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ADAPTABILITY OF INTERNATIONAL MARKETING STRATEGIES OF INNOVATIVE COMPANIES: RISK MANAGEMENT AND ANTICRISIS COMMUNICATIONS

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АДАПТИВНІСТЬ СТРАТЕГІЙ МІЖНАРОДНОГО МАРКЕТИНГУ ІННОВАЦІЙНИХ КОМПАНІЙ: РИЗИК-МЕНЕДЖМЕНТ ТА АНТИКРИЗОВІ КОМУНІКАЦІЇ

The article proves that the development and increasing complexity of the global gaming industry under conditions of digital transformation determine the need for adaptive international marketing strategies integrated with risk management and crisis communications in order to ensure the resilience of innovative companies. It is established that the rapid growth of the cloud gaming segment, driven by digital transformation and changes in consumer models, creates new challenges and opportunities for adaptive international marketing strategies of innovative companies. It is demonstrated that the effectiveness of international marketing of innovative companies in high-technology industries is determined by the ability to combine technological innovativeness with emotionally oriented and creative marketing solutions. It is shown that the competitive resilience of "Nintendo" in the global video game market is based on an adaptive international marketing strategy focused on a unique user experience, while at the same time requiring strengthened risk management and crisis communications in the context of increasing technological competition. It is substantiated that the evolutionary expansion of the "Nintendo Switch" ecosystem while preserving the core gaming philosophy has contributed to strengthening the company's competitive positions and increasing the attractiveness of the platform for various user segments. It is demonstrated that the "Nintendo Switch" platform has influenced the transformation of the global gaming industry by establishing new standards of functionality and stimulating innovative activity of both indie developers and leading competitors. It is determined that the effectiveness of an adaptive international marketing strategy

of a company is determined by the combination of modern management approaches, global coordination of marketing decisions, investment support, and systematic innovation management. A model for the formation of an adaptive international marketing strategy of "Nintendo" is proposed, which integrates analytical, informational, and strategic components in order to increase the flexibility of managerial decision-making, the effectiveness of risk management, and the sustainable development of the company in global markets.

У статті доведено, що розвиток і ускладнення глобальної ігрової індустрії в умовах цифрової трансформації зумовлюють потребу в адаптивних стратегіях міжнародного маркетингу, які будуть інтегровані із ризик-менеджментом та антикризовими комунікаціями задля забезпечення стійкості інноваційних компаній. Встановлено, що стрімке зростання сегмента хмарних ігор, що зумовлене цифровою трансформацією та зміною споживчих моделей, формує нові виклики й можливості для адаптивних стратегій міжнародного маркетингу інноваційних компаній. Доведено, що ефективність міжнародного маркетингу інноваційних компаній у високотехнологічних галузях визначається здатністю поєднувати технологічну інноваційність із емоційно орієнтованими та креативними маркетинговими рішеннями. Показано, що конкурентна стійкість компанії "Nintendo" на глобальному ринку відеоігор ґрунтується на адаптивній міжнародній маркетинговій стратегії, яка орієнтована на унікальний користувацький досвід, але водночас потребує посиленого ризик-менеджменту та антикризових комунікацій в умовах зростаючої технологічної конкуренції. Обґрунтовано, що еволюційне розширення екосистеми Nintendo Switch із збереженням базової ігрової філософії сприяло зміцненню конкурентних позицій компанії та підвищенню привабливості платформи для різних сегментів користувачів. Продемонстровано, що платформа Nintendo Switch вплинула на трансформацію глобальної ігрової індустрії, сформувавши нові стандарти функціональності та стимулювавши інноваційну активність як інді-розробників, так і провідних конкурентів. Визначено, що ефективність адаптивної міжнародної маркетингової стратегії компанії зумовлюється поєднанням сучасних управлінських підходів, глобальної координації маркетингових рішень, інвестиційної підтримки та системного управління інноваціями. Запропоновано модель формування адаптивної міжнародної маркетингової стратегії компанії "Nintendo", яка інтегрує аналітичні, інформаційні та стратегічні складові з метою підвищення гнучкості управлінських рішень, ефективності ризик-менеджменту та стійкого розвитку компанії на глобальних ринках.

