

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292. Ефективна економіка. 2025. № 8.

DOI: <http://doi.org/10.32702/2307-2105.2025.8.103>

УДК 338.45

K. Udovichenko,

PhD student, National Academy of Management

ORCID ID: <https://orcid.org/0009-0007-4478-9997>

PRECONDITIONS FOR DEVELOPING A BRANDING STRATEGY FOR UNMANNED AERIAL VEHICLES (UAVS) IN A COMPETITIVE MARKET

K. I. Удовіченко

аспірант 1 року навчання, Національна академія управління

ORCID ID: <https://orcid.org/0009-0000-5264-5239>

ПЕРЕДУМОВИ ДЛЯ РОЗРОБКИ БРЕНДИНГОВОЇ СТРАТЕГІЇ ДЛЯ БЕЗПЛОТНИХ ЛІТАЛЬНИХ АПАРАТІВ (БПЛА) НА КОНКУРЕНТНОМУ РИНКУ

This article explores the strategic development of branding for unmanned aerial vehicles (UAVs) in a highly competitive and dynamic global market, with a particular emphasis on the Ukrainian context. In the wake of Russia's full-scale invasion, Ukraine's UAV industry has evolved from grassroots volunteer-based experimentation to a vital component of national defense infrastructure. In this rapidly changing environment, branding emerges not merely as a marketing tool, but as a multidimensional strategic necessity – encompassing emotional trust-building, geopolitical signaling, international recognition, and technological distinction.

The article identifies several key prerequisites for the effective development of UAV brands in Ukraine. These include battlefield-proven reliability, strong ties to national identity and civic mobilization, support from Ukraine's advanced IT sector, alignment with NATO standards, and growing global demand for dual-use UAV applications in sectors such as agriculture, infrastructure monitoring, and emergency response. The paper further presents a comparative analysis of branding strategies across leading UAV-producing nations – Turkey, Israel, China, and Ukraine – highlighting Ukraine's unique advantages such as flexibility, grassroots innovation, democratic narrative, and authenticity grounded in real-world experience.

Based on this foundation, the study proposes a step-by-step branding matrix for domestic UAV producers, covering stakeholder analysis, brand identity development, emotional storytelling, multichannel communication, and export-oriented localization. Additionally, the article outlines promising directions for further research, including measuring brand trust in wartime conditions, exploring the ethical boundaries of military branding, and planning the post-war evolution of defense-related brands. Ultimately, the research shows that branding in the UAV sector intersects with broader issues of national resilience, innovation ecosystems, and international strategic positioning. For Ukraine, effective UAV branding strategies offer an opportunity not only to enhance competitiveness and attract investment, but also to project soft power and contribute to long-term technological sovereignty.

У статті досліджено стратегічні засади розбудови брендингу безпілотних літальних апаратів (БПЛА) в умовах висококонкурентного та динамічного глобального ринку, зі спеціальним акцентом на український контекст. Після початку повномасштабної агресії Росії вітчизняна галузь БПЛА зазнала стрімкої трансформації — від волонтерських ініціатив на громадських засадах до ключового елементу обороноздатності держави. В цих умовах брендинг перестає бути другорядним маркетинговим інструментом, натомість стає багатовимірною стратегією, що поєднує формування довіри, міжнародну легітимність, технологічну диференціацію та посилення емоційної й наративної складової.

У роботі визначено основні передумови розвитку ефективних брендів українських БПЛА: підтверджена на полі бою надійність, тісний зв'язок із

національною ідентичністю, підтримка з боку високотехнологічного ІТ-сектору, відповідність стандартам НАТО, а також зростаючий попит на подвійне – військове та цивільне – використання дронів у таких сферах, як сільське господарство, інфраструктурний моніторинг та реагування на надзвичайні ситуації.

