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Safeguarding brand identity while scaling: strategic marketing for small and medium companies in the AI age

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Abstract. The rapid digital transformation of the business environment and the active implementation of artificial intelligence are changing the conditions for brand development, increasing the requirements for consistency in their positioning and communications as they expand their market presence. The **purpose of the article** is to substantiate strategic marketing approaches that ensure the preservation of the brand identity of small and medium-sized companies in the process of scaling in the context of transformation driven by artificial intelligence. **Methods**. To study current developments in the subject, a review of the scientific literature was conducted, and generalization and systematization methods were used to present the research results. **Results**. It was established that brand identity in modern marketing should be considered as a dynamic system of interconnected visual, verbal and value elements that require continuous coordination between digital touchpoints and automated communication processes. Key risks associated with scaling are described, including loss of authenticity, brand fragmentation, and communication imbalances caused by expansion into new markets and the integration of algorithmic decision-making tools. It is noted that the use of artificial intelligence enables large-scale personalization, but this can increase the likelihood of inconsistencies in tone, messages, and the consumer experience in the absence of strategic regulation. The need for implementing integrated brand management systems, modular identity structures, and AI-based personalization mechanisms that align automated processes with predefined brand parameters is justified. **Conclusions**. Effectively preserving brand identity requires a balance between adaptability and consistency, which is achieved through the synchronization of strategic marketing tools, organizational alignment, and data-driven technologies. By implementing identity principles into both human and algorithmic decision-making processes, small and medium-sized brands can transform artificial intelligence from a source of risk to a strategic asset for sustainable development.

Keywords: brand authenticity, digital transformation, marketing innovations, brand strategy, consumer behavior.

Захист ідентичності бренду під час масштабування: стратегічний маркетинг для малих та середніх компаній в епоху штучного інтелекту

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Анотація. Швидка цифрова трансформація бізнес-середовища та активне впровадження штучного інтелекту змінюють умови розвитку брендів, посилюючи вимоги до узгодженості їх позиціонування та комунікацій під час розширення ринкової присутності. **Метою** статті є обґрунтування стратегічних маркетингових підходів, що забезпечують збереження ідентичності бренду малих і середніх компаній в процесі масштабування в умовах трансформації, керованої штучним інтелектом. **Методи**. Для вивчення поточних напрацювань з тематики було проведено аналіз наукової літератури, для представлення результатів дослідження застосовано методи узагальнення та систематизації. **Результати.** Встановлено, що ідентичність бренду в сучасному маркетингу слід розглядати як динамічну систему взаємопов'язаних візуальних, вербальних та ціннісних елементів, які потребують безперервної координації між цифровими точками контакту та автоматизованими комунікаційними процесами. Охарактеризовано ключові ризики, пов'язані з масштабуванням, зокрема втрату автентичності, фрагментованість сприйняття бренду та розбалансування комунікації, спричинені експансією на нові ринки та інтеграцією алгоритмічних інструментів прийняття рішень. Зазначено, що застосування штучного інтелекту забезпечує широкомасштабну персоналізацію, водночас підвищуючи ймовірність невідповідностей у тональності, меседжах та споживчому досвіді за відсутності стратегічного регулювання. Обґрунтовано необхідність впровадження інтегрованих систем управління брендами, модульних структур ідентичності та механізмів персоналізації на основі штучного інтелекту, які узгоджують автоматизовані процеси із заздалегідь визначеними параметрами бренду. **Висновки.** Ефективне збереження ідентичності бренду вимагає дотримання балансу між адаптивністю та послідовністю, що досягається шляхом синхронізації стратегічних маркетингових інструментів, організаційного узгодження та технологій, керованих даними. Впроваджуючи принципи ідентичності як у людські, так і в алгоритмічні процеси прийняття рішень, малі та середні бренди можуть перетворити штучний інтелект із джерела ризику на стратегічний актив для сталого розвитку.

