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PECULIARITIES OF INNOVATIONS IMPLEMENTATION ON THE UKRAINIAN BRAND EXAMPLE

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Summary. In this paper, the authors proposed their own idea of innovative sweatshirt that can be developed and introduced into the national market for young clothing brand VOVK. The target of the investigation is the creation of the new innovative product in youth clothes segment focused on national fashion market. The research target is chosen for a good reason since there are contradictions in this segment, such as supply and demand disproportion. The Ukrainian young people need really fashionable, high-quality and interesting clothes from national manufacturers, so they have to buy foreign substitute goods. The national manufacturer losses its profit. The authors meaningfully and by stages highlight the organizational and economic peculiarities of innovation development – from the distinct problem vision solved by this product to the latest trends in the world fashion culture that make the proposed solution possible. The project competitors among the clothes manufactures in Ukraine are analyzed. The technological solution and marketing parameters of the future supply (target audience, pricing approaches, methods of product promotion, etc.) are described. Planned efficiency indices for this project are calculated. The evaluation of potential risks and the level of their impact on the project as a whole is carried out. The carried out investigation and its visual representation is relevant for entrepreneurs engaged in tailoring and promoting their own brands in the Ukrainian market, for people interested in fashion market innovations, as well as for researches analyzing determinants and imperatives of the national innovative economy development

Key words: fashion innovation, Ukrainian brand, innovation project, economic effectiveness, target audience.

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ОСОБЛИВОСТІ ВПРОВАДЖЕННЯ ІННОВАЦІЙ НА ПРИКЛАДІ УКРАЇНСЬКОГО БРЕНДУ

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Резюме. Запропоновано власну ідею інноваційного світшоту, яку можна запропонувати ринку вітчизняному молодому бренду одягу «VOVK». Об'єктом дослідження є процес створення інноваційного продукту в сегменті молодіжного одягу, орієнтованого на вітчизняний ринок моди. Об'єкт дослідження обраний не випадково, оскільки в цьому сегменті є суперечності, а саме: дисбаланс попиту та пропозиції. Українській молоді не вистачає дійсно модних, якісних та цікавих речей від вітчизняних виробників, тому їм доводиться купувати зарубіжні замітники. Вітчизняний виробник втрачає від цього прибуток. Автори змістовно та поетапно висвітлюють організаційні та економічні особливості інноваційного розвитку – від формування чіткого бачення проблеми, яка вирішується за допомогою цього продукту, до останніх тенденцій світової культури моди, які роблять можливим запропоноване рішення. Проаналізовані конкуренти проекту серед виробників одягу в Україні. Описане технологічне рішення та маркетингові параметри майбутнього постачання (цільова аудиторія, підходи до ціноутворення, методи просування товару тощо). Розраховані планові показники ефективності проекту. Здійснено оцінювання потенційних

ризиків та рівня їх впливу на проєкт у цілому. Проведене дослідження та його візуальне представлення можуть бути корисними для підприємців, які займаються пошиттям одягу та просуванням власних брендів на українському ринку, людям, які цікавляться новинками на ринку моди, а також тим дослідникам, які займаються аналізом детермінант та імперативів інноваційного розвитку національної економіки.

Ключові слова: інновація в сфері моди, український бренд, інноваційний проєкт, економічна ефективність, цільова аудиторія.

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Introduction. The Ukrainian fashion market is developing rapidly. Women's clothing is the most in demand. For these reasons, we have selected a typical representative of the market, a manufacturer of women's clothing line VOVK company. According to the results of 2018 this brand is among the leaders in the list of the most popular clothing manufacturers in Ukraine. In just 8 years of activity of this brand, it became popular in 17 Ukrainian cities, including Kyiv, other millionaire cities and regional centres. The authors propose innovative project – unique sweatshirts with interesting colour variation technology during the changing weather conditions. The authors drew attention to VOVK brand because it stands out among other bright colours, prints and high quality, which are the main factors for the creators of clothing. In addition, it is not an expensive brand, and therefore it can be afforded by progressive but not wealthy young people. In today's domestic fashion, this brand is more relevant than ever at Made in Ukraine. In general, the authors evaluate the activity of the analyzed company in order to show through its example how it is possible to add a new potentially profitable product position to the assortment of the existing company at the market and what are the main points of its activity in the development of innovation in the fashion market it is advisable to focus on.