Key words: adaptive strategies, international marketing, innovative companies, gaming industry, risk management, anticrisis communications, digital transformation.

Ключові слова: адаптивні стратегії, міжнародний маркетинг, інноваційні компанії, ігрова індустрія, ризик-менеджмент, антикризові комунікації, цифрова трансформація.

INTRODUCTION

In the context of the transformation of the modern global economy, the systemic interconnectedness of national markets is intensifying, while a significant reduction in the life cycles of goods and services is observed, and the process of forming consumer preferences is increasingly determined by the digitalization of marketing communications and the intensification of global information flows. Under such conditions, the international marketing environment of innovative companies is characterized by an increased level of uncertainty and risk exposure, which reduces the effectiveness of unified managerial approaches and enhances the importance of risk management as a component of strategic planning. In this regard, traditional models of entry into international markets are losing their

universality, giving way to adaptive strategies focused on the flexible adjustment of marketing decisions, the timely identification of potential threats, and the integration of crisis communications into the system of interaction with key stakeholders.

Within the scope of the researched issues, the processes of digital transformation are gaining increasing importance, as they are not limited to the renewal of international marketing tools but determine a profound change in the paradigm of interaction between innovative companies and consumers in global markets. The active implementation of digital platforms, big data analytics tools, personalized marketing and crisis communications, as well as the formation of integrated digital ecosystems, significantly expands the possibilities for scaling business models, while simultaneously intensifying competitive

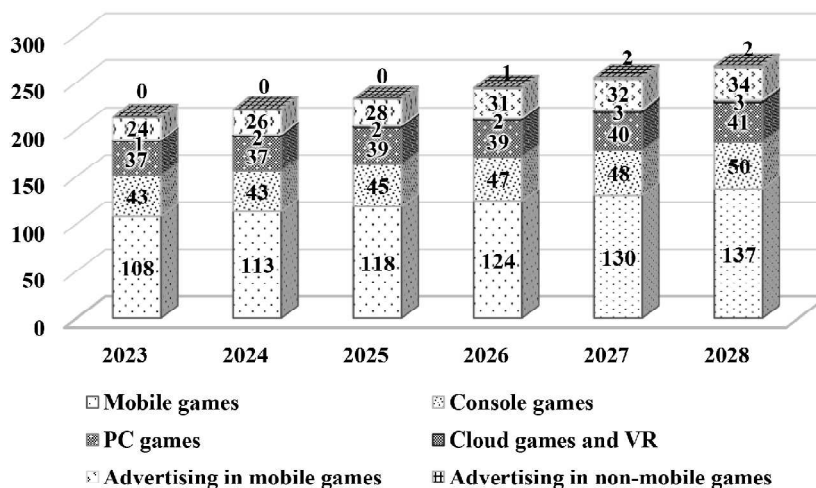


Fig. 1. Dynamics of changes in global gaming industry revenues by type, 2023–2028 (forecast), USD billion

Source: compiled by the authors based on data from [5].

pressure and the level of strategic risks. Under such circumstances, the adaptability of international marketing strategies, complemented by systematic risk management, acquires decisive importance, as it is precisely this adaptability that ensures the ability of companies to flexibly take into account technological, cultural, and market differences of individual countries.

REVIEW OF LITERATURE

In contemporary academic research, the adaptability of an international marketing strategy is considered a key condition for ensuring the sustainable development of companies under conditions of global uncertainty and digital transformations. Thus, in the interpretation of I.I. Havryliuk, the adaptability of strategic marketing decisions lies in a company's ability to systematically and continuously adjust its objectives, instruments, and managerial approaches in accordance with dynamic changes in the global market environment, national and cultural characteristics, and the level of foreign economic risks, which makes it possible to maintain long-term competitiveness [2]. A similar line of reasoning is followed by O.V. Yevtushok, L.A. Bakhchyvanzhy and L.Ya. Donets', who interpret the adaptability of international marketing as a staged and dynamic process of forming managerial decisions based on business analytics, a comprehensive assessment of the external and internal environment, and a flexible combination of marketing tools and communications in the context of high turbulence of international markets [3].

