shifts (e. g., EV subsidies), while predictive CRM systems cut lead conversion costs by 30 % in sectors like chemicals. Risks persist: GDPR compliance complicates data monetization, and algorithmic homogeneity erodes margins in wind energy markets.

Sustainability as Strategy. Carbon pricing and green tariffs (e. g., EU's CBAM) force firms to market decarbonization as both ecological and economic wins. Vestas markets turbines with lifecycle emissions data, appealing to cost-conscious clients. Circular models, like Philips' "Lighting-as-a-Service," reduce client energy costs while securing recurring revenue – a dual economic and marketing advantage [2]. Ethical and Geopolitical Challenges. AI-driven B2B marketing risks monopolistic data exploitation, while U. S. – China tech rivalries force firms to choose between markets. Economic nationalism (e. g., U. S. Inflation Reduction Act) incentivizes reshoring but complicates global branding. Firms must balance profit with transparency to avoid backlash. Case Snapshots.

– Tesla: Vertical integration cuts costs while marketing innovation as a lifestyle.

– BASF: Digital twins simulate product outcomes, slashing R&D costs and clarifying value propositions.

Conclusion. Survival in modern industry demands integrating marketing agility with economic pragmatism. Firms must transform constraints – data complexity, climate mandates, geopolitical friction – into differentiators. However, overoptimization and ethical shortcuts invite volatility. Future leaders will treat economic challenges as marketing opportunities, embedding resilience into every strategy. As Siemens notes: "We sell outcomes, not turbines [3]."

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GENERATION Z AS A TARGET AUDIENCE: WHAT MARKETING STRATAGIES WORK?

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Резюме – в данной статье анализируются эффективные маркетинговые стратегии, применяемые брендами для воздействия на потребительские решения представителей поколения Z.

Resume – this article analyzes the effective marketing strategies used by brands to influence the consumer decisions of Gen Z.

Introduction. Prioritizing speed, visual appeal, interactivity, and strong values, zoomers are the key audience that dictates new rules for digital markets. As opposed to the older generations, which engage with long formats and traditional media, zoomers prefer rapid consumption patterns. Nowadays digital marking is directly connected to buying behavior of each generation based on their values, communication styles and digital habits. Generation Z has completely redefined and reshaped traditional patterns, making brands adjust to zoomers' needs and pain points and develop new marketing strategies. Generation Z makes up approximately 22 % of the global population. Thus, the goal of our academic article is to examine Gen Z's unique behaviors, their transformative impact on digital economies and marketing strategies.

Main part. According to Strauss-Howe generational theory, Generation Z (also known as "zoomers") is a term used for people born approximately from 1995–1997 to 2010–2012 years [1]. It is the first generation to grow up with widespread internet access. Zoomers often form their point of view based on recommendations from their friends and influencers rather than independent analysis. Digitalization has also impacted zoomers' behavior patterns and habits. Zoomers often multitask, combining daily activities with social media use.

There are 3 key principals that matter a great deal to zoomers. These are interaction, visual concept and transparency. Based on these principals, brands develop marketing strategies. Let us start with the "Video content and the Platforms". Gen Z has short attention span, it's a "period during which you can stay interested or listen carefully to something" [2]. The optimum length of videos zoomers are interested in is 6–10 seconds. It's connected to the neuropsychology, when short videos activate the brain's reward system through frequent stimulus changes. It leads to dopamine responses and desire to watch more. Brands, in its turn, well aware of this addiction to short videos, use strategies such as incorporating memes and jokes that click with our values, posting video-feedback from their customers, creating aesthetic and appealing content which requires expensive equipment and editing skills. The next strategy is "Influencer marketing". Zoomers love influencers because these people are seen as friends, not as salespeople that we can observe in advertisements. Thus, 70 % of Gen Z trusts influencers more than traditional celebrities. Brands use this strategy by collaborating with nanoand micro influencer. 65 % of Gen Z buys based on recommendations from small creators [3].

Generation Z demands not only quality products, but also ethical behavior, transparency, and social inclusion. Representatives of our generation are worried about ecology, social equality and mental health awareness. Knowing about these pain points brands can incorporate diverse range of strategies. First of all, brands opt out of plastic in favor of recycled materials, promoting ethical and mindful consumption. For instance, Adidas makes sneakers made of ocean plastic.73 % of Gen Z consumers are willing to pay more for eco-friendly products. Brands with ESG-certification grow 2.6 times faster than competitors [4]. Companies are well-aware of the importance of equality for Gen Z so a prime example that can demonstrate great usage of the strategy is Fenty Beauty. Founded in 2017 it was the first brand to launch 40+ foundation shades (later expanded to 50+), catering to all skin tones. The brand generated $100 M in sales within 40 days. Fenty Beauty implements No Photoshop Policy which totally aligns with zoomers' values. Brands actively incorporate gamification and interactive mechanics to engage audiences and increase sales. Companies use various types of interaction. These are apps, virtual fitting rooms, challenges in social media and games. For instance, L'Oréal created a bot game where customers need to guess the shades of lipstick. For winning, they get a discount on the purchase. It led to +15 % sales in 3 months and 500 thousand game sessions in the first month.

Conclusion. Thus, since Gen Z uses social media a lot brands try to adjust and develop marketing strategies by promotion in social media. Notably, that the opinion of micro-influencers demonstrates 37 % greater effectiveness in impacting zoomers' decisions compared to the opinions of celebrities. Zoomers also love creativity and interaction. For example, brands can use virtual events, challenges or online surveys to give them sense of participation in brand's lives. Considering all these points, brands will make their products more recognizable within young generation.

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LABOR MARKET IN BUSINESS

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Резюме – в статье анализируются современные тенденции рынка труда и их применение в бизнес-процессах, а также выявление стратегий эффективного управления бизнесом.

Resume – the article analyzes modern labor market trends and their application in business processes, as well as it identifies strategies for effective business management.