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## COMMUNICATION STRATEGY OF UKRAINIAN BUSINESS EXPORTERS IN THE CONTEXT OF GEOPOLITICAL CHALLENGES

*The article provides a theoretical and methodological grounds for the communication strategy for exporters as an integral component of business promotion in the international market; systematizes the main determinants which influence the formation of a communication strategy, namely, target audience segmentation and profiling, optimal means of information transmission selection, key messages, assessment of the communication and marketing strategy effectiveness, including a set of measures ensuring clear, consistent and attractive communication. Besides, it analyzes the challenges and problems of Ukrainian exporters in the international market, including the imperfection of infrastructure, insufficient development of financial mechanisms to support exporters, the dependence of the dynamics of Ukrainian exports on changes in the world market conditions and high import dependence, currency fluctuations, political situation and changes in international trade agreements; presents analytical information on Ukrainian commodity exports in conditions of instability in the world markets of agricultural and metallurgical products. A certain set of tools for implementing an international communication strategy is proposed, in particular, participation in exhibitions, digital and content marketing, PR companies to build a positive image and of national product brands which emphasize USP and competitiveness in the foreign market. The article concludes that the communication strategy of Ukrainian business exporters requires a detailed study of local conditions, cultural, demographic, psychological and economic factors which give opportunity for a more accurate determination of international consumers needs and priorities, in other words, a strategic rethinking of export orientation policy and its adaptation in the context of geopolitical challenges.*

**Keywords:** export, business communication, strategy, image, brand, PR company, digital marketing, geopolitics, international relations

**JEL classification:** F14, F51, D83

## КОМУНІКАЦІЙНА СТРАТЕГІЯ УКРАЇНСЬКИХ БІЗНЕС-ЕКСПОРТЕРІВ В УМОВАХ ГЕОПОЛІТИЧНИХ ВИКЛИКІВ

У статті здійснено теоретико-методологічне обґрунтування комунікаційної стратегії експортерів як невід'ємного елемента просування бізнесу на міжнародному ринку. Визначено ключові підходи до формування ефективної комунікаційної з урахуванням глобальних трансформацій та геополітичних ризиків, а також обґрунтовано інструментарій, спрямованого на підвищення їх присутності і пізнаваності на міжнародних ринках. Систематизовано основні детермінанти, що впливають на формування комунікаційної стратегії, а саме: сегментацію та профілювання цільової аудиторії, вибір оптимальних засобів передачі інформації, визначення ключових меседжів, оцінювання ефективності комунікаційної та маркетингової стратегії, а також комплекс заходів, спрямованих на забезпечення чіткої, узгодженої та привабливої комунікації. Окрім цього, проаналізовано виклики та проблеми українських експортерів на міжнародному ринку, зокрема: недосконалість інфраструктури, недостатній розвиток фінансових механізмів підтримки експортерів, залежність динаміки українського експорту від змін кон'юнктури світового ринку та високої імпортозалежності, валютні коливання, політичну ситуацію та зміни в міжнародних торговельних угодах. Представлено аналітичну інформацію щодо українського товарного експорту в умовах нестабільності світових ринків аграрної та металургійної продукції. Запропоновано комплекс інструментів для реалізації міжнародної комунікаційної стратегії, зокрема: участь у виставках, цифровий і контент-маркетинг, PR-кампанії, спрямовані на формування позитивного іміджу та створення національних брендів продукції, які підкреслюють унікальну торговельну пропозицію та конкурентоспроможність на зовнішніх ринках. Зроблено висновок, що комунікаційна стратегія українських експортерів потребує детального вивчення локальних умов, культурних, демографічних, психологічних та економічних факторів, що дасть змогу точніше визначати потреби та пріоритети міжнародних споживачів. Таким чином, необхідним є стратегічне переосмислення політики експортної орієнтації та її адаптація до умов геополітичних викликів.