The further development of this research area can be traced in studies that emphasize the role of digital technologies and data-driven approaches. In particular, L. Buiak and Yu. Semenenko consider the adaptability of international marketing through the prism of the marketing system's ability to transform strategic decisions and value propositions based on the analysis of large data sets, digital tools, and consumer clustering, which ensures a personalized response to changes in customer behavior in the global environment [1].

Considerable scholarly interest is also represented by studies devoted to the gaming industry as a high-risk and

innovation-intensive segment of the global market. In the works of M.V. Crombrugge and S. Stremersch, marketing in combination with risk management is regarded as a strategic mechanism for reducing demand uncertainty and innovation-related risks, which makes it possible to align creative investments in game development with the requirements of commercial efficiency [7]. Similarly, B. Libai, E. Muller and V. Schoenmueller emphasize the role of marketing as a tool for managing market uncertainty through the modeling of innovation diffusion, the management of consumer interactions, and the forecasting of behavioral risks in an environment of high competition [9].

In the applied dimension of digital gaming markets, R. Baltezarevic, B. Baltezarevic and I. Baltezarevic emphasize mar-

keting as a means of managing reputational, communication, and market risks, implemented through eWOM tools, influencer marketing, and SEO, and contributing to the formation of an emotional connection with players [4]. These approaches are complemented by the study of D. Shen, in which marketing in interaction with risk management is interpreted as a dynamic instrument of strategic management of innovation and competitive risks throughout the entire game life cycle, in particular through cross-industry cooperation and the development of intellectual property [12].

Overall, the analysis of scholarly publications indicates that contemporary approaches to adaptive international marketing strategies and to marketing in the gaming industry increasingly integrate risk management tools, digital analytics, and flexible communication mechanisms, however, they require further generalization within a unified conceptual model that would be oriented toward crisis communications and risk management under conditions of global turbulence.

PURPOSE OF PAPER

The purpose of this article is to provide a theoretical generalization and conceptual substantiation of the adaptability of international marketing strategies of innovative companies under conditions of global instability, digital transformations, and an increased level of risks, as well as to determine the role of risk management and crisis communications in the formation of sustainable competitive advantages in international markets in the context of the study of the gaming industry.

RESEARCH RESULTS

The modern gaming industry has evolved into a highly dynamic and structurally complex global system, within which mobile, console, and PC platforms operate and interact, along with a wide range of market actors and specialized segments shaped by technological innovations and digital transformation. Such a multi-level market configuration necessitates the application of adaptive international marketing strategies oriented toward taking into account heterogeneous consumer models, competitive

pressure, and risks inherent in the globalized digital environment. According to the data presented in Fig. 1, a stable positive dynamic of global gaming sector revenues can be observed, which increased from USD 214 billion in 2023 to a projected USD 266 billion in 2028, corresponding to a cumulative growth of approximately 24% (Fig. 1). This trend confirms not only the growing economic significance of this sector but also emphasizes the need to implement flexible marketing strategies and crisis communication methods capable of ensuring the resilience of innovative companies amid intensifying global competition and uncertainty.

The highest growth rates are observed in the segment of advertising in non-mobile games (CAGR 56%) and in cloud and VR solutions (16%), while mobile games remain the largest source of revenues, demonstrating growth from USD 108 billion to USD 137 billion over the analyzed period. Taken together, these trends indicate a shift in market focus toward a service-based model, integrated advertising, and more technologically complex gaming formats.

The dynamics of the development of the cloud gaming segment indicate its exceptionally high growth rates within the structure of the global gaming industry, which creates new challenges and opportunities for the international marketing of innovative companies. Thus, the volume of the relevant market increased from USD 19 million in 2019 to USD 464 million in 2024, that is, more than twenty-fourfold, reflecting the effects of accelerated digital transformation, the scaling of cloud technologies, and changes in consumer models of access to digital content. According to forecast estimates, by 2028 a further increase of this indicator to USD 939 million is expected, which effectively means its doubling compared to the 2024 level (Fig. 2).