В статті також проведено порівняльний аналіз брендингових стратегій у провідних країнах-виробниках БПЛА – Туреччині, Ізраїлі, Китаї та Україні – і наголошено на унікальних перевагах українських виробників: гнучкості, інноваційності знизу, демократичній комунікації з аудиторією та автентичності, що ґрунтується на реальному бойовому досвіді.

У статті представлено покрокову матрицю дій для виробників українських БПЛА, яка охоплює аналіз зацікавлених сторін, формування ідентичності бренду, емоційне сторітелінг-позиціювання, багатоканальну комунікацію та адаптацію до експортних ринків. Крім того, запропоновано перспективні напрями подальших досліджень: оцінка довіри до бренду в умовах війни, етичні аспекти мілітаризованого брендингу та трансформація оборонних брендів у післявоєнний період. Дослідження демонструє, що брендинг БПЛА тісно переплітається з питаннями національної стійкості, інноваційної політики та міжнародного позиціонування. Для України ефективні стратегії брендингу можуть стати потужним інструментом довгострокової конкурентоспроможності, інтеграції подвійного використання та проєкції м'якої сили на світовій арені.

Keywords: branding, unmanned aerial vehicles, branding strategy, competitive market, military brands

Ключові слова: брендинг, безпілотні літальні апарати, брендингова стратегія, конкурентний ринок, військові бренди

Statement of the problem in general terms and its connection with important scientific or practical tasks. In recent years, Unmanned Aerial Vehicles (UAVs) have shifted from niche military tools to essential assets in diverse sectors, including agriculture, infrastructure, security, and emergency response. The global drone industry is experiencing exponential growth, driven by rapid advances in

artificial intelligence, sensor integration, and modular design. At the same time, this growth has intensified competition, making branding a strategic priority, not just a marketing tool.

For Ukraine, the challenge and opportunity are especially pronounced. As the country faces existential threats due to full-scale military aggression by Russia, the domestic UAV sector has rapidly evolved from grassroots experimentation to strategic necessity. This transformation highlights a unique intersection of practical innovation and national resilience. Ukrainian UAV brands must not only prove technological reliability but also articulate their identity, values, and vision to domestic and international stakeholders.

From a scientific and strategic management perspective, the task of branding UAVs intersects with several pressing contemporary issues: the militarization of emerging technologies, the role of soft power in defense exports, the need for user-centric innovation in crisis conditions, and the internationalization of dual-use technologies. These themes are under-researched and under-theorized in the academic literature, particularly in the context of post-Soviet and wartime economies. This article outlines a practical approach to crafting a powerful branding strategy for UAVs, with a specific focus on the Ukrainian context. It integrates insights from recent literature, competitive benchmarking, and real-world Ukrainian case studies to support policymakers, entrepreneurs, and marketing professionals working in this high-stakes field.

Analysis of recent research and publications. Branding is instrumental in increasing the perceived value and visibility of companies offering products or services, enabling them to justify premium pricing and achieve a competitive edge in the marketplace [4, p. 748; 9, p.24]. This is particularly evident in high-tech sectors, where dominant brands often secure the largest shares of the market [10, p.10-15]. Additionally, branding contributes to building consumer trust and loyalty, which in turn supports long-term profitability and ensures market stability for technology firms [4, p.751; 5, p.11]. For emerging or lesser-known brands, a key challenge lies in developing adequate consumer awareness to gain a foothold in the industry [1, p.294-296]. Advertising plays a central role in this process, not only conveying the functional attributes of a brand but also embedding it with symbolic

meanings and values that resonate with consumers [2, p.10; 4, p.752; 8, p.23]. When a technology provider invests in branding, the resulting brand equity can highlight the technological contribution to end products, thereby enhancing profitability. Nevertheless, branding through advertising involves substantial costs. A notable example is the “Intel Inside” campaign, which built a strong brand identity for Intel via large-scale mass media promotions and co-branded advertising with PC manufacturers—at the expense of billions of dollars [6, p.412]. Beyond advertising outlays, firms must also bear the costs of brand upkeep, legal protection, and repositioning efforts as the brand matures.