**Ключові слова:** експорт, бізнес-комунікація, стратегія, імідж, бренд, PR-кампанія, цифровий маркетинг, геополітика, міжнародні відносини

**Problem statement.** Supporting Ukrainian business at the international level is an important aspect of the country's economic development, especially in the context of globalization and integration into the world economic system. Under modern conditions, world trade is influenced by digitalization, changes in the geopolitical landscape, and the increasing role of innovative and high-tech goods, which creates both challenges and new opportunities for Ukrainian exporters (Maksimova, et al., 2024).

Improving an effective communication strategy for exporters is one of the key tools for increasing the competitiveness of Ukrainian products in international markets, in particular, effective communication contributes to the formation of trust in Ukrainian brands, positioning products in accordance with the requirements of target audiences, as well as expanding sales markets through the use of modern marketing tools.

Research on this topic is relevant in view of the need to adapt Ukrainian business to new conditions of international trade, EU requirements within the framework of the Association Agreement, increasing export volumes, and improving its efficiency. The implementation of modern principles, methods and tools for developing a communication strategy will allow Ukrainian enterprises to better integrate into world markets, minimize risks and strengthen their presence in the global market space.

**Analysis of the latest research and publications.** The strategic support of exporters, particularly its informational and communication dimension, is a key topic in current research. Yurchenko emphasizes the role of public diplomacy—through information campaigns, digital tools, and

cultural initiatives—in strengthening Ukraine's international image during geopolitical crises (Yurchenko, 2024). Reshetnikova et al. view branding not only as a marketing tool but as a strategic means of adapting to diverse cultural and economic markets (Reshetnikova et al., 2022), which is vital for Ukrainian exporters in today's environment. Similarly, Kvasova et al. stress the need for market-specific strategies and brand localization to remain competitive abroad (Kvasova et al., 2023). Gurkov and Dahms analyze crisis communication tactics used by international firms during the Russia-Ukraine conflict, identifying adaptive approaches like “shutting doors” and “burning bridges” as essential under geopolitical pressure (Gurkov & Dahms, 2024). Kuzyk highlights the importance of digital tools, including social media and online advertising, in increasing the global competitiveness of Ukraine's agribusiness sector (Kuzyk, 2023).

Foreign scholars also offer relevant insights. Barić et al. show that integrating corporate social responsibility into export strategy builds trust and reputation in foreign markets (Barić et al., 2021). Shoham's meta-analysis confirms that a balanced approach to strategy standardization and adaptation is key to export success (Shoham, 2021). Zhang underscores that genuine green innovation enhances product quality and trust, while greenwashing undermines it (Zhang, 2022).

However, in global and Ukrainian research literature, a comprehensive approach to analyzing the features of a communication strategy for exporters, taking into account modern geopolitical challenges, still remains insufficiently researched.

**Purpose of the article.** The purpose of this article is to provide a theoretical and methodological justification and to develop an effective communication strategy for Ukrainian business exporters under geopolitical challenges, particularly considering the impact of war, which significantly alters the conditions of international trade. The study aims to identify key approaches, tools, and determinants that enhance the visibility, presence, and competitiveness of Ukrainian products in global markets amid increasing instability and political risks.

*Research methods.* A comprehensive set of scientific methods was employed in order to achieve the research objective. They include among the others the method of analysis and synthesis, which is applied for the study of theoretical foundations of communication strategies and their integration into the context of the foreign economic activities of Ukrainian exporters. A systematic approach was used to ensure a holistic examination of the research object through the interconnection of economic, social, and communication components. Comparative analysis methods facilitated the identification of the communication strategies characteristics in different countries and their adaptation to the needs of Ukrainian businesses. Empirical methods, including statistical data processing, were used to assess the effectiveness of existing approaches in the field of international trade. Additionally, expert evaluation methods were employed to determine current challenges and prospects for the development of communication strategies for Ukrainian exporters.

**Main results of the study.** A communication strategy is a comprehensive tool for planning, coordinating, and implementing communication processes aimed at achieving specific organizational or entity goals. It is an integral part of the overall strategy and development trends in foreign trade, which not only contributes to GDP growth and increases the income and profits of national producers but also reflects the level of recognition of Ukrainian product quality in the international market. Moreover, it determines Ukraine's position in global trade, the competitiveness of individual manufacturers and the national economy as a whole, and serves as a significant source of foreign currency inflows, making it one of the key factors in economic development (Hushko et al., 2021).