Similarly, the AR/VR segment is characterized by high dynamics, increasing from USD 112 million in 2019 to USD 1.183 billion in 2024 (growth of more than tenfold) and to a projected USD 1.75 billion in 2028. Such growth rates indicate a structural transition of the industry toward more technologically complex formats, in which the integration of cloud solutions and immersive technologies becomes a key driver of innovation and long-term competitiveness.

Thus, under contemporary conditions, it is precisely the integration of advanced technological solutions with adaptive marketing strategies and digital communication tools that ensures effective product positioning in international markets and enhances the efficiency of interaction with consumers in different countries [12]. The analysis of successful practices of company operations in the field of digital entertainment makes it possible to identify stable patterns of the influence of risk management, the flexibility of strategic decisions, and crisis communications on the achievement of marketing objectives. The generalization of such cases allows for a more thorough assessment of the factors determining the effectiveness of marketing strategies in the gaming industry, as reflected in Table 1.

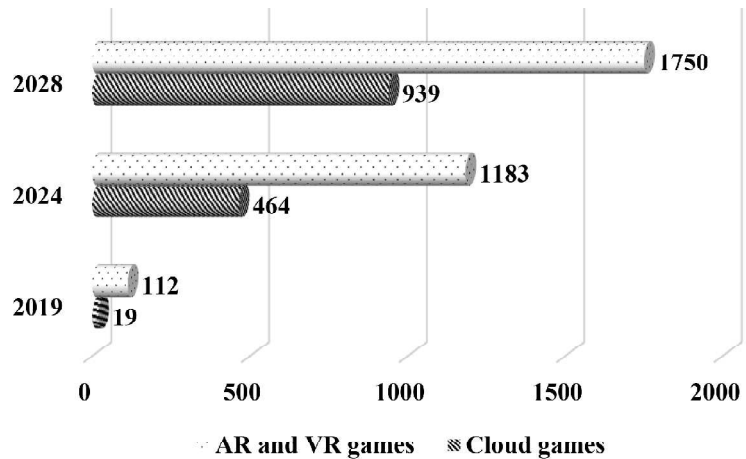


Fig. 2. Dynamics of changes in the market volumes of cloud and AR/VR games, 2019–2028 (forecast), USD million

Source: compiled by the authors based on data from [5].

The examples presented in Table 1 confirm that the success of innovative companies in high-technology industries largely depends on their ability to develop unique marketing solutions that combine emotional impact with technological innovativeness. The use of digital platforms, video content, and cross-promotions creates a community engagement effect and strengthens trust in the brand. Thus, companies that actively invest in creative forms of promotion demonstrate not only growth in financial indicators but also an expansion of the boundaries of their brand recognition, while successful strategies contribute to the formation of sustainable brands capable of extending beyond the gaming space.

Over a long historical period, "Nintendo" has maintained a prominent position in the global video game market, and the trajectory of its development is directly determined by its ability to systematically generate innovative formats of interactive entertainment and transform them into competitive products. At the same time, the acceleration of scientific and technological progress, the digital transformation of the industry, and the evolution of consumer behavioral models have contributed to the formation of an extremely saturated competitive environment, within which leading players, in particular "Sony" and "Microsoft", direct their international marketing strategies toward increasing the technical power and performance of gaming platforms. In contrast to this approach, the strategic logic of "Nintendo" is based on prioritizing accessibility, intuitive interaction, and the uniqueness of the user experience, which has enabled the company to form a distinct market segment and ensure sustained consumer loyalty [8]. At the same time, this positioning model brings to the fore a number of strategic risks and challenges for the company's international marketing under conditions of growing global demand for high-performance gaming systems, which necessitates the implementation of adaptive strategies, the strengthening of risk management, and the use of crisis communications in competitive rivalry.

