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ADAPTING LIBRARIES TO NEW SOCIAL AND TECHNOLOGICAL CHALLENGES: CURRENT TRENDS IN THE BRANDING OF UKRAINIAN LIBRARY INSTITUTIONS

The relevance of the article. Branding and image play a key role for libraries, which in the XXI century have transformed from traditional repositories of knowledge into modern information and cultural centers. Thanks to the introduction of technological innovations and adaptation to new social challenges, libraries have become important institutions that provide access to knowledge, support education, promote social integration and actively involve communities in modern life. Today, the library brand is the main communication tool that not only represents its "face" and distinguishes it from others, but also forms the desired image of the organization, evoking positive emotions in users. The positive perception of the library, user loyalty and popularity of its services depend on the quality of the brand. To maintain competitiveness and attract new audiences, libraries must adapt to modern realities and actively apply innovative approaches to branding and image formation.

The purpose of the article is to study new trends in branding and image formation of library institutions in Ukraine, which arise in response to changes in the information society, social challenges that have arisen with the beginning of the full-scale Russian invasion into Ukraine, the development of digital technologies and the shift in emphasis in user needs.

The methodology. To achieve the set goal, literature analysis was used (review of scientific papers and publications related to library branding); comparative analysis (comparison of library branding practices in Ukraine and abroad); case studies (study of successful examples of the implementation of new approaches in library branding).

The results. In the 2020s Ukrainian libraries continue to adapt to new realities and challenges, introducing new trends in their branding. These changes occur in the context of both global trends and specific Ukrainian needs, especially against the backdrop of socio-political challenges. The Russian-Ukrainian war significantly changed the mission of libraries, which have become important centers of support for the population, preservation of national memory and counteraction to information threats. Libraries integrate patriotic values into their brand, strengthening their role as defenders of national identity. Libraries are actively implementing media literacy programs to help users distinguish fake news from reality, strengthening their image in the fight against information aggression. In addition, libraries play an important role in supporting local communities, providing a safe space for communication and organizing volunteer initiatives. This increases their significance in the social infrastructure and forms a positive image through concrete actions for the benefit of the community. Libraries are becoming centers for preserving materials about the war and heroes, which helps to form collective memory.

The scientific novelty of the article lies in the comprehensive approach to the analysis of modern trends in the branding of libraries in Ukraine. The study focuses on the influence of new technologies, social media and inclusivity on the formation of the image of libraries. In addition, the article offers new concepts for adapting libraries to modern conditions.

The practical significance. The materials and conclusions of the study can be used to develop the branding and image of library institutions.

Conclusions. In the conditions of the Russian-Ukrainian war, Ukrainian libraries are transforming, performing new functions of supporting the population and countering information aggression. The changes have opened up new opportunities for the mission and branding of libraries: reformatting and adapting the mission; digitalization; countering disinformation; social support; preserving historical memory, preparing for restoration.

Keywords: *communication, social communications, branding, image building, library institutions, digital technologies, artificial intelligence, social media, visual content, socio-political challenges, Russian-Ukrainian war.*

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АДАПТАЦІЯ БІБЛІОТЕК ДО НОВИХ СОЦІАЛЬНИХ І ТЕХНОЛОГІЧНИХ ВИКЛИКІВ: СУЧАСНІ ТРЕНДИ В БРЕНДИНГУ УКРАЇНСЬКИХ БІБЛІОТЕЧНИХ УСТАНОВ

Мета статті — проаналізувати основні сучасні тенденції брендингу бібліотечних закладів та дослідити нові тренди брендингу бібліотечних закладів України, які виникають у відповідь на зміни в інформаційному суспільстві, соціальні виклики, що виникли з початком повномасштабного вторгнення росії в Україну, розвитком цифрових технологій і зміщенням акцентів у потребах користувачів. Дискусія в цій статті демонструє, що в 2020-х роках українські бібліотеки продовжують адаптуватися до нових реалій і викликів, запроваджуючи нові тренди у своєму брендингу. Ці зміни відбуваються як у контексті глобальних тенденцій, так і в контексті специфічних українських потреб, особливо на тлі соціально-політичних викликів. Російсько-українська війна суттєво змінила місію бібліотек, які стали важливими центрами підтримки населення, збереження національної пам'яті та протидії інформаційним загрозам. Бібліотеки інтегрують патріотичні цінності у свій бренд, посилюючи свою роль захисників національної ідентичності. Бібліотеки активно впроваджують програми медіаграмотності, які допомагають користувачам відрізняти фейкові новини від реальності, зміцнюють свій імідж у боротьбі з інформаційною агресією. Крім того, бібліотеки відіграють важливу роль у підтримці місцевих громад, надаючи безпечні місця для спілкування та організовуючи волонтерські ініціативи. Це підвищує їхню значимість у соціальній інфраструктурі та формує позитивний імідж через конкретні дії на благо громади. Бібліотеки стають центрами збереження матеріалів про війну та героїв, що сприяє формуванню колективної пам'яті.