Ключові слова: автентичність бренду, цифрова трансформація, маркетингові інновації, бренд-стратегія, поведінка споживачів.

Problem statement. The rapid expansion of digital markets and the increased accessibility of modern technologies have significantly transformed the conditions in which small and medium-sized brands operate, increasing both growth opportunities and strategic vulnerabilities. In particular, the process of scaling through geographic or product diversification, or by entering new digital ecosystems, has a significant impact on the consistency and stability of brand identity. For small businesses, whose competitive advantage often lies in authenticity, clear positioning, and close relationships with consumers, the risk of identity dilution is particularly relevant. The growing reliance on data-driven tools and automated marketing systems further complicates this process, as the speed and volatility of digital interactions can lead to inconsistency in brand communication and perception. The challenge of maintaining brand identity at scale is therefore not simply a matter of visual or verbal consistency, but a multidimensional challenge encompassing strategic alignment, organizational coordination, and technological management.

The relevance of this issue is heightened by the pervasive integration of artificial intelligence (AI) into marketing practices, which is fundamentally changing the logic of brand management. While AI allows for unprecedented levels of personalization, efficiency, and responsiveness to market needs, it also poses risks of eroding brand identity and weakening its long-term strategic positioning. In a highly competitive and information-saturated environment, consumers increasingly demand both personalized experiences and holistic brand narratives, creating a paradox that small and medium-sized brands face with limited resources. Failure to align these demands can lead to weakened brand equity, reduced consumer trust, and a loss of differentiation. Therefore, the development of strategic marketing approaches that ensure the preservation of brand identity in the AI era is critically important both from a theoretical point of view, which requires a rethinking of the principles of branding, and from a practical one, since it directly affects the sustainability and scalability of modern business.

Analysis of recent research and publications. The research issues are devoted to the work of a number of domestic scientists. In particular, the study by

O. Volkov [1] reveals the features of organizational forms of scaling in the IT business, emphasizing the need to coordinate strategic development with the company's internal processes to maintain efficiency and manageability. In their work [2], I. Perevozova and T. Zharska focus on the adaptive management of international brands, emphasizing the importance of intangible assets, cultural factors, and brand capital in the context of post-globalization changes. L. Bovsh, I. Verezomska, and N. Dzhgutashvili [3] analyze the use of AI in branding in the hospitality sector, proving its significance for improving the quality of personalization and customer experience. O. Koriahin [4] examines the impact of generative search on digital brand communications, highlighting the transformation of content creation and consumer interaction. A. Akhtoian, O. Petrychak [5] consider the use of AI in omnichannel retail communication strategies, justifying its role in ensuring a continuous customer experience. In the scientific work of I. Kalina, N. Shulyar, B. Melnyk [6] outlines key strategies for building a brand in the context of social network development, where interaction with consumers and digital reputation play important roles. O. Yurchenko [7] investigates the role of AI in the development of electronic international marketing communications, focusing on process automation and increasing the effectiveness of communication strategies. O. Chukurna, N. Solidor, and V. Kofman [8] substantiate the strategic principles of brand management in the digital economy, emphasizing the need to integrate innovative technologies into the brand management process. I. Arakelova and A. Lisiutin [9] analyze theoretical and methodological approaches to the formation of a national brand, identifying key factors in its identity and positioning. V. Pidhurska [10] systematizes approaches to determining the essence of brand management and its place in the system of economic categories, specifying its role in the formation of competitive advantages. T. Grekova, R. Huz [11] consider brand management as a strategic tool for product promotion, emphasizing its importance in a competitive environment. S. Bilous, D. Suprun, and E. Perepelytsia [12] investigate the integration of digital technologies into marketing processes,

ISSN 3041-2129

identifying the main challenges and prospects for their use to increase the efficiency of enterprises.