Analysis of the available researches and publications. While searching for an idea of an innovative product and choosing an area of activity in which it is advisable to introduce something new, the authors analyze a number of useful sources, modern literature regarding the experience to implement other startups in the Ukrainian market and abroad. Among such sources of literature, there are popular editions [1–6], as well as online sources. Therefore, for example, the description of the original clothing from the company «Aerochromics» was used to form the idea of an innovative sweatshirt, which the authors of the work have found out while surfing the Internet [7].

Innovation in the field of fashion in Ukraine attracts a number of popular scientists, such as I. A. Gardabhadze [8], Yasinska O. G. [9], Chuprina N. V. [10], Bondarenko S. M. [11], etc., but they pay much attention to theoretical and methodological approaches to the fashionable goods market segmentation, marketing approaches to the promotion of fashion products in the market, various aspects of management in the fashion sphere in bringing products from the manufacturer to the end-consumer. Therefore, the authors also consult for such unscientific sources, namely articles in online magazines about the entrepreneurs' success stories in the field of fashion and design of wardrobe items, among which there are representatives of the domestic fashion world from the authors' home country clothing brands «Komashnya», «Tell», «Petro Soroka», «Rosmova».

An analysis of such a variety of information sources has shown that the fashion market is very changeable. Consumers require new offers from clothing manufacturers. Success is achieved by those entrepreneurs who are not afraid to take risks, bring their market innovations to the market and gradually turn them into casual clothes of Ukrainians in case of their successful commercialization.

The objective of the investigation is formed by the authors as a narrower part of the analyzed problem, namely the process of creating an innovative product in the youth clothing segment, which is oriented towards distribution within the domestic fashion market. The subject

of the author's research is the modern fashionable clothing market, including such segment as a clothing item for young people seeking to stand out from the crowd. The research object is chosen not by accident since there are contradictions in this segment, namely the supply and demand imbalance. The Ukrainian youth lacks really fashionable, high-quality and interesting things from native manufacturers, so they have to buy substitutes (Chinese, Turkish, Polish wares). The domestic manufacturer suffers from it receiving less profit.

Basic material. Today's youth try constantly to stand out from the crowd, to emphasize their uniqueness and personality, which is not always possible. Therefore, boys and girls are constantly looking for things that can help solve this problem. Young people are actively following the changes in fashion trends, subscribing to different bloggers and watching their lifestyle, seeking to be like them. When trying to stand out from their peers, young people keep up with the latest innovations. One way to solve the problem of uniqueness is to buy branded, modern clothing.

Recently, the sweatshirt has become popular. The sweatshirts are in demand, have different colours, any lettering and images. They can suit any person. Sweatshirts with interesting and unusual drawings, which are designed to dilute the boring routine, are very popular today. Young people are happy to wear sweatshirts to study, parties, work etc. This clothing item fits perfectly with any outfit and complements the look. Thus, every fashionista knows that the sweatshirt is necessary basic clothing.

As for the company Vovk, sweatshirts are in the product range of this entity but the number of varieties of them is quite small (Figure 1). The introduction of product innovations will increase the demand for the company's products and attract the consumers' attention.

We propose to produce and to sell sweatshirt under the trademark «VOVK». The peculiarity of the product is the change of colour depending on weather conditions. Consumers can know in advance what the weather is expecting: if sunny, the colour of the clothing will change to warm shades (yellow, orange, mustard, light pink, brown, light green, red) and to cool shades if the weather is cloudy (blue, purple, burgundy, dark green). Rainfall (rain, snow, hail) will cause the sweatshirt to be black or grey. Clothing will be made of a fabric that does not let moisture. The sweatshirt will be powered by a mobile application on a smartphone, thanks to Bluetooth connectivity and geolocation, recharge via USB cable and charger for 24 hours. A warranty card will be added to the product, which will give you the right to replace or repair the light in case of malfunctions. The item will be valuable to the consumer because it has unique properties and has no analogues on the market. It will enable its owners to stand out from the crowd and attract the others' attention. The proposed sweatshirts can be worn in everyday life, as well as at various parties. Such sweatshirts will be perfect on modern dance shows. The clothing of Aerochromics was used to create an innovative sweatshirt. The main feature of Aerochromics clothing is its sensitivity to harmful contaminants in the air. According to the manufacturers, when the concentration of dangerous substances in the air exceeds the norm, the T-shirt changes its colour, showing a geometric pattern, indicating that the level of pollution is exceeded in the air. Each model has its own technology. For example, a T-shirt for detecting harmful particles has two built-in sensors on the chest and back, respectively, they are connected to special heat panels to change the colour of the fabric. At the same time, special carbon strips are used in the carbon monoxide model, which changes colour from black to white if it comes in contact with gas. According to the technology of production, the sweatshirts will be similar to the idea of the Ukrainian startup of PIX-backpacks – a smart animated backpack, which is equipped with a built-in LED display of 16.5 million colours, the appearance of which can be controlled using a smartphone [12]. The Product Development Roadmap (Figure 2) includes a number of indicative steps. At each stage, there is an improvement of the clothes properties and the technologies of their production.