Recent academic and industry literature highlights the increasing importance of branding in high-tech and defense sectors. P. Kotler and K. Keller [6, p.124] emphasize the role of differentiation and emotional connection in industrial branding, which applies directly to UAVs as dual-use technologies. We should say, that brand trust is a decisive factor in B2B technology adoption, especially in sectors where safety and regulation are critical [8, p.30]. Studies on military branding [3, p.83-85; 7, p.408] point to storytelling and symbolic imagery as essential tools for establishing credibility.

G.J. Tellis [10] explores the transformative role of artificial intelligence in military drones, arguing that AI-driven capabilities such as autonomous targeting and adaptive mission routing redefine operational branding narratives. This highlights the importance of integrating cutting-edge technology as a core part of a UAV brand’s value proposition.

Additionally, a recent study emphasizes the role of cross-national collaboration and innovation networks in the UAV sector, suggesting that branding strategies should reflect both local authenticity and global interoperability.

At the same time, the issue of developing a brand strategy for UAVs in modern, especially domestic literature, is covered rather superficially, and therefore there is a need to deepen this research.

Formulation of the article's objectives. The purpose of the paper is to analyze the practical principles and prerequisites for developing a branding strategy for unmanned aerial vehicles (UAVs) in a competitive market.

Presentation of the main research material. Before developing a brand strategy, it is crucial to understand the market landscape. To begin, let's define the main preconditions for developing such a strategy.

Military necessity as an innovation driver. The full-scale Russia invasion has become a powerful catalyst for the rapid development of UAVs in Ukraine. This urgency has led to an ecosystem of fast-paced experimentation and deployment, providing Ukrainian UAVs with authentic battlefield validation—a unique branding advantage rooted in real-world performance.

National identity and civil mobilization. Many Ukrainian UAV initiatives originate from volunteer movements, tech communities, and grassroots efforts. These origins create an emotional and patriotic brand narrative that reflects civic participation, resilience, and decentralized innovation – values that resonate strongly with both domestic and international audiences.

Strengthening of the defense-industrial base. Government initiatives such as the “Army of Drones” program, coupled with increased public procurement and incentives for defense startups, provide a stable platform for brand scalability. Institutional backing enhances the credibility and sustainability of emerging UAV brands.

International support and NATO integration. Ukraine's active engagement with NATO standards, joint exercises, and military aid promotes interoperability and positions Ukrainian drones as credible partners on the international defense market. This alignment provides a clear strategic narrative for branding toward Western allies.

Strong IT sector and digital ecosystem. Ukraine’s globally recognized IT talent pool and digital infrastructure have enabled rapid innovation in drone software, AI integration, encryption, and data processing. These capabilities support branding narratives centered on technological sophistication and digital-first design.

Growing international recognition. Ukrainian UAVs have gained visibility through battlefield success and media coverage. This emerging recognition creates an opportunity to solidify brand identities through storytelling, international exhibitions, and strategic partnerships.

Demand for dual-use applications. Beyond military use, there is growing interest in UAV applications in agriculture, infrastructure monitoring, logistics, and disaster response. Successful branding strategies must reflect this dual-use potential, signaling versatility and long-term market relevance.

These preconditions set the stage for developing strong, credible, and differentiated UAV brands from Ukraine that can compete on both domestic and global markets.

In general, in Ukraine, UAV usage spans several key segments:

- defense and military applications: Ukraine's war-time innovations in UAVs have received global recognition.
- agriculture: Drones are used for precision farming, crop monitoring, and spraying.
- civil infrastructure: Inspection of power lines, roads, bridges.
- emergency response: Search and rescue operations, fire monitoring.
- private and commercial use: Delivery services, photography, entertainment.

Each segment has unique needs, which means that the branding strategy should consider tailored messaging for each target audience.