Highlighting previously unresolved parts of the general problem. Despite the significant number of scientific works devoted to brand management, digital transformation, and the use of AI in marketing communications, modern research does not adequately address the comprehensive integration of these aspects in the context of scaling small and medium-sized brands. In particular, the issue of preserving brand identity in the context of the simultaneous influence of digitalization, omnichannelization, and algorithmization of marketing processes is considered fragmentarily. The problem of harmonizing personalization based on AI with the need to ensure brand integrity and avoid its fragmentation requires further scientific substantiation. In addition, the mechanisms for integrating strategic marketing approaches of AI tools into brand management systems, especially in the context of their scaling, remain insufficiently studied. In this regard, the article aims to overcome these gaps by substantiating strategic approaches to preserving brand identity in an AI-oriented environment.

Formulation of the article's goals (task statement). The purpose of the article is to substantiate strategic marketing approaches that ensure the preservation of brand identity in the process of scaling in the conditions of transformation driven by AI.

In accordance with the goal, we were set the following tasks: to investigate the theoretical principles of the formation and preservation of brand identity in modern marketing; to analyze the key risks and challenges of its preservation in the process of scaling small and medium-sized brands; to determine the impact of digitalization and AI on the transformation of branding; to substantiate strategic marketing approaches and tools that ensure brand integrity in the conditions of an AI-oriented environment.

Presentation of the main material of the study. The theoretical interpretation of the formation and preservation of brand identity has undergone significant transformation under the influence of modern marketing models, particularly amid digitalization and the rapid development of AI technologies. Brand identity is usually viewed as a holistic system of visual, verbal, and behavioral elements that collectively represent a brand's unique value proposition and differentiate it in a competitive marketplace [9]. It encompasses core components such as mission, vision, values, personality, positioning, and visual identity, including logos, color schemes, typography, and design language. Importantly, brand identity is not limited to external expression alone, but also reflects the internal coherence of organizational culture and strategic intent, ensuring consistency across all points of interaction with stakeholders. In today's marketing landscape, the essence of brand identity lies in its ability to create a stable yet adaptive foundation that fosters recognition, trust, and emotional connection with consumers. This balance between stability and flexibility becomes particularly important in scaling, when small- and medium-sized brands face the challenge of expanding their market presence without losing their core identity. Unlike large corporations with established brand equity and standardized processes, small and medium-sized enterprises often rely on authenticity, niche positioning, and close ties to their audience as key competitive advantages. When scaling, these brands are forced to consider increasing operational complexity, diversifying communication channels, and potential changes in target markets that can threaten the integrity of their identity if not managed strategically [10, p. 244–245].

The trajectory of small and medium-sized brands in the scaling process is accordingly characterized by a contradiction between growth and stability. On the one hand, scaling requires adaptation to new market conditions, customer segments and distribution channels. On the other hand, maintaining a recognizable and authentic brand identity requires preserving the fundamental attributes that initially differentiated the brand. This involves protecting the brand values, its tone and visual consistency, as well as the possibility of contextual adjustments that increase relevance in different conditions [11]. Accordingly, strategic brand management for

 ISSN 3041-2129

such enterprises involves formalizing brand guidelines, implementing integrated communication strategies and aligning internal processes with the core brand identity. Digitalization has significantly changed the mechanisms by which brand identity is formed and perceived. The proliferation of digital platforms has increased the number of touchpoints between brands and consumers, creating both more opportunities for engagement and greater risks of misalignment. In this environment, brand identity is created through constant interaction, user-generated content, and real-time feedback, challenging traditional top-down approaches to brand management. The speed and scale of digital communication exacerbate the consequences of misalignment, making it imperative for brands to ensure consistency across all communication channels. The integration of AI into marketing processes further intensifies this dynamic, enabling new levels of personalization, automation, and data-driven decision-making. AI technologies make it easier to analyze large amounts of data to identify consumer preferences, predict behavior, and optimize communication strategies. These capabilities increase the efficiency and effectiveness of marketing activities, but they also create new challenges for maintaining brand identity. In particular, hyper-personalization can lead to a fragmented brand experience if not guided by a single strategic framework, potentially reducing brand consistency and recognizability [12, p. 156].