The foundation of a communication strategy lies in understanding the target audience, its characteristics, needs, and behavioral patterns. This enables the most effective customization of messages, selection of information transmission channels, and methods of interaction. Additionally, it takes into account the external environment, including economic, socio-cultural, technological, and political factors that may influence the perception of communications.

The fundamental components of a communication strategy are as follows:

Firstly, goals, i.e., defining clear and measurable outcomes that need to be achieved, serving as a key element of any planning process aimed at achieving a specific result. Goals should be clearly outlined to eliminate any ambiguity in their interpretation. For example, the formulation "to improve consumer awareness of the product" can be

considered too vague. In contrast, a specific definition, such as "to increase consumer awareness of the product by 20% within six months through the implementation of an advertising campaign," is more suitable for practical application.

Secondly, segmentation and profiling of the target audience to create relevant messages, which not only enhances communication effectiveness but also strengthens the connection between the brand and the consumer, fostering long-term loyalty. These aspects serve as important strategic marketing tools that help optimize resources and achieve business objectives.

Thirdly, the selection of optimal channels for delivering information (such as social media, traditional media, face-to-face meetings, or email). This is a critical stage in the development of a communication strategy, as it determines the effectiveness of reaching the target audience and achieving the set goals. In modern conditions, the diversity of communication channels allows messages to be adapted to the specifics of each audience, ensuring targeted influence and maximum relevance (Kovtun, 2018).

Fourthly, key messages, which shape the content, align with the audience's values, and contribute to achieving strategic objectives. They are a central element of a communication strategy, ensuring effective information delivery to the target audience and serving as the foundation for content development. This content not only meets the values and expectations of consumers but also facilitates the implementation of the organization's strategic goals. The process of developing key messages is multi-component and is based on audience analysis, communication goal definition, and adaptation of information to the chosen channels (Kharchuk, 2017).

Finally, the assessment of effectiveness, which, while being the concluding stage, is no less important in implementing a communication marketing strategy. It involves determining the extent to which the set goals have been achieved, identifying the strengths and weaknesses of the implemented measures, and providing data for adjusting future actions. This process relies on the development of clear indicators reflecting the success of the strategy's implementation and the introduction of reliable mechanisms for their measurement (Khmarska, 2018).

The selection of indicators is a crucial step in assessing effectiveness. These indicators must be clear, measurable, relevant, and time-bound (SMART). For example, in a marketing strategy, quantitative indicators such as financial metrics can be used, including revenue levels, return on investment (ROI), and average revenue per user (ARPU) (Kulishov et al., 2011).

Based on the collected data, a detailed analysis is conducted to evaluate the alignment of achieved results with the initial goals. The evaluation results help identify which aspects of the strategy are the most effective and which require optimization. For instance, a low engagement rate on social media may indicate that the content is not sufficiently relevant to the target audience, necessitating adjustments in the communication tactics.

The use of well-defined indicators and reliable measurement mechanisms contributes to achieving set goals and

lays the foundation for the continuous improvement of organizational activities. It ensures the alignment of actions among all participants, minimizes the risk of misinterpretation, and enhances trust in the organization. In today's environment, characterized by high information dynamism and saturation, a well-developed communication strategy becomes a critical element in the successful operation of any entity.

Therefore, the essence of a communication strategy lies in its ability to integrate all aspects of communication activities, ensuring their alignment with strategic objectives and effectiveness in achieving planned outcomes.

Ukraine is one of the leading countries in agricultural

production, metallurgy, and the chemical industry, which largely determines the structure of its exports. The country's export policy is aimed at ensuring the competitiveness of Ukrainian goods in global markets, while also being influenced by a number of external factors, such as global economic trends, trade restrictions, and demand for specific types of products. Despite these challenges, Ukraine pursues a multi-vector foreign economic policy, focusing on market diversification to reduce dependency on specific regions. The main export partners include the European Union (which accounts for over 40% of exports), as well as China, Turkey, India, Africa, and the Middle East (see Figure 1).