It should be noted that a strong brand begins with a clear identity, including:

- Mission: what is the company's purpose beyond profit? (e.g., enhancing national resilience, boosting agritech efficiency).
- Vision: what long-term impact does the company aspire to have?
- Values: innovation, reliability, safety, patriotism.
- Personality: is the brand bold and futuristic, or dependable and service-oriented? [7, p. 418]

For example, the brand "Ukrspecsystems" leverages a clean, tech-savvy identity with a strong focus on national defense and precision technology.

In a saturated global market, Ukrainian UAV companies can emphasize: battle-tested reliability under real-world wartime conditions; affordability without compromising quality; integration with local and NATO-standard systems; modular design and customization.

In turn, visual identity elements such as logos, color palettes, and typography must reflect the brand's core values:

- military brands often use grayscale or camouflage tones with angular, technical fonts.
- agricultural UAVs might incorporate green and earthy tones with softer typography.

Consistency across packaging, product design, digital platforms, and promotional materials ensures a strong brand recall. For example Ukrainian company “Aerorozvidka” uses stark visual elements combined with patriotic symbolism to convey trust and technical competence.

Besides, a strong online presence is critical. This includes:

- website: clean, mobile-optimized, multilingual.
- content marketing: case studies, blogs, videos demonstrating UAVs in action.
- social media: regular updates, behind-the-scenes looks, human stories from developers and users.

Partnerships with local government bodies, international NGOs, and defense contractors can lend credibility and expand reach.

- Government certification: endorsements from the Ministry of Defense or Ministry of Agriculture.
- NGO use cases: showcasing UAVs used in humanitarian demining or disaster zones.

In this case partnerships with the Armed Forces of Ukraine and the Come Back Alive Foundation have boosted credibility for several domestic manufacturers.

For companies aiming to enter international markets, aligning brand messaging with global values is key:

- peace-oriented narrative: highlight UAVs' roles in demining, humanitarian aid, or green agriculture.
- compliance with international standards.
- participation in global expos and defense exhibitions [3, p.85].

Export branding should also involve localized content for key markets (e.g., translated brochures, region-specific certifications).

Moreover, in tech-driven markets, innovation is branding fuel. Showcasing ongoing R&D, pilot programs, and university collaborations communicates growth and dynamism. Also, we should say, that clear communication about compliance with Ukrainian and international UAV laws is essential to building institutional trust. Addressing privacy, dual-use concerns, and ethical deployment (especially in conflict zones) reinforces brand integrity.

It should be noted that understanding how global competitors position UAV brands can provide valuable knowledge and inspiration. Accordingly, in Table 1, we present a brief comparative analysis of UAV branding in Ukraine, Turkey, Israel, and China.

Table 1. Comparative Branding: Ukraine vs. Turkey, Israel, and China

Country	Key Brands	Branding Focus	Market Positioning	Unique Strengths
Turkey	Baykar (Bayraktar TB2)	National pride, combat effectiveness, government integration	Soft power, viral patriotism	Strong media narrative, defense partnerships
Israel	Elbit Systems, IAI Heron	Technological leadership, export-ready, B2G discreet branding	Institutional and defense buyers	Long-term military R&D, global compliance
China	DJI, Wing Loong	Commercial affordability, design, scale of production	Dual focus: consumer and military	Global consumer dominance, modular offerings
Ukraine	Ukrspesystems, Aerorozvidka	Grassroots innovation, resilience, patriotic and democratic branding	Public trust, wartime effectiveness	Real-world testing, flexible and human-centric brands

Source: created by author

In this case Ukrainian differentiator:

- Narrative of resilience and necessity: Ukrainian UAVs are battle-hardened under emergency conditions, offering authenticity.
- Grassroots innovation: Unlike state-owned giants, many Ukrainian UAVs emerge from volunteer or startup ecosystems.

- Democratic branding: Ukrainian brands often speak directly to users and the public, not just institutions.

Learning from competitors while leaning into Ukraine's unique context can help domestic brands craft a distinctive and powerful identity.