AI provides useful tools for strengthening brand identity when applied strategically. Automated content generation, recommendation systems, and adaptive interfaces can be aligned with pre-defined brand parameters to ensure consistency in tone, style, and messaging. AI-based analytics enable continuous monitoring of brand perception and performance, enabling timely adjustments to help maintain identity in a changing market environment. Therefore, the role of AI in branding is inherently dual: it acts as both a potential source of differentiation and a powerful tool for maintaining integrity. In this context, the theoretical framework for the formation and maintenance of brand identity must account for the interaction between traditional branding concepts and new technological capabilities. Effective

 ISSN 3041-2129

brand identity management requires a systemic approach that combines strategic clarity, organizational coherence and technological adaptability. The scaling process creates problems that directly affect the stability and integrity of brand identity, especially for small and medium-sized enterprises that initially rely on authenticity and close ties with consumers as their main competitive advantages. As the market expands, brands often undergo structural and strategic transformations that can inadvertently reduce their initial positioning. One of the most significant risks in this context is the gradual erosion of brand authenticity, which can occur through the standardization of products and communications, outsourcing key functions, or the need to appeal to a wider, more diverse audience. Often, such weakening is not the result of deliberate strategic changes but rather the cumulative effect of operational scaling decisions that prioritize efficiency and rapid growth over identity sustainability. The risk of losing authenticity is further compounded by the need to adapt to different cultural, regional, and behavioral contexts. When brands enter new markets, they often change their messaging, visuals, and value propositions to find common ground with local audiences. While such adaptation is essential for relevance, it can lead to inconsistencies that disrupt the overall brand experience. In particular, discrepancies in tone of voice, visual presentation, or customer experience across channels and regions can create cognitive dissonance among consumers, reduce trust, and weaken brand equity. In addition, partnerships, franchising models, and the delegation of brand-related decisions to external entities increase the likelihood of deviations from established identity standards [13].

At the same time, integrating AI into marketing and communications processes creates both opportunities and challenges for maintaining a coherent brand identity. AI-driven systems are increasingly responsible for content creation, customer engagement, and decision-making across targeting, personalization, and campaign optimization. This shift is fundamentally changing brands' traditional communication strategy, moving away from centralized messaging toward dynamic, data-driven engagement. While this approach increases efficiency and effectiveness,

ISSN 3041-2129

it also reduces direct human control, increasing the risk of inconsistencies in brand style, tone, and values. For example, automated content can prioritize engagement metrics over strategic alignment, resulting in messages that are effective on their own but not aligned with the core brand identity.

At the same time, reliance on algorithmic decision-making can lead to «identity drift», where a brand gradually adapts to short-term consumer preferences detected by AI systems, rather than adhering to its long-term strategic positioning. This phenomenon is particularly relevant in an environment characterized by high competition and rapidly changing consumer expectations, where the pressure to remain relevant may outweigh the need for consistency [14]. However, it is important to note that AI does not inherently threaten brand identity; rather, the problem lies in the lack of clearly defined constraints and governance mechanisms that ensure consistency between automated processes and strategic branding goals. Consumer behavior and perceptions play a decisive role in shaping the outcomes of these processes. In the digital space, consumers are not passive recipients of brand communication, but active participants in the co-creation of brand meaning. Their interactions, feedback, and content contributions significantly influence how a brand is perceived and interpreted. Behavioral factors such as heightened sensitivity to originality, the demand for transparency, and the preference for personalized experiences create a rather contradictory situation in which brands are expected to be both consistent and highly adaptive. These dual demands make it harder to maintain a stable identity at scale, as brands must constantly adapt to changing consumer needs without compromising their core attributes. The division of consumers' attention across multiple digital platforms leads to a diversification of brand experiences, where people may encounter different versions of the same brand depending on the channel, context, or algorithmic filtering. This phenomenon increases the importance of ensuring cross-channel consistency, as inconsistencies are more likely to be noticed and criticized. The role of social proof, online reviews,

ISSN 3041-2129

and influencer-generated content further complicates brand perception, as external images can either reinforce or contradict the intended identity.