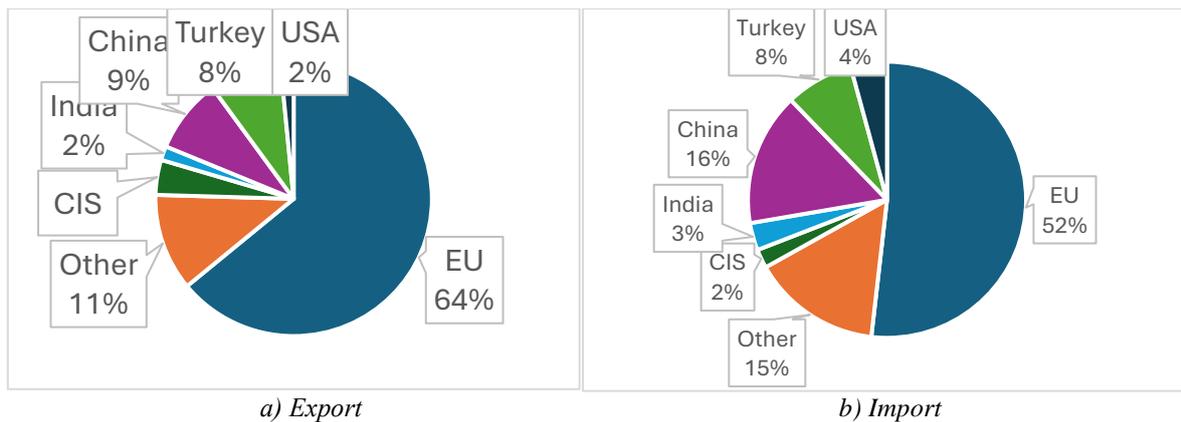


Figure 1. Geographical Structure of Foreign Trade in Goods (2023)

Source: compiled by the authors based on data from the State Customs Service of Ukraine: <https://customs.gov.ua/statistika-ta-reiestri>

Since the beginning of Russia's full-scale armed aggression against Ukraine, the country's exports have remained dominated by food products and agricultural raw materials. In 2023, the share of these products increased to 60.6% of total exports, while the share of non-agricultural products declined to 39.4%. In particular, the export share of metals and metal products dropped to nearly 11%, due to reduced production in the metallurgical sector and logistical challenges. The export volume of mineral products decreased to 5.1%, mainly due to lower supplies of iron ore and titanium ore. The share of machinery, equipment, and transport exports also declined (to 8.6%), along with chemical products (to 3.1%) and fuel and energy goods (to 1.2%). At the same time in import structure of Ukraine the share of fuel and energy products declined to 19.2% of total imports, indicating a gradual saturation of the domestic market with these goods. In contrast, there was a notable increase in the import of machinery, equipment, and transport (up to 29.2%) as well as food products and agricultural goods (up to 11.4%) (State Statistics Service of Ukraine: <http://www.ukrstat.gov.ua>).

In the context of geopolitical challenges, Ukraine actively utilizes the free trade regime provided by the Free Trade Agreement with the EU, as well as the removal of trade restrictions on exports to Europe as a tool to support the national economy.

However, in the first half of the current year, the value of exports to the EU decreased by 10%, reaching \$12 billion, due to a decline in export volumes across most product categories: fuel and lubricants (-53%), capital

equipment and its spare parts (-23%), industrial materials (-20%), and consumer goods (-18%). At the same time, the supply of transport equipment increased (+17%), while food products and raw materials for their production faced transit issues and import bans on wheat, corn, rapeseed, and sunflower seeds imposed by Poland, Hungary, Bulgaria, Slovakia, and Romania.

