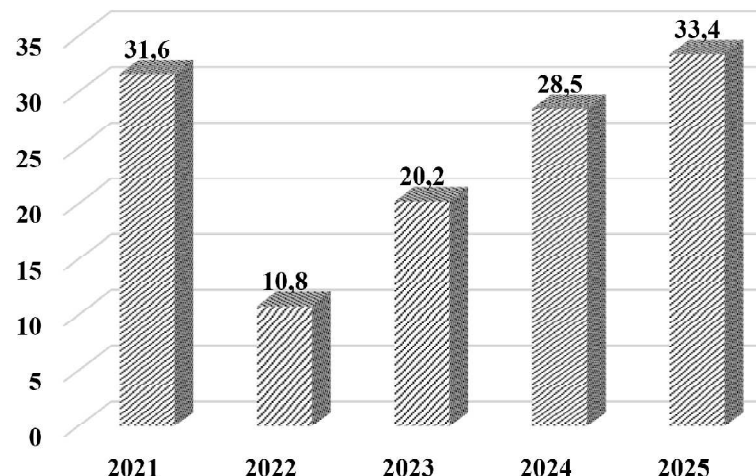


Fig. 2. Dynamics of the advertising and communications market volume in Ukraine under conditions of martial law, 2021–2025, UAH billion

Source: compiled by the authors based on data from [9].

Table 2. Adaptation of the marketing strategy of the Megogo platform to the challenges of martial law

№	Criterion	Before the full-scale invasion	During martial law
1	Core mission	Entertainment	Information provision and social support
2	Content geography	Availability of content from PIS countries	Complete removal of Russian-origin content
3	Social stance	Neutral / situational	Active, volunteering
4	Product driver	Films, TV series, sports	News, sports, Ukrainian dubbing (Megogo Voice)
5	Communication	Emphasis on benefits and assortment	Emphasis on patriotism and unity

Source: systematized by the authors based on [8; 9].

keting, the implementation of systematic risk management, and the use of crisis communications as means of ensuring long-term competitiveness in the digital environment.

The functioning of the Ukrainian media industry at the present stage takes place under conditions of extremely high turbulence caused by the impact of full-scale military aggression as a powerful external shock. The action of this exogenous factor has led to an acceleration of profound structural shifts that have resulted in the transformation of media content consumption models, the revision of content marketing strategies, and the adaptation of the business models of leading market participants with due regard to heightened risks and the necessity of applying crisis communications (Fig. 2).

The presented dynamics convincingly demonstrate that the downturn of 2022 did not assume the character of a critical threshold of development but rather served as an impetus for the revision and transformation of existing business models. The intensive pace of recovery in 2023–

2024, as well as the recorded exceedance of pre-war financial indicators in 2025 in hryvnia terms, indicate an increase in the adaptability of Ukrainian business. In particular, this refers to the ability of companies to effectively monetize digital traffic under conditions of heightened security risks through the systematic implementation of flexible digital tools, the improvement of content marketing strategies, and the use of crisis communications as elements of managing market uncertainty [9].

With the outbreak of full-scale military aggression, approaches to the formation of the content marketing strategy of the Megogo platform underwent a substantial revision, which led to its reorientation from a predominantly entertainment-focused model toward a socially and informationally oriented one. This transformation reflects the adaptation of the company's communication policy to conditions of crisis turbulence, the strengthening of social responsibility, and the necessity of employing crisis communications in the context of managing reputational risks and audience expectations (Table 2).