Empirical analysis of brand performance in digital marketplaces. To complement the theoretical discussion, an empirical analysis was conducted using marketplace performance data from the Amazon platform. The objective of the analysis was to examine how brand scaling in digital ecosystems affects consistency of brand presence, pricing structures, and competitive positioning. The dataset included a selection of beauty and personal care brands that operate within similar product categories and distribution environments.

The analyzed brands included Aesop, IGK, R+Co, Sachajuan, Carroten, Sente, Previa, and Alo, representing a mix of established global brands and emerging niche brands in the premium and professional beauty segments. The data was obtained from marketplace analytics tools including Amazon Seller Central, Sellerboard, Keepa, and SellerSnap. The dataset covered product-level indicators such as estimated monthly sales, price positioning, bestseller rank (BSR), review volume, and product assortment breadth.

The purpose of the empirical analysis was not to compare brands directly but rather to identify structural patterns that illustrate the challenges of maintaining brand consistency across large digital marketplaces.

Dataset description. The dataset consisted of aggregated product-level marketplace data for multiple brands operating within the beauty category. For each brand, a selection of representative products (ASINs) was analyzed in order to observe pricing consistency, ranking dynamics, and the structure of marketplace visibility.

The key variables analyzed included:

- estimated monthly revenue per product;
- bestseller rank (BSR) within the beauty category;
- product pricing distribution;
- number of active SKUs per brand;

 ISSN 3041-2129

- customer review volume;
- price fluctuations over time.

These indicators allow the identification of patterns related to brand positioning and marketplace scaling dynamics. In particular, the relationship between product assortment expansion, price dispersion, and ranking volatility provides insight into how digital marketplaces influence the stability of brand identity.

The main challenges associated with maintaining brand identity during scale are summarized in table 1.

Table 1

Key challenges of maintaining brand identity at scale and their impact

Challenge category	Manifestation at scale	Potential impact on brand identity
Loss of authenticity	Standardization and mass-market adaptation	Decrease in brand value and positioning
Inconsistency in communication	Disparities between channels, regions and partners	Disparate brand perception and loss of trust
Variability of AI-driven content	Automated messaging without clear brand management	Mismatch between tone, voice and strategic intent
Algorithmic adaptation pressure	Overreliance on short-term data-driven optimization	Gradual departure from core identity
Consumer co-creation dynamics	User-generated content and feedback communication affect brand meaning	Reduced control over brand narrative
Multichannel fragmentation	Diverse experiences across digital platforms	Lack of a unified brand experience

Source: author's development [11–15]

These challenges highlight the need to develop integrated approaches that combine strategic clarity with technological control and behavioral insight. Maintaining brand identity at scale is no longer solely a matter of internal consistency; it now requires managing external influences, algorithmic processes, and consumer expectations in a coordinated, systematic manner.

The empirical observations from the analyzed marketplace dataset confirm that these challenges become more pronounced as product assortments expand and

 ISSN 3041-2129

digital distribution channels multiply, reinforcing the need for strategic governance of brand identity in algorithmically driven environments.

The dataset illustrates the structural differences between premium global brands and niche professional brands operating within digital marketplaces (table 2). Brands with stronger marketplace presence such as Aesop, IGK, and R+Co demonstrate significantly higher estimated annual marketplace sales, reflecting broader product assortments and stronger platform visibility. In contrast, niche or dermatological brands such as Sente and Sachajuan operate with smaller product portfolios and correspondingly lower marketplace sales volumes. These differences illustrate how digital platform scaling interacts with brand positioning and product assortment strategies.