According to the State Statistics Service of Ukraine, in January-August 2024, merchandise exports amounted to \$27,577.8 million, which is 112.0% of the figure for the same period in 2023, while imports for this period reached \$45,191.2 million, or 109.8% compared to the corresponding period of the previous year (Fig. 2) (State Statistics Service of Ukraine, 2024. URL: (<http://www.ukrstat.gov.ua/operativ/menu/menu%20u/zed.htm>).

The negative foreign trade balance amounted to \$17.61 billion, exceeding the January-August 2023 figure of \$16.53 billion. The export-to-import coverage ratio in 2024 stands at 0.61, showing a slight improvement compared to 0.60 for the same period in 2023 (State Statistics Service of Ukraine, 2024).

Ukrainian companies are characterized by high risks due to the following reasons: political and economic instability, fluctuations in global trade conditions, regulatory barriers, Ukraine's geographical location and its logistical complexities. Particularly significant are issues related to underdeveloped infrastructure, insufficient financial support mechanisms for exporters, and restricted access to international markets. Additionally, Ukrainian exporters face challenges related to unfavorable changes in international

regulations, customs procedures, and strong competition from countries with more advanced export strategies and

infrastructure (Totska, 2017).

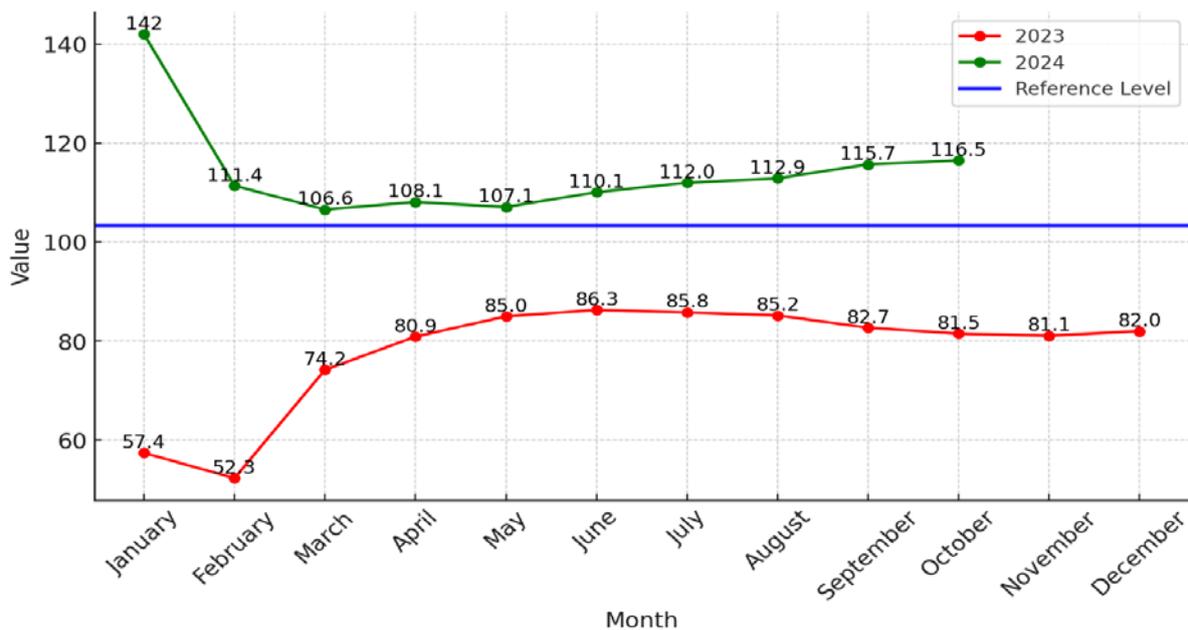


Figure 2. Source: Compiled by the authors based on data from the State Statistics Service of Ukraine, 2024

Source: <http://www.ukrstat.gov.ua/operativ/menu/menu%20u/zed.htm>

Merchandise exports are one of the key sources of foreign currency inflows, exerting a decisive influence on Ukraine's socio-economic stability, especially in the context of resisting Russian military aggression. Additionally, Ukrainian exports play a significant role in supplying global agricultural markets, particularly in regions of Africa and Asia. For example, before the full-scale war, Ukraine accounted for 50% of global sunflower oil production, nearly 20% of barley production, 16% of corn production, and 12% of wheat production.