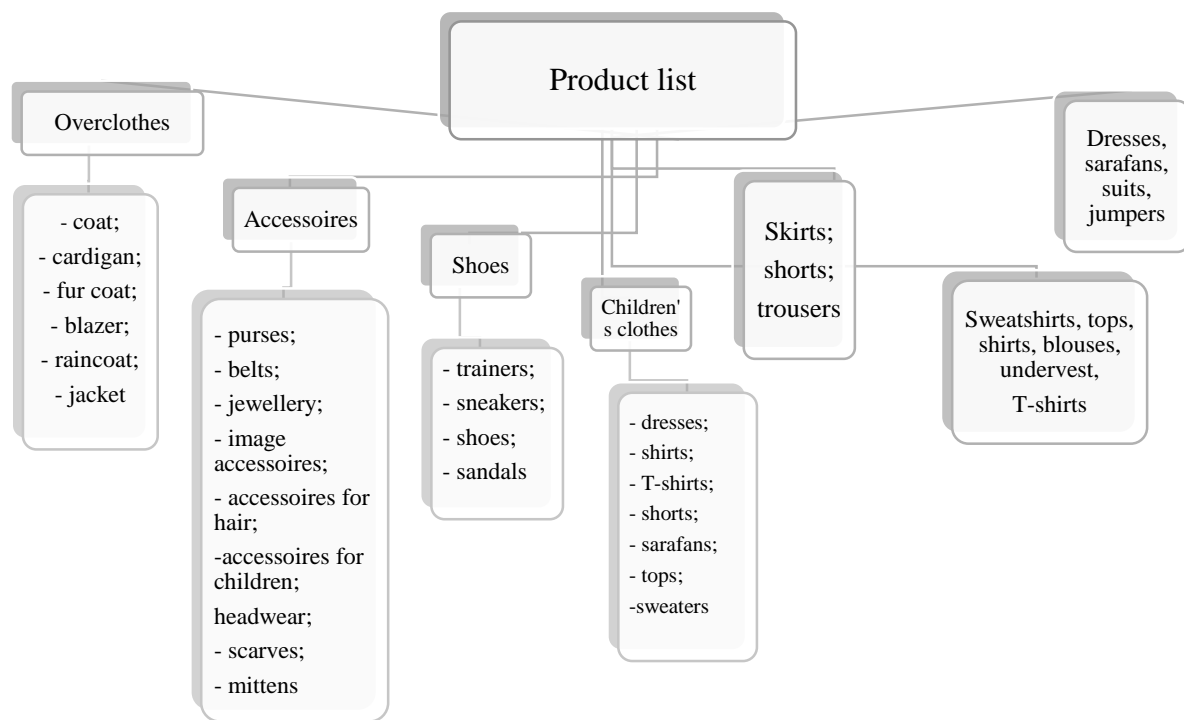


Figure 1. Production list of the company «VOVK»

The first sweatshirts which we see now, a loose-fitting sweater without a soft cotton collar, was developed under the RussellAthletics brand, which previously dealt only with sewing women's and children's underwear. In the 1950 s. a famous photo of Marilyn Monroe appeared in a rough thick sweater [13]. Initially, the fabric for the sweatshirt was made using loopwheeled technology. The fabric was woven seamlessly on the special looms, and thanks to the special weave of the threads, it was less prone to shrinkage, more flexible and stretched. The main drawback of the technology was the low speed of production. It was possible to make material only for 8 sweatshirts on such machines, during one day. In this regard, technology has been completely substituted by mass production. In the 60s of the twentieth century. soft and comfortable sweatshirts with the logos of educational institutions began to be worn by students. This university tradition has survived to this day. At the same time, famous people could be seen in sweatshirts. In 1970, sweaters were still produced from natural wool, but time did not stand still and synthetic fabrics became popular. Natural fabric lost demand, and acrylic, synthetic material came in their place. Since 2005, sweatshirts had such brands as Nike, Adidas, Harm's, Champion, Russell Athletic, Levi's, Cheap Monday, Obey, Our Legace, Dolce & Gabbana, Emporio Armani etc. Thanks to their convenience, sweatshirts become popular not only in sport but in everyday clothing. Ukraine also follows the fashion trends, and the sweatshirt takes key positions in the Ukrainians' clothing. Particularly, sweatshirts with own captions and prints became more popular. Among sweatshirts with own prints, one should notice «name sweatshirts». There is the highest demand for women's clothing in the country, but the men's clothing segment also has a significant share in the market.