The evolution of the "Nintendo Switch" product line demonstrates the company's intention to adapt its

Table 1. Examples of the implementation of successful marketing strategies in the international gaming industry

№	Marketing strategy	Company	Case description
1	Cross-platform promotion and video content as a tool for audience engagement	Rovio Entertainment	Owing to cooperation with the British publisher Chillingo and the active use of visual materials on YouTube, the company managed to ensure rapid growth in the popularity of the game Angry Birds. The successful combination of digital promotion and branding made it possible to transform the game into a global entertainment brand, with expansion into the segments of toys, souvenirs, and cinema.
2	Digital marketing campaign taking into account gender preferences of the target audience	Maxis / Electronic Arts	During the promotion of The Sims 2, the company focused on an active female audience aged 13-34. The use of personalized campaigns in digital media, in particular on the Yahoo platform, contributed to the expansion of demand, growth in sales, and the creation of numerous add-ons and special editions, which strengthened the brand's market position.
3	Use of video marketing for emotional product positioning	CD Projekt Red	The release of The Witcher 3: Wild Hunt was accompanied by the creation of a cinematic trailer in cooperation with Digic Pictures, which received more than 14 million views. This approach ensured a significant increase in product recognition, and sales during the first six weeks exceeded 6 million copies, which confirmed the effectiveness of the visual strategy in the high-technology segment.

Source: systematized by the authors based on [6; 10; 11].

hardware ecosystem to the growing differentiation of consumer demands, which is shaped by both technological progress and changes in patterns of use of gaming products (Table 2) [8].

The expansion of the model range was carried out according to the principle of preserving the core gaming philosophy of the Switch, while purposefully improving specific characteristics important for different user groups. This strategy enabled Nintendo to strengthen its

competitive position while simultaneously maintaining the high attractiveness of the platform through generational compatibility and the consistency of the gaming experience [8].

The mass adoption of the "Nintendo Switch" platform became an important factor in structural changes in the global video game industry, causing both technological and behavioral transformations in the activities of key market actors. The combination of the platform's innovative

Table 2. Evolution of the Nintendo Switch ecosystem

№	Console name and year of release	Brief description	Advantages over previous models
1	Nintendo Switch (2017)	A basic hybrid system that combines portable and home modes thanks to a flexible design and modular controllers	- formation of a new market segment; - ability to change the format of play without loss of functionality; - universality of use
2	Nintendo Switch Lite (2019)	A compact portable version of the console oriented toward users who prefer mobile gameplay and a more affordable price proposition	- reduction of the entry cost into the ecosystem; - increased mobility; - orientation toward a younger audience and players who do not require a stationary mode
3	Nintendo Switch OLED Model (2021)	An updated modification with an improved display, enhanced audio support, and reinforced construction, aimed at creating a higher-quality portable gaming experience	- premium visual quality; - ergonomic improvements; - strengthening competitiveness in the segment of high-quality portable devices while maintaining compatibility with all games

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

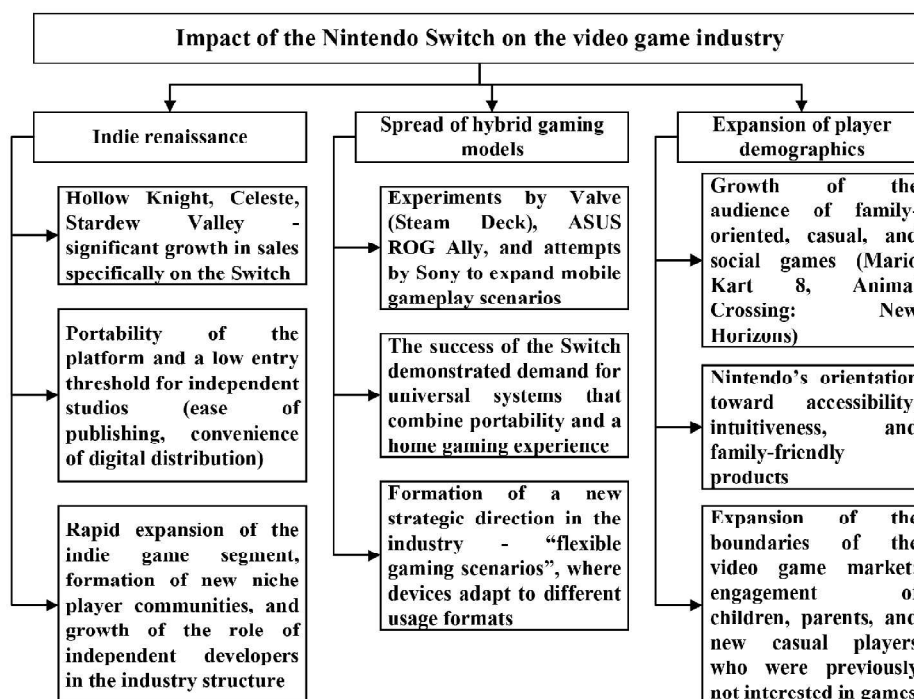


Fig. 3. Impact of the "Nintendo Switch" on the video game industry

Source: developed by the authors.