Table 2

Marketplace sales comparison of selected beauty brands on Amazon (USA, 2025)

Brand	Segment	Estimated annual marketplace sales
Aesop	Premium Skincare	~$21M
IGK	Professional Haircare	~$10M
R+Co	Professional Haircare	~$9M
Carroten	Suncare	~$7M
Alo	Wellness/Skincare	~$3M
Sente	Dermatological Skincare	~$1.9M
Sachajuan	Professional Haircare	~$0.7M
Previa	Professional Haircare	~$0.2M

Source: author's development

In an environment of accelerating technological change and increasing market complexity, maintaining brand identity requires strategically integrated approaches that align marketing logic with digital capabilities. The transition to data and the widespread use of AI require a rethinking of traditional branding tools, shifting the emphasis from a static identity framework to adaptive but controlled brand management systems [16]. Within the new paradigm, strategic marketing tools play an important role in maintaining brand integrity, ensuring consistency across

ISSN 3041-2129

different interaction channels, and enabling flexibility in responding to changing consumer expectations.

A fundamental strategic approach involves formalizing and operationalizing brand identity through comprehensive brand management systems. These systems include codified brand guidelines, dynamic content frameworks, and centralized control mechanisms that govern the use of visual, verbal, and experiential elements. In contrast to traditional static guidelines, modern brand management systems increasingly use digital asset management platforms and real-time monitoring tools, enabling organizations to maintain consistency across geographically distributed teams and automated processes. In this sense, brand integrity is achieved not only through definition, but also through ongoing compliance and adaptation, supported by a technological infrastructure [17, p. 549]. It is also important to integrate AI into personalization strategies in a way that enhances, rather than destroys, brand identity. AI-driven personalization enables brands to tailor content, recommendations, and interactions to individual consumer preferences at scale. However, the strategic challenge is to ensure that such personalization works within predefined identity boundaries. This requires developing algorithmic constraints, including brand-appropriate tone libraries, visual templates, and message architectures that drive automated content generation. By embedding identity parameters into AI systems, organizations can strike a balance between relevance and consistency, preventing fragmentation of brand perceptions across consumer segments [18, p. 1145–1146].

The use of AI enables continuous analysis of brand perceptions and consumer interaction patterns, providing valuable insights for strategic decision-making. Predictive analytics and sentiment analysis allow brands to identify deviations from the planned identity positioning and proactively respond to them. This feedback loop increases the brand identity's resilience, enabling timely adjustments without compromising its core attributes [19]. Thus, AI functions not only as an execution tool, but also as a strategic tool for identity monitoring and optimization.

 ISSN 3041-2129

Adapting brand identity to scale in a digital environment also requires implementing mechanisms that ensure both structural consistency and contextual flexibility. One such mechanism is a modular brand architecture, which allows the decomposition of the identity into core and variable elements. Core elements, such as mission, values, and fundamental visual markers, remain stable and universal, while variable elements can be adapted to specific markets, platforms, or audience segments. This approach allows brands to expand their presence without reducing recognition, as the core identity remains unchanged despite contextual modifications. Another important mechanism is aligning internal organizational processes with the brand strategy. As a brand's scale increases, the number of stakeholders involved in brand-related decisions grows, including marketing teams, external partners, and automated systems. Ensuring that all participants operate within a single strategic framework requires the creation of governance structures, educational programs and performance indicators that prioritize brand coherence. In this context, internal branding becomes a key component in maintaining the external identity, as employees and partners serve as carriers of brand values and standards. It is also worth emphasizing the role of digital ecosystems in shaping brand identity adaptation. Brands no longer operate in isolated channels but within interconnected platforms, where content, interactions, and data flow constantly exchange. This requires developing omnichannel strategies that ensure a seamless, holistic brand experience across all touchpoints. The integration of customer data platforms, marketing automation systems and interfaces based on AI allows for synchronized communication and consistent expression of identity even in a very complex digital space [20, p. 173].

Marketplace scaling patterns. The empirical observations demonstrate several structural patterns that are relevant to the preservation of brand identity in digital marketplaces.