The company adopted a strategic managerial decision whose implementation was accompanied by tangible financial losses; however, it was of fundamental importance for preserving and strengthening the brand's reputational capital — namely, the complete removal of products of Russian origin from the content library. This step went beyond purely economic expediency, transforming into a form of public value-based positioning that simultaneously fulfilled the function of corporate social res-

Table 3. Roadmap for the development of content marketing of Ukrainian media companies with consideration of risk management and anticrisis communication instruments (2025–2030)

№	Stage	Substage	Key objectives	Marketing tools	Technological focus
1	Stabilization	Anti-crisis diagnostics of the communication environment	Identification of reputational, content-related, and informational risks; audience trust audit	Pontent audit, social listening, crisis media monitoring	AI analytics, sentiment analysis
		Reengineering of content strategies under uncertainty	Adaptation of content marketing to the traumatic social context and changes in consumption patterns	FAST content, comfort watching, edutainment	Generative AI creativity, automated localization
		Pommunication of social responsibility and psychological support	Formation of narratives of support, solidarity, and emotional stabilization	Social campaigns, storytelling, partnership projects	AI personalization, recommendation systems
		Anti-piracy and legal stabilization of the content environment	Reduction of losses from digital piracy; protection of intellectual property	Value-based pricing, freemium models, legal storytelling	DRM, blockchain-based rights management
		Anticrisis communications and reputational risk management	Maintenance of trust in the brand under information attacks	Prisis PR, value-driven messaging, owned media	AI for crisis scenario management
2	Development	Export of cultural meanings and national narrative	Institutionalization of cultural diplomacy through content	Soft Power content, transmedia storytelling	AI creativity, multilingual LLMs
		Formation of global presence of Ukrainian media brands	Strengthening international visibility and competitiveness	Global platforms, influencer partnerships	Web3, decentralized platforms
		Building sustainable fan communities and brand advocacy	Transition from a passive audience to community co-creation	Brand communities, UGP strategies	Metaverse, social VR
		Integration of risk management into the content ecosystem	Implementation of foresight management of strategic and reputational risks	Scenario planning, foresight marketing	Predictive AI, digital twins
		Innovative monetization of attention in a post-crisis economy	Diversification of revenue sources and reduction of dependence on advertising	Subscription+, experiential marketing	Immersive technologies (VR/AR), Web3 economy

Source: developed by the authors.

ponsibility and served as a powerful signal within marketing communications [2].

Under conditions of wartime turbulence, when consumer choice is increasingly based on shared worldview orientations and civic attitudes, such a "sanctions-based" content policy became an instrument for consolidating a loyal audience and minimizing reputational risks. The communication support for this decision was built around the concept of "information hygiene", within which the refusal of products from the aggressor state was interpreted as a component of crisis communications aimed at ensuring cultural resistance and strengthening national security.

Table 3 presents a conceptual roadmap for the development of content marketing of Ukrainian

media companies for the period 2025–2030, which has been formed taking into account the phased integration of risk management tools and crisis communications under conditions of increased market and security uncertainty.

The proposed roadmap reflects the evolution of content marketing from an instrument of operational stabilization into a strategic mechanism for the long-term expansion and global integration of media companies. Its structure demonstrates that effective risk management and crisis communications are not auxiliary but rather system-forming factors of the resilience of content ecosystems.

The consistent integration of marketing tools with technological solutions will make it possible

to minimize reputational and market threats while simultaneously enhancing companies' capacity for adaptation and innovative development. Thus, the implementation of the outlined stages creates a foundation for the formation of competitive, socially responsible, and crisis-resilient media brands in the digital environment.

CONCLUSIONS

Thus, the prospects for the development of content marketing in Ukraine's media industry are shaped within a multidimensional convergence of technological innovations, cultural narratives, and economic constraints, which are intensified by conditions of wartime turbulence. Achieving strategic success in such an environment is directly associated with the capacity of media companies to implement a model of "organizational ambidexterity", which should combine cost rationalization and effective operation in the domestic market through the use of FAST formats, partnership ecosystems, and socially oriented content marketing, alongside a simultaneous orientation toward global presence. In this context, the export of culturally relevant content, the development of international co-production, and the implementation of artificial intelligence-based solutions acquire particular significance as instruments for reducing strategic risks and scaling audiences. So, provided that risk management and anticrisis communications are systematically integrated, the Ukrainian media industry is capable of transforming crisis challenges into a source of innovative impetus and strengthening its positions in the European media market.

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