hardware architecture with various segments of the international market contributed to the formation of new models of creation, distribution, and consumption of gaming content, which, in turn, influenced the adaptation of marketing strategies of innovative companies under conditions of intensifying competition and uncertainty. Such shifts highlight the need to integrate risk management tools and crisis communications into the international marketing system, as changes in consumer practices and technological standards increase the market's sensitivity to strategic decisions. In order to generalize the key consequences of this impact, it is appropriate to present them in a systematized form reflecting three basic directions of transformation of the market environment (Fig. 3).

The presented scheme demonstrates that the success of the "Nintendo Switch" goes far beyond a purely commercial effect, shaping new standards of functionality, accessibility, and the perception of gaming platforms. The device's impact can be observed both in the growing role of indie developers and in the activation of competitors, who have begun to experiment with hybrid formats.

The competitiveness of leading international companies in the global economy is formed primarily through their ability to build a coherent system of strategic management that takes into account the conditions of the international environment. In the activities of "Nintendo", this ability is manifested through a comprehensive combination of managerial, investment, and innovation decisions that ensure the brand's stable positions in global markets. In the context of forming an adaptive international marketing strategy, it is appropriate to single out the key factors that determine the effectiveness of the realization of the company's competitive advantages:

- the use of modern concepts, methods, and models of international management aimed at the development and implementation of unique corporate and marketing strategies with due consideration of regional market characteristics;

- the formation of an extensive organizational structure and a global managerial infrastructure that ensures the coordination of marketing decisions between the headquarters and local units;

- the purposeful search for and attraction of investment resources necessary for the development of the company's gaming platforms, digital services, and branded franchises;

- systematic innovation management, which allows not only maintaining "Nintendo's" competitive positions in international markets but also actively influencing the transformation of the global gaming industry under conditions of globalization.

Thus, in the process of forming an adaptive international marketing strategy of Nintendo, it is advisable to focus on the implementation of innovative approaches to international business management that provide for the comprehensive coordination of the management of resource potential, human capital, and material and technical support. It is also recommended to consider innovative changes not only as a tool for increasing operational efficiency but also as a factor in adapting marketing activities to the dynamic conditions of international markets. In turn, an orientation toward an anti-crisis approach to management will make it possible to ensure the sustainable development of Nintendo and the preservation of its competitive positions in the global environment.

The developed model for forming an adaptive international marketing strategy of "Nintendo" represents a structured logic of step-by-step managerial decision-