The overall structure of Ukraine's merchandise exports is dominated by industrial products. However, the country's integration into the global economy has been largely resource-based, leading to a persistent trend of export structure deterioration. This is reflected in the declining share of high-tech products from the machinery and chemical industries, while the share of agro-industrial products with low added value continues to grow.

In 2022, significant negative changes occurred in the export structure due to military operations across a large part of the country. The most substantial losses were recorded in the metallurgical industry (commodity group XV), whose share declined by 9.89 percentage points, with export volumes decreasing by 62.5% (Totska).

The development of Ukraine's export potential has been constrained by several factors, many of which were significant even before the full-scale Russian invasion. One of the primary challenges is the high dependence of Ukrainian exports on fluctuations in global market conditions. The value indicators of Ukrainian exports are closely correlated with changes in global commodity price indices, which tend to be significantly lower than the world average.

The analysis of trade conditions in 2022 indicates that

Ukraine's external trade environment remained unfavorable. Moreover, there is a strong inverse correlation between price and volume indices, where the growth of one is accompanied by a decline in the other. The correlation coefficient between these indicators is  $-0.78$ , suggesting a strong negative relationship (Ishchuk, 2024).

Another crucial challenge for Ukraine is the high import dependency of its exported goods. A substantial portion of exported products relies on imported components, raw materials, and resources. For example, in 2020, over 30% of exports in 15 Ukrainian manufacturing industries were composed of imported inputs. This import dependence remains characteristic even for industries where Ukraine has significant development potential, such as the wood processing, metallurgy, metalworking, and furniture industries.

A decline in the share of imported components in Ukraine's exports in 2020 compared to 2013 could be seen as a positive trend, indicating greater domestic input in exported products and a more effective export strategy aligned with national interests. However, methodological and global economic factors raise concerns about whether this improvement has truly enhanced Ukraine's economic security and social-economic efficiency.

In the era of globalization, a large share of Ukraine's exports is conducted through indirect channels—meaning products are sold on international markets via intermediaries or distributors. These indirect exports often serve as a mechanism for tax optimization or, in some cases, tax avoidance in the country of production. Additionally, indirect exports play a crucial role in global value chains, where raw materials or semi-finished products are exported from one country for further processing, value addition, and subsequent supply to final consumption markets. This

model allows companies to minimize costs related to raw materials, labor, and taxation, while simultaneously increasing profitability. However, analyzing and assessing the economic impact of such trade schemes is a complex challenge for governments (Maksimova et al., 2024).

The presented analytical data confirms that Ukraine's export dynamics are heavily influenced by global market instability, which negatively affects the pricing of exported goods. However, Ukraine possesses significant growth potential due to diversification of the export structure, infrastructure development, strengthening export support mechanisms and expanding access to European and Asian markets. These strategies are, definitely, able to reinforce Ukraine's global position. Nevertheless, the dependence on raw materials and vulnerability to external economic challenges require a strategic reassessment of Ukraine's export orientation, considering geopolitical risks and global trade shifts.

In today's globalized economic environment, effective communication with an international audience is a key factor in the success of exporters. For Ukrainian companies, particularly those engaged in agricultural exports, crucial communication tools include digital marketing, participation in international exhibitions, and PR campaigns. Each of these tools has its own unique applications, allowing companies to adapt their strategies based on product specifics, target audience, and market conditions. Digital marketing is one of the most important tools for international communication, enabling companies to reach a broad audience through online platforms. In the modern world, digitalization extends beyond production processes to all stages of interaction with potential clients and partners. As a result, companies must employ innovative marketing strategies to successfully enter global markets (Tanasiychuk, 2023).

Digital marketing includes a range of methods and tools for effectively building communication with diverse consumer groups. One of its core components is online advertising, which encompasses various formats, including contextual advertising, banner ads, video ads and social media advertising.