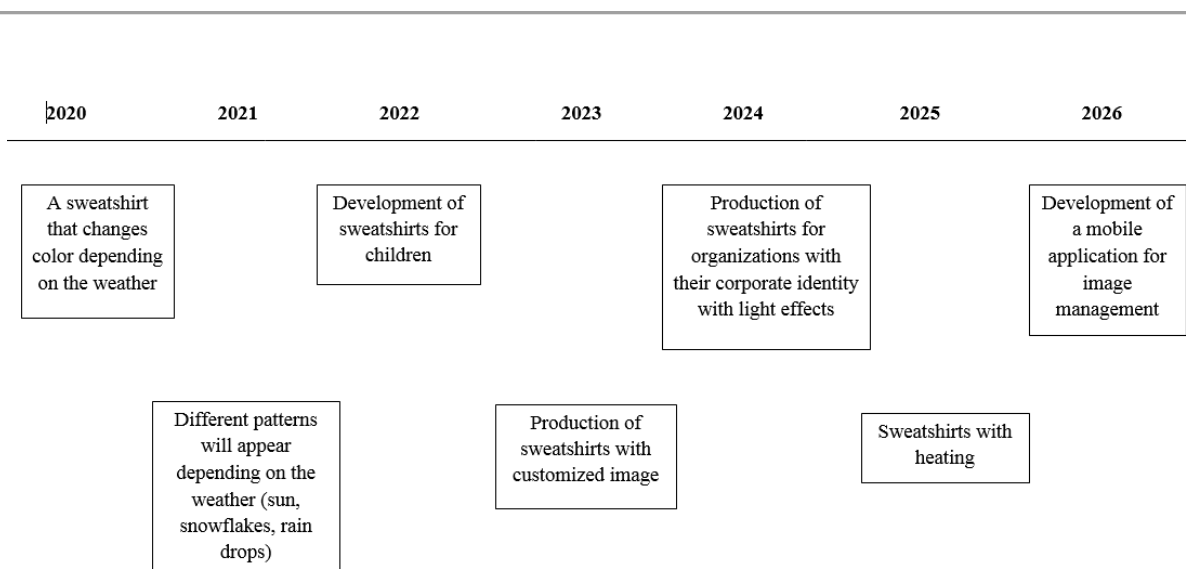


Figure 2. Roadmap for authors' product idea development

In order to create a buyer profile of the innovative sweatshirts, we use the popular persona method to help you understand who will buy our product and why they need it. Through the example of three persons (Table 1), potential buyers are analyzed in detail.

We calculate indices that will allow us to understand the sales volumes of our products and to analyze the market.

TAM as the total addressable market. In order to calculate it, it is necessary to multiply the average cost of the product by the number of people who want to buy a sweatshirt. According to official data, the population in Ukraine is 42 153 200 people, and those who would like to purchase a sweatshirt are about 50%, i. e. 22 153 200 people. It means that TAM = 1 200 UAH · 22 153 200 persons = 26 583 840 000 UAH.

SAM is served available market (i. e., a part of the TAM market where the observed enterprise will operate). It is calculated by multiplying the TAM index by the number of persons who also have purchasing power (20%), in addition to desire. Then SAM = 26 583 840 000 · 0.2 = 5 316 768 000 UAH.