Below in the Table 2 is a matrix of action steps that meet branding goals.

Table 2. Matrix of action steps that meet branding goals

Step	Action Area	Key Activities	Strategic Goal
1	Market and Stakeholder Analysis	Identify user groups, funders, regulators, allies; assess needs and perceptions	Tailored and relevant brand narrative
2	Competitive Benchmarking	Study global players (Baykar, Elbit, DJI); compare features and communication strategies	Define positioning advantage
3	Brand Identity Development	Define mission, vision, values, visual identity	Unified and coherent brand presence
4	Storytelling and Emotional Positioning	Create origin stories, personal narratives, patriotic symbols	Build emotional connection
5	Technology Differentiation Messaging	Highlight AI, autonomy, anti-jamming, modularity	Showcase innovation and reliability
6	Validation Through Partnerships	Obtain endorsements, certifications, feedback from military/NATO/NGOs	Enhance trust and credibility
7	Multichannel Communication Strategy	Use web, social, expos, media; segment content by audience	Maximize visibility and engagement
8	Export Readiness and Localization	Adapt language, visuals, values to foreign markets	Ensure international competitiveness
9	Feedback Loop and Brand Monitoring	Gather and analyze feedback; monitor media and social responses	Continuously improve and manage reputation
10	Long-Term Brand Evolution Strategy	Plan for peace-time innovation, commercial dual-use, postwar market transitions	Sustain brand relevance and scalability

Source: created by author

Our analysis confirms that branding strategies for UAVs, particularly within the Ukrainian context, represent a crucial yet underexplored dimension of modern technological, defense, and innovation policy. The unique circumstances of Ukraine's full-scale war, the mobilization of grassroots innovation, and the intersection of dual-use technology with national identity create fertile ground for

the development of differentiated, emotionally resonant, and globally competitive UAV brands.

Conclusions and future research directions. One of the central conclusions of this study is that branding in the UAV sector is not merely a matter of aesthetics or visibility. It is deeply intertwined with questions of national resilience, technological sovereignty, and strategic communication. Ukrainian UAV brands have emerged not from corporate laboratories, but often from volunteer-driven innovation spaces, battlefield necessity, and civic activism. This origin story offers an authentic and emotionally compelling foundation for brand narratives that can resonate both domestically and internationally.

The strategic environment in which Ukrainian UAV brands operate is complex and evolving. On one hand, the existential military threat has catalyzed rapid R&D and accelerated the deployment of drones, creating unique real-world validation for Ukrainian technologies. On the other hand, this wartime branding context raises challenges related to long-term sustainability, market diversification, and peace-time transition.

Brand development in this domain must therefore fulfill multiple functions:

- demonstrate battlefield-proven reliability,
- signal technological competence,
- evoke emotional trust and loyalty,
- ensure regulatory and ethical compliance,
- differentiate through storytelling,
- and maintain adaptability for future civil applications.

The branding strategies discussed in this study – including narrative design, visual identity, technological differentiation, and stakeholder alignment – are essential not only for individual firms but also for Ukraine’s broader positioning in global innovation and defense ecosystems. In particular, branding can serve as a form of “soft power”, enhancing diplomatic engagement, export opportunities, and cross-national cooperation.

Ukrainian companies, unlike larger state-backed players in Turkey, China, or Israel, must balance limited resources with a need to create strong, multidimensional brands that convey credibility in highly competitive and regulated markets. At the same time, this constraint can be an advantage: the Ukrainian UAV sector's agility, human-centric design, and democratic ethos allow for flexible and creative branding strategies that respond quickly to stakeholder needs and shifting global narratives.

This article also highlights the dual-use nature of UAV technologies as both a branding challenge and an opportunity. While military performance may drive initial visibility and credibility, sustainable branding requires diversification into sectors such as agriculture, logistics, emergency response, and environmental monitoring. Successful brand strategies must integrate both military and civilian value propositions, communicating versatility without diluting core identity.