Since global markets are constantly evolving, companies leverage these tools to promote their products and services on platforms popular among their target audience. For example, advertising on major international platforms such as Google Ads, Facebook, LinkedIn, and Instagram allows businesses to target specific audiences based on demographic data, interests, and location, ensuring high engagement levels (Tanasiychuk, 2023).

Search engine optimization (SEO) is another crucial element of digital marketing that ensures the visibility of websites and content in search engines. For international companies, this is especially important, as a well-designed SEO strategy helps attract traffic from different countries and regions. Given linguistic and cultural differences, companies must adapt their SEO strategies to specific markets by using relevant localized keywords, tailored to specific markets content, optimization in accordance with international search engine standards such as Google and Bing (Tanasiychuk, 2022).

Content marketing serves as a tool for creating valuable and relevant materials for potential customers. Producing and distributing high-quality content that meets the needs of international consumers is a key part of a strategy that builds trust in the brand. The content can include blogs, articles, videos, infographics, and other formats which assist companies in providing useful information, addressing customer issues, and positioning their products as those, meeting high international standards. Social media play a vital role in digital marketing strategies, enabling companies to interact directly with end consumers and partners on a global level. For international product promotion, it is essential to use channels popular in specific regions, such as LinkedIn for business clients and Facebook for a broader audience. Engaging with users through social media not only helps advertise products but also allows companies to gather feedback, which is crucial for adjusting marketing strategies (Tanasiychuk, 2023).

Email marketing remains one of the most effective tools for direct contact with potential and existing clients. This method allows businesses to send personalized messages, newsletters, promotional offers, and other materials that help maintain audience engagement, share company news, and announce new product launches. In international markets, email marketing is particularly useful for fostering customer loyalty and securing new contracts through regular communication (Tanasiychuk, 2023).

Thus, a key feature of digital marketing is its ability to rapidly disseminate information about products, including details about their quality, certifications, and environmental benefits—factors that are critical for international consumers. In the modern digital environment, companies have access to a wide range of platforms that enable precise audience segmentation and the execution of highly targeted advertising campaigns. Platforms such as LinkedIn, Instagram, and Facebook provide opportunities to engage with different consumer groups, allowing companies to tailor their marketing strategies based on the specifics of their target audience and campaign objectives (Tanasiychuk, 2023).

LinkedIn is one of the leading platforms for communication with business clients, including potential partners, suppliers, and distributors. It offers opportunities not only to establish new business contacts but also to build direct relationships through personalized connection requests and professional group discussions. Due to its unique positioning, LinkedIn enables companies to segment their audience based on professional attributes such as job title, industry, workplace, level of experience, and other factors. Using targeted advertising on LinkedIn allows companies to reach specific business clients and expand the distribution network of goods and services in international markets. Additionally, LinkedIn is an active hub for content marketing, where companies can publish industry-specific articles, case studies, and updates on news and events—helping to strengthen corporate reputation and build trust among partners. This makes the platform highly effective for developing B2B communication strategies and fostering business relationships at an international level (Prygara, 2022).

Instagram and Facebook, in turn, are focused on end consumers and provide companies with opportunities to promote products through visual content. A distinctive feature of these platforms is the ability to easily attract consumers through photos, videos, stories, and sponsored posts, which helps create an emotional connection with potential buyers. Instagram is particularly suitable for advertising fashion items, consumer goods, food products, and other visually appealing products. By leveraging hashtags and geotags, advertising campaigns can precisely target consumers based on geographic locations, interests, and demographic characteristics. Facebook, on the other hand, offers more opportunities for integrating virtual stores, organizing events and webinars, and creating groups where potential customers can discuss products, share reviews, and receive recommendations. These platforms provide broad access to various consumer segments, enabling precise targeting of advertising campaigns and improving their overall effectiveness (Tanasiychuk, 2023).