Table 1. Analysis of the target audience in the project

Features	Angelina	Maksym	Kateryna
What are they?	An upper-middle-class student, a blogger, has her own Instagram account, has her own YouTube channel, where she uploads various videos about unpacking ordered innovative things	Modern dance teacher, who has a team of young girls and boys performing at various parties, shows	A young girl, wearing comfortable and high-quality clothing, loves to stand out for the brightest things in everyday life
Goals	To increase the number of subscribers, views, reposts, likes. To gain popularity	To purchase unusual prints for the team name for all its members at Vovk	To buy one universal sweatshirt instead of the usual one
Doubts	High price, non-conformity of goods with their features	The impossibility to make such sweatshirts with prints, a long time of production	The fear of washing this clothing that it may lose its shape, will not change its colour
Conclusion	It is necessary to add videos detailing the properties of the product on your own pages on the Internet	The necessity to produce innovative prints with a convenient time for the consumer	To add instructions for applying sweatshirt

SOM as Serviceable & Obtainable Market is a market share of an enterprise that can really be reached. For the calculation, it is necessary to know such values as the number of manufactured sweatshirts per month (estimated potential capacity for the production of sweatshirts – 1350 units per month, based on the daily production of sweatshirts at the small enterprises according to the [14]) and the number of months (year). That is, $SOM = 1\,350 \cdot 12 = 16\,200$ sweatshirts. According to the data, the available market volume is 26 583 840 000 UAH, and also in the year, we will be able to produce 16 200 sweatshirts. The obtained figures are quite comparable. It is possible to maintain a balance between supply and demand for sweatshirts.

The main competitors of the company at the Ukrainian market are the following brands, Table 2.

Thus, only fragmentary analysis of competitors (since there are more in Ukraine, there are leaders in the regions) the company Vovk has strong competitors, that is why in order to maintain its position in the market, it needs to produce a line of more individual customized clothing, i. e. to expand and to capture a new target segment.

In comparison with its competitor «Promin», «Vovk» does not have a lot of incentive measures, so it needs to keep in touch with consumers, perform promotions, discounts, and keep up-to-date with its clothing.

At the same time, one may confirm that «VOVK» has a number of competitive advantages, namely: the use of natural fabrics in the production of clothing, the uniqueness of design, the availability of skilled personnel, innovative approach to brand promotion, affordable prices, convenience and versatility of the offered models, customization of products, well-designed studios and the photographic zones (the company call studios its own shops and photographic zones are located in stores for the customers' convenience, for example, if a visitor of the store is not ready to purchase clothes and wants to consult with someone, he or she may take a photo in this clothes before buying).

The goal of pricing in the implementation of the project is to increase profits and to gain leadership by product quality. Thus, we offer a prestigious prices strategy, because the product is innovative, has unique properties and has no analogues in the market. We will calculate the average size of the customer's purchase account: the proceeds per month from the sale of sweatshirts – 156 000 UAH (about 1350 products are sold per month), the number of checks per month – 95. The average check = $156\,000/95 = 1\,642$ UAH.

Table 2. Main competitors on the Ukrainian clothes market

Competitor	Description
1	2
Must have	The first Ukrainian women's clothing market. The brand has appeared in the market since 2010 when its founders – Anna Kovalenko and Anastasia Dziuba released their first collection. Today Must Have is its own 1000 square meter production facility, 11 stores in Kyiv, Lviv, Kharkiv and Odesa (including the largest shopping and entertainment centres), an online store, 12 collections a year and 250 talented employees. The brand assortment includes quality business, evening and casual women's clothing. In order to produce clothing, the company buys fabrics and accessories from industry leaders in Europe [15]
Casual	It was born in the UK in her Scottish part in Aberdeen. The company presents comfortable women's clothing that combines the «comfortable minimalism» inherent in street fashion, and fashion trends borrowed from catwalk shows. The range includes coats, jackets, overalls, dresses, skirts, pants, etc. Each type of clothing is represented by several different styles. Corporate showroom is located in the centre of Kyiv [16]

End of table 2

1	2
Zara	Spanish «fashion» brand, which produces men's, women's and children's clothing. Zara is part of the Inditex Group, owned by one of Spain's richest men, the magnate Amancio Ortega. The same group includes such brands as Pull and Bear, Oysho, Stradivarius, Bershka, Massimo Dutti and Uterqüe. A feature of Zara clothing is the design approach while maintaining democratic prices. The company is headquartered in La Coruna, Galicia, Spain. It was here where the first Zara store was opened in 1975 [17]
Promin	The brand was created on the basis of Lviv knitwear factory «Promin». The company was founded in 1939 and for over 60 years was considered a leader among the manufacturers of knitwear in Eastern Europe. Promin produces casual wear collections for active leisure for the whole family – women, men and children. The brand works with natural raw materials (cotton, viscose), which are made exclusively to order. Brand and online stores have a loyalty program for regular customers, and there are often promotions and special offers. Price segment: from 130 UAH (T-shirts, T-shirts) to 960 UAH (Bombers) [18]
Grass	The mass-market brand was created in April 2015 by three friends Taras Volkov, Ksenia Konstantinova and Sasha Kolibabchuk. The idea came up in February, and three months later, the first collection of the brand, consisting of five models of women's clothing, appeared. At that time, the main sales channels were social networks and the site. The successful launch gave the brand the opportunity to open its own store in the heart of Kyiv – at Kostyolnaya Street, 6 (near Independence Square). Today, the GRASS brand releases 4 major collections per year and is working on collaborations with other brands [19]