From a methodological standpoint, this paper offers a step-by-step matrix for UAV branding—covering stakeholder mapping, benchmarking, identity building, storytelling, technological messaging, and brand monitoring. This framework provides a practical roadmap for companies, entrepreneurs, and public institutions seeking to position UAV products in both national and international markets.

Despite the practical value of the presented analysis, the topic remains open for further research. Several promising avenues for future research can be identified:

1. *Empirical studies on brand perception in wartime economies.* Quantitative and qualitative research is needed to understand how different stakeholder groups—military personnel, government officials, international donors, civil society actors—perceive and respond to branding efforts in defense technology. This is particularly relevant in high-stress, high-risk environments such as Ukraine.
2. *Longitudinal brand evolution tracking.* Future studies could investigate how branding strategies evolve as Ukraine transitions from war-time to

peace-time, and how firms reposition themselves in post-conflict economies. This would provide valuable insights into adaptive branding and strategic resilience.

3. *Comparative branding in post-Soviet innovation ecosystems.* A broader regional comparison of UAV branding in other post-Soviet countries (e.g., Georgia, Lithuania, Armenia) could help determine whether Ukraine's grassroots model is replicable or unique, and what contextual factors shape brand development in transitional or conflict-affected economies.

4. *Consumer trust and dual-use narratives.* Further research is needed on how brands communicate dual-use applications without causing confusion or reputational risk. How can a company selling UAVs for humanitarian demining also maintain legitimacy in defense circles, or vice versa?

5. *Digital diplomacy and brand soft power.* A critical area of exploration is how branded Ukrainian UAVs can contribute to national branding and diplomacy. Could strong technology brands (e.g., "Made in Ukraine" defense systems) become a tool of public diplomacy or international coalition-building?

6. *Ethical considerations in defense branding.* As defense technologies become increasingly visible in civilian media and public discourse, questions about the ethics of branding tools of war are emerging. Researchers should explore the boundaries of ethical marketing in conflict zones and how emotional storytelling intersects with global norms.

7. *Integration of AI and emerging tech into brand identity.* As AI, autonomous navigation, and smart surveillance become standard features, branding strategies will need to communicate not just functionality but also responsible innovation. How can companies balance innovation excitement with ethical and privacy concerns?

8. *Measurement of brand equity in the UAV sector.* Traditional brand equity models may not fully capture the value dynamics in dual-use, high-risk sectors. Future work could develop custom metrics or evaluation frameworks for measuring brand strength, trust, and visibility in defense and tech sectors.

9. *Public-private branding synergies.* There is a need to investigate how collaboration between government agencies, private firms, and NGOs shapes the branding landscape. Joint campaigns, co-certification, and storytelling synergies deserve more attention from both scholars and practitioners.

10. *Crisis branding and resilience strategies.* Finally, further research into branding under crisis conditions—war, occupation, displacement—can enrich strategic management and innovation theory. Ukraine’s case offers an invaluable empirical basis for studying how branding operates under extreme uncertainty and national trauma.

In conclusion, branding in the UAV sector should be understood not as a peripheral activity, but as a core strategic function. For Ukraine, it offers an opportunity to leverage its current challenges into a platform for global influence, innovation leadership, and national pride. Continued research and collaboration between industry, academia, and government are essential to unlock the full potential of Ukrainian UAV brands and ensure their long-term sustainability in both defense and civil markets.