The diversity of advertising platforms provides an opportunity for more accurate audience segmentation and the development of effective communication strategies tailored to different consumer groups. For example, on LinkedIn, business clients respond well to professional content that highlights a product's technological advantages, innovation, or business benefits. Meanwhile, for end consumers on Instagram and Facebook, the focus should be on visual and emotional aspects which contribute to positive brand perception and drive purchasing decisions.

Targeted campaigns, using the analytical tools of these platforms, help optimize budgets and maximize results. Since these platforms allow tracking of user behavior, such as comments, interactions, and shares, companies can adjust their strategies in real time, responding to evolving consumer needs and preferences (Tanasiychuk, 2023).

International exhibitions serve as an effective tool for establishing international contacts and promoting products. They provide exporters with the opportunity to present their products directly to potential buyers, partners, and distributors, discuss cooperation terms, and demonstrate the competitive advantages of their goods. Such events allow manufacturers not only to showcase the quality of their products but also to study market needs, analyze competitors, and strengthen their brand image on the global stage. At international exhibitions, especially in the agricultural and food industries, companies can organize presentations, seminars, and other forms of communication with potential buyers, significantly increasing the likelihood of securing deals. Additionally, participation in such events helps Ukrainian exporters stay up to date with the latest trends and technologies in the industry, fostering innovation and improving production processes.

PR campaigns play a crucial role in building a positive company image in international markets. A well-planned PR strategy helps create trust in the brand, increase its recognition, and ensure a positive perception among potential consumers and partners. In an international context, key PR components include participation in international forums, collaboration with media, publications in

specialized journals, and organizing expert interviews.

Through PR campaigns, manufacturers can effectively communicate their corporate social and environmental responsibility, as well as other critical aspects that are increasingly important to international consumers, particularly in the agri-food sector. Publications, interviews, and articles highlighting the advantages of Ukrainian products can contribute to shaping a positive perception of the national producer's brand in foreign markets.

Therefore, digital marketing, participation in international exhibitions, and PR campaigns are indispensable tools of international communication, enabling Ukrainian exporters to successfully enter new markets, establish long-term business relationships, and enhance their product image on the global stage. Each of these tools has its own specifics and unique application features, which determine their effectiveness depending on the type of product and the target audience.

**Conclusions.** A communication strategy is an integral part of successful business development in the international market, as it ensures effective interaction between a company and its external environment. In the context of international trade, such a strategy helps shape a company's image, establish contacts with potential partners, and increase brand visibility in foreign markets. It includes a comprehensive set of measures aimed at delivering clear, consistent, and appealing communication with target audiences.

For Ukrainian exporters, the international market is characterized by high competition, diverse regulatory requirements, and economic and geopolitical instability in certain regions. Ukrainian companies face challenges such as a lack of awareness about market specifics, technical barriers, and limited access to financing for export support. However, with an effective strategy, Ukrainian businesses have the potential to secure competitive positions in global markets.

Creating a positive image of the country is a crucial step in promoting Ukrainian exporters on the international stage. Ukraine has significant potential to establish itself as a reliable partner through the development of high-quality manufacturing, the implementation of innovations, expanded cooperation with international organizations, and the strengthening of the national brand. A well-thought-out communication strategy can highlight the unique advantages of Ukrainian products and services.

The main challenges faced by Ukrainian exporters include low infrastructure quality, insufficient government support, technical barriers, and bureaucratic restrictions in foreign markets. Dependence on external factors such as currency fluctuations, political instability, and changes in international trade agreements also creates risks for Ukrainian businesses. To overcome these challenges, effective support from the government and business associations is essential.

The target audience for Ukrainian exporters should be defined basing on market demand analysis, product specifics, and consumer preferences in different countries. Each target market requires a detailed study of local conditions, cultural and economic factors. Market segmentation tools,

such as demographic, psychological, and behavioral factors, give opportunity for a more precise understanding of international consumers' needs and priorities.

Thus, improving the communication strategy for Ukrainian exporters is a key step toward enhancing their

competitiveness in the global market, strengthening the country's image, and effectively utilizing Ukraine's foreign economic potential in the face of geopolitical challenges.

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