In order to implement an innovative project, there is a need to upgrade an existing company. The startup team will initially consist of six persons, particularly: two project managers, two technical engineers, a tailor, and a designer.

The consumers' buying behaviour and the number of profits generated from the sale of sweatshirts will be most influenced by such factors as price of goods and consumers' financial standing, seasonality, level of consumers' awareness, professionalism of sales staff, permanent availability of the required size of the product, the possibility of different payment methods, availability of goods discounts, the existence of substitute goods (for example, usual sweatshirts). The company will receive more profit in April, May, June, July, as well as in September as this is influenced by the seasonality factor. Between October and February, there will be a relative decline in sales, but in March the product will again start to enjoy considerable popularity.

Planned marketing practices for innovative sweatshirts:

- 1) Online store – <https://vovk.com/>;
- 2) Social networks – Instagram та Facebook;
- 3) Own brand stores.

In order to promote innovative products in the market, we offer the following marketing tools [20], table 3–4.

Table 3. Marketing activities for promoting innovative technology in the Ukrainian market (advertising)

Tool	Description	Expences
1	2	3
Advertisement on the Internet (Facebook, Instagram, YouTube)	Videos of the user manual, pictures of the product and information about it will be posted on own pages on social networks and with the help of bloggers	25 000 UAH per year
Creation of landing page	The page where visitors will be able to obtain product information, contact the seller to order it	4 500 UAH [21]

End of table 3

1	2	3
Advertising in media	1. Magazines for own stores (35 pcs); 2. In periodicals (magazines) about the latest fashions	1. One journal production costs 600 UAH. Total expenses per month – 21 000 UAH; 2. For example, advertising in one issue for the magazine «ELLE» is from 79 000 UAH [22]
External advertising	Billboards in cities, signs and posters at points of sale	For example, the cost of advertising billboards in Kharkiv – from 4 000 UAH per month [23] Cost of making signage and posters is 1 200 UAH per year for one shop

Thanks to advertising campaigns and promotional activities, Vovk will be able to increase sales, capture market share, gain consumer loyalty, and enhance the company's image.

Table 4. Marketing activities for promote innovative technology in the Ukrainian market (sales promotion)

Tool	Description
Sales	1. 10% off for the first 50 buyers in the online store (every month). 2. 7% off on the purchase of three sweatshirts, 10% off on the purchase of six units; sales before Holidays on Black Friday at Cyber Mondays at own stores
Lottery	The buyer's check will have the number of the participant by which he or she will be able to win a gift (accessories or clothing presented in the company's assortment)
Free guarantee certificates	Warranty certificate for the product, valid for 6 months
Souvenir goods	When the buyer purchases a sweatshirt, he or she gets as a gift, for example, a pen, a notepad, a cup or a calendar with the Vovk logo (in the initial stages when innovative products are launched)

In addition, the costs of materials, equipment, workers' salaries, tax payments, utility bills, and transportation costs should be highlighted among other project implementation costs.

The main risks of this innovative project: the product will not be in demand; technical problems when using it; the appearance of additional costs; implementation of the idea regarding goods by competitors; failure in employees' duties; delay of project implementation deadlines; refusal of the head of the company «Vovk» to implement the idea.

Having identified the main potential risks that may arise during the project implementation, it is necessary to evaluate them by two matrices based on the use of such indices as the probable risk (Table 5) and the possible consequences of its occurrence (Table 6). After identifying the risks, we analyze them by comparing the consequences and the probability of the risk occurring in Table 7.