Література

1. Campbell M.C., Keller K.L. Brand Familiarity and Advertising Repetition Effects. *Journal of Consumer Research*. 2003. 30. Pp.292-304. <https://doi.org/10.1086/376800>
2. Doyle P. Building Successful Brands: The Strategic Options. *Journal of Consumer Marketing*. 1990. 7 (2). Pp. 5-20. <https://doi.org/10.1108/EUM0000000002572>
3. Dumitrache V., Baba C.-A. Military branding and marketing. the comparative cases of the US and RO forces. *Journal of smart economic growth*. 2019. 4(3). Pp.81-91.
4. Keller K.L., Lehmann D.R. Brands and Branding: Research Findings and Future Priorities. *Marketing Science*. 2006. 25. Pp. 740-759. <https://doi.org/10.1287/mksc.1050.0153>

5. Keller K.L. Conceptualizing, Measuring, and Managing Customer-Based Brand Equity. *Journal of Marketing*. 1993. 57. Pp. 1-22. <http://dx.doi.org/10.2307/1252054>
6. Kotler P., Keller K. *Marketing Management*, 2006. 729 p.
7. Maartens B. Modernizing the Military: Promoting a New ‘Brand Image’ of the British Army, Navy, and Air Force in the Post-National Service Era, 1957–63. *War in History*. 2018. 26(3). Pp. 406-429. <https://doi.org/10.1177/0968344517722814>
8. Meenaghan T. The role of advertising in brand image development. *Journal of Product & Brand Management*. 1995. 4 (4). Pp. 23-34. <https://doi.org/10.1108/10610429510097672>
9. Norris D.G. Ingredient Branding: A Strategy Option with Multiple Beneficiaries. *Journal of Consumer Marketing*. 1992. 9(3). Pp. 19-31. <https://doi.org/10.1108/07363769210035206>
10. Tellis G. J., Prabhu J. C., Chandy R. K. Radical Innovation across Nations: The Preeminence of Corporate Culture. *Journal of Marketing*. 2009. 73. Pp. 3-23. <https://doi.org/10.1509/jmkg.73.1.003>

References

1. Campbell, M.C. and Keller, K.L. (2003), “Brand Familiarity and Advertising Repetition Effects”, *Journal of Consumer Research*, vol. 30, pp.292-304. <https://doi.org/10.1086/376800>
2. Doyle, P. (1990), “Building Successful Brands: The Strategic Options”, *Journal of Consumer Marketing*, vol. 7 (2), pp. 5-20. <https://doi.org/10.1108/EUM0000000002572>
3. Dumitrache, V. and Baba, C.-A. (2019), “Military branding and marketing. the comparative cases of the US and RO forces”, *Journal of smart economic growth*, vol. 4(3), pp.81-91.

4. Keller, K.L. and Lehmann, D.R. (2006), “Brands and Branding: Research Findings and Future Priorities”, *Marketing Science*, vol. 25, pp. 740-759. <https://doi.org/10.1287/mksc.1050.0153>
5. Keller, K.L. (1993), “Conceptualizing, Measuring, and Managing Customer-Based Brand Equity”, *Journal of Marketing*, vol. 57, pp. 1-22. <http://dx.doi.org/10.2307/1252054>
6. Kotler, P. and Keller, K. (2006), *Marketing Management*, Prentice Hall, Upper Saddle River, USA.
7. Maartens, B. (2018), “Modernizing the Military: Promoting a New ‘Brand Image’ of the British Army, Navy, and Air Force in the Post-National Service Era, 1957–63”, *War in History*, vol. 26(3), pp. 406-429. <https://doi.org/10.1177/0968344517722814>
8. Meenaghan, T. (1995), “The role of advertising in brand image development”, *Journal of Product & Brand Management*, vol. 4 (4), pp. 23-34. <https://doi.org/10.1108/10610429510097672>
9. Norris, D.G. (1992), “Ingredient Branding: A Strategy Option with Multiple Beneficiaries”, *Journal of Consumer Marketing*, vol. 9(3), pp. 19-31. <https://doi.org/10.1108/07363769210035206>
10. Tellis, G. J., Prabhu, J. C. and Chandy, R. K. (2009), “Radical Innovation across Nations: The Preeminence of Corporate Culture”, *Journal of Marketing*, vol. 73, pp. 3-23. <https://doi.org/10.1509/jmkg.73.1.003>

Стаття надійшла до редакції 17.07.2025 р.