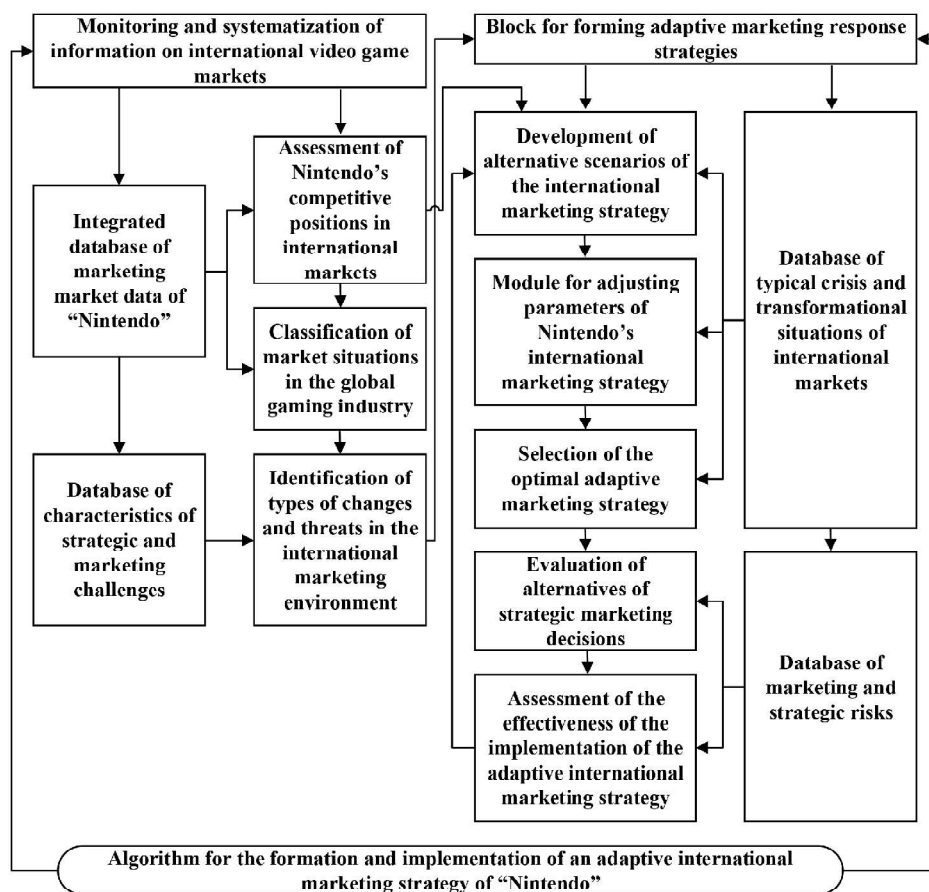


Fig. 4. Model for the formation of an adaptive international marketing strategy of "Nintendo"

Source: developed by the authors.

making in the context of a changing and highly competitive global market environment (Fig. 4).

The proposed approach is based on the consistent consideration of external challenges, strategic risks, and changes in consumer behavior, which actualizes the need to integrate risk management tools and crisis communications into the international marketing system. Such a model reflects not only the adaptability of the company's strategic thinking but also its ability to promptly adjust marketing decisions in accordance with transformations of the global environment, ensuring the stability of competitive positions in international markets.

The proposed model is based on a comprehensive combination of analytical, informational, and strategic components, which collectively ensure the timely identification of changes and trends in international video game markets in the context of global competition. Of key importance in its structure is the systematic assessment of the company's competitive positions, as well as the identification of market situations that signal the need to adapt marketing strategies with due regard to potential risks. The development of alternative scenarios for marketing decisions within such a model increases the flexibility of strategic choice while simultaneously contributing to a reduction in the level of marketing risks and to an increase in the effectiveness of risk management. An embedded feedback mechanism, which provides for the evaluation of the effectiveness of implemented decisions, creates the prerequisites for continuous adjustment and

improvement of the international marketing strategy. The practical implementation of this model forms a methodological basis for a more complete utilization of Nintendo's competitive advantages in global markets and contributes to ensuring its sustainable development under conditions of transformational changes in the global gaming industry.

CONCLUSIONS

Thus, under conditions of global turbulence, digital transformations, and a growing level of market uncertainty, the adaptability of international marketing strategies of innovative companies acquires a system-forming significance for ensuring their long-term competitiveness. The effective integration of risk management and crisis communications into the strategic architecture of international marketing makes it possible not only to minimize the negative impact of external shocks but also to transform risks into a source of strategic opportunities, particularly in innovation-intensive sectors such as the gaming industry. At the same time, it should be noted that the effectiveness of adaptive strategies is determined by a combination of flexible strategic thinking, the use of digital analytics, an orientation toward changes in consumer behavior, and the ability of companies to build proactive communications with stakeholders in crisis situations. The proposed conceptual model for forming an adaptive international marketing strategy creates a methodological basis for comprehensive management of

risks and strategic changes in global markets. Further research should be directed toward the empirical verification of the effectiveness of the proposed model in various sectors of the innovation economy, as well as toward an in-depth analysis of the role of artificial intelligence, data-driven approaches, and digital platforms in improving crisis communications of international companies.

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