Table 5. Risk probability evaluation matrix

Level	Decoding of the level	Description
A	Almost certainly	The risk is likely to arise in most cases
B	Probably	The risk is likely to arise in most cases
C	Maybe	The risk must arise under certain conditions
D	Hardly	The risk may arise under certain conditions
E	It is unlikely	Risk can only arise in exceptional circumstances
F	Never	There will be no risk

Table 6. Matrix for assessing the consequences of risk

Level	Decoding	Description
1	Minor	Minor impact on project implementation; no unfavourable advertising; no conflict between the parties; minimal impact on the environment; budgetary impact does not exceed 1%
2	The minimum	Minimal impact on project implementation; slight loss of the concerned parties' trust; moderate impact on the environment; budgetary impact ranges from 1% to 2.5%
3	Moderate	The implementation of the project is delayed by less than 20% of the initial implementation period; significant medium-term environmental impact; budgetary impact ranges from 2.5% to 10%
4	Significant	The implementation of the project is delayed more than 20% of the initial implementation period; significant long-term impact on the environment; budgetary impact ranges from 10% to 20%
5	Catastrophic	Implementation of the project under threat; significant long-term impact on the environment; budgetary impact exceeds 20%

Table 7. Matrix «probability – possible consequences»

Probability	Consequences				
	1	2	3	4	5
A	M	H	H	E	E
B	M	M	H	H	E
C	L	M	M	H	H
D	L	L	M	M	H
E	L	L	L	M	M

E (Extreme) – unacceptable risk; detailed research and regulation planning at higher levels;

H (High) – high risk; the attention of higher executives is required;

M (Medium) – moderate risk; executives should be responsible;

L (Low) – low risk; regulation of the routine procedures.

According to the tables, we analyze the potential risks in the implementation of the project (Table 8).

Based on the table, we can conclude that the moderate risk is that the product will not be in demand. High risks include the appearance of additional costs; delay of project implementation time; the Vovk head's refusal to realize the idea. Low risks indicate that they are unlikely to occur, but they should be taken into account.

The evaluation of the effective indices of the innovation project provides the following table (Table 9). It is taken into account that the cost reduction rate is 13.5% according to the NBU discount rate [24].

Table 8. Evaluation of potential risks

№	Risk	Probability	Consequences	Level of the risk
1	The product will not be in demand	D	4	Medium
2	The technical problems in the use by consumers	E	3	Low
3	The appearance of additional costs	A	2	High
4	The realization of the idea of the goods by competitors	E	2	Low
5	Failure in duties of employees	E	3	Low
6	Delay of the project implementation deadline	C	4	High
7	Vovk's head refuses to implement the idea	D	5	High

The obtained figures indicate that the project is commercially profitable. It is attractive given the high net consolidated revenue ratio. A high profitability index for the project is planned. The payback period is short enough, so the company has every chance quickly to pay back the costs to bring innovative products to the market and to earn a steady profit from the sale of the product – unique sweatshirts that can change colour depending on weather conditions.

Table 9. The results of the calculations of potential project economic effectiveness for production and implementation of innovative sweatshirts

Efficiency index, units	Index
Net income	80 300
Profitability Index, %	140.7
Simplified payback period, years	0,36
Payback period, taking into account the factor of time, years	0.4

Conclusions. Thus, the idea of production and further commercialization of unique trade offer – innovative sweatshirts with changing colour technology depending on external weather conditions was developed and proposed in the Ukrainian market. The introduction of this innovation was observed as an example of the national leading clothing brand «VOVK». For this company, such extension of the product offer will serve as a success factor, which will increase the potential consumers' interest in the whole range of the company, as well as create a positive image of the manufacturer, which follows the latest trends in the industry.

The authors completed a number of the following stages of the future idea implementation, such as, the target market analyses, the main competitors determination, suggestions concerning tentative portrait of the target audience, pricing strategy, methods of marketing and promotion of innovation.

The important component of the given investigation, its specificity was the identification of innovation risks with the description of their occurrence probability. The authors estimated the efficiency indices of the project, which are highlighted in the paper as the resulting table.

The carried out investigation and its visual representation is relevant for entrepreneurs engaged in tailoring and promoting their own brands in the Ukrainian market, for people interested in fashion market innovations, as well as for researches analyzing determinants and imperatives of the national innovative economy development

Directions for further research. Further researches should be focused on increasing the role of marketing in fashion, particularly in branding. The authors' attention will be focused on determining the role of the fashion market in shaping favorable national brand. From this point of view, it is interesting to determine the level of Ukrainian fashion influence on the general perception of Ukrainians among residents of other countries.

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