First, brands with a *high number of active SKUs* often show increased variation in price levels and ranking positions across products. While this diversity

 ISSN 3041-2129

may increase total market coverage, it also increases the risk of fragmented brand perception if price positioning and product messaging are not strategically coordinated.

Second, marketplace competition tends to amplify *algorithm-driven visibility fluctuations*, where product rankings can change rapidly depending on promotional activity, advertising intensity, and review accumulation. This dynamic environment places additional pressure on brands to maintain a consistent narrative while adapting to short-term performance metrics.

Third, premium brands operating in the marketplace environment demonstrate a tendency toward *controlled assortment strategies*, maintaining fewer SKUs but higher price consistency. This approach appears to reduce volatility in brand perception and helps preserve positioning within the premium segment.

Strategic approaches to preserving brand identity during the period of intensive development of AI can be summarized using table 3.

Table 3

Strategic approaches and tools for preserving brand identity in the context of artificial intelligence

Strategic dimension	Key tools and mechanisms	Impact on preserving brand identity
Brand management systems	Dynamic recommendations, digital asset management, and real-time monitoring	Ensures consistency and control across all touchpoints
AI-based personalization	Algorithmic constraints, tone libraries, and content templates	Balance between individual relevance and unified brand expression
Data-driven identity monitoring	Predictive analytics, sentiment analysis, and feedback loops	Allows for timely detection and correction of inconsistencies
Modular brand architecture	Core and variable identity elements	Supports scalability without loss of recognizability
Organizational alignment	Management structures, internal branding, and learning systems	Supports consistency between internal and external entities
Multichannel integration	Unified platforms, automation systems, synchronized communication	Ensures a seamless and consistent brand experience

Source: author's development [18–20]

ISSN 3041-2129

The effectiveness of these approaches depends on their integration into a holistic strategic framework that recognizes brand identity as a dynamic but controlled construct. In the era of AI, preserving brand identity is no longer a static task but a continuous process that requires the coordination of human expertise, technological capabilities, and organizational discipline. This approach allows small and medium-sized brands not only to maintain their individuality during scaling but also to use digital transformation as a source of sustainable competitive advantage.

Conclusions. The study found that preserving brand identity during the scaling process in the context of transformation driven by the development of AI requires a systematic integration of strategic coherence, organizational integration, and technological control. It is substantiated that brand identity is not a static characteristic, but a dynamic construct that is formed and maintained through the interaction of internal values and external communications in the digital environment. It is proven that the main risks in the scaling process are the loss of authenticity, fragmentation of brand perception, and inconsistency in communications, which are amplified by the algorithmization of marketing processes. At the same time, it is determined that the use of AI, provided by strategic management, can not only optimize marketing activities but also ensure the consistency of brand manifestations through the implementation of controlled personalization mechanisms and analytical monitoring.

The empirical analysis of marketplace data complements the theoretical findings by demonstrating how scaling within digital platforms introduces additional variability in pricing structures, product visibility, and consumer interaction patterns. These dynamics highlight the importance of implementing strategic control mechanisms that ensure the consistency of brand identity despite the algorithmic and competitive pressures characteristic of digital marketplaces.

The generalization of the results enabled substantiating the feasibility of strategic marketing approaches based on the implementation of brand management systems, modular identity architecture, coordinated communication strategies, and

 ISSN 3041-2129

the integration of AI tools, all within clearly defined brand parameters. It is established that effective scaling for small and medium-sized brands is possible provided that the balance between adaptability to market changes and the stability of key identity elements that build trust and recognition is maintained. Thus, the strategic use of AI is transformed from a potential source of risks into a tool for ensuring brand integrity and increasing its competitiveness. The prospects for further scientific research should be directed towards developing methodological approaches to assessing the effectiveness of preserving brand identity in the context of AI and empirically verifying the proposed strategies in the activities of small and medium-sized enterprises.

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