Ключові слова: *комунікація, соціальна комунікація, брендинг, імідж, бібліотечні установи, цифрові технології, штучний інтелект, соціальні медіа, візуальний контент, соціально-політичні виклики, російсько-українська війна.*

Introduction. In the XXI century, libraries have transformed from traditional knowledge repositories to modern information and cultural centres, and by adapting to technological innovations and new social challenges, they have become important institutions that provide access to knowledge, support education, promote social inclusion, and actively engage the public in modern life. Therefore, the library brand has become the main communication tool that not only serves as the "face" of the library institution, which allows it to be identified among others, but also creates the desired image of the organisation, becomes a "highlight", evoking positive emotions among consumers of library services. Positive attitudes towards the library and consumer loyalty to its services largely depend on the brand. To remain competitive and attract new visitors, libraries need to adapt to modern conditions and actively use the latest branding and image tools.

Related works. Research by Ukrainian and foreign authors is actively developing the topic of adapting libraries to modern conditions and introducing new trends in their branding. T. Yaroshenko (Yaroshenko & Iaroshenko, 2023) researches the development of the library brand in the context of digitalization and innovative technologies. Her work focuses on the impact of new media and communication strategies on the image of libraries in modern conditions. Vasylynyna, O. M., Derevianko, L. I., Doroshenko, S. M. (Vasylynyna, Derevianko, Doroshenko, 2022) analyse the main components of the library's communication and image policy. The authors give recommendations on how to popularize the activities of libraries and modernise the library image in the Internet environment. The specifics of the use of innovative technologies in academic libraries of foreign countries, including artificial intelligence, blockchain, robotics and automation systems, virtual reality and immersive technologies, and the Internet of Things, are described in the study by J. Hang-tat Leong (Hang-tat Leon, 2024). The main elements of communication between a scientific library and a user: messages, channels, target audience are described in the study by A. V. Miamlina (Miamlina, 2021). The authors also analysed library messages and reading promotion campaigns.

The effectiveness of using social media in libraries as a tool for promoting books and reading is discussed in the article by T. Yavorska (Yavorska, 2023). The author also explores the problem of creating appropriate content to support the trend of reading in society through the use of effective methods and practices. In her work, L. Kravets (Kravets, 2023) notes that in the context of the war, Ukrainian libraries effectively implement the following innovative functions: advocacy, providing free access to the global information space, orientation and advisory, overcoming digital inequality, and forming a sustainable interest in reading.

The purpose of our study is to analyze the main modern trends in the branding of library institutions and to study new trends in the branding of library institutions in Ukraine, which arise in response to changes in the information society, social challenges that have arisen since the beginning of russia's full-scale invasion of Ukraine, the development of digital technologies and the shift in emphasis in the needs of users.

The results. Branding is important for libraries because it helps to distinguish the institution from competitors; increases awareness and loyalty among users; promotes positive perceptions and trust; and attracts new users and partners. In the XXI century, branding for libraries has become a key tool to not only emphasise the uniqueness of the library institution, but also to shape its values that will be perceived and supported by users. According to current research, in the context of competition between digital platforms and physical spaces, libraries need to develop clear branding strategies to draw attention to their services. The main aspects of library branding include developing a mission and vision, defining values, and shaping the visual and emotional perception of the institution.

Modern library branding encompasses a variety of innovative approaches that help libraries adapt to the digital age and the changing needs of society. The main trends in library branding are:

1. Digital branding and online presence, active use of social media. Today, libraries are actively creating their own digital platforms, websites, blogs, podcasts, and social media presence to stay relevant to users. In recent years, social media has become a powerful tool for communication and brand building. Social media allows libraries not only to disseminate information about their services, but also to actively interact with users, create communities, and stay relevant in the public discourse. Libraries are actively using such platforms as Facebook, Twitter, Instagram, YouTube to disseminate information about events, new acquisitions, and other news. In such a way that social media contributes to the formation of new content formats — from short videos to memes and interactive polls — making libraries more accessible to younger audiences. For example, the New York Public Library created an Instagram account (@nypl) to promote reading and culture through short interactive stories. In particular, the 'Insta Novels' project has become very popular, where classic works of literature are posted as Instagram Stories (New York Public Library, n.d.).

2. Gamification of library services. Gamification of library services is the use of game elements and mechanics in library activities to increase user engagement, motivation to read and interaction with the library. This trend is becoming increasingly popular as it allows libraries to become more attractive and interactive. For example, the New York Public Library (USA) has introduced the NYPL Point mobile app, where users can earn points for visiting the library,

participating in events, and reading books. Points can be exchanged for various rewards. Another successful example of such a case is the Helsinki University Library, which launched the Library Escape Room initiative, where visitors can participate in virtual quests that help them better navigate the library and its resources. It also motivates young people to actively use library services (Programming Librarian., n.d.).

3. Social initiatives and inclusiveness. Modern libraries focus on social issues such as equality, inclusiveness and accessibility for all (Small, Myhill & Herring-Harrington, 2015). They become a platform for public debate and cultural exchange. For example, Folkestone Library in the UK has become an inclusive space focused on supporting various community initiatives. They organise events for people with disabilities, integration of newcomers, and the creation of groups to discuss social issues (New Folkestone Society, n.d.).

4. Positioning the library as a cultural hub. Libraries are being transformed into cultural centres that host lectures, workshops, exhibitions, film screenings, music concerts, scientific conferences and literary festivals. For example: The Oslo Library in Norway (Deichman Bjørvika) is an example of a modern library that has become a cultural centre. Its multifunctional spaces allow for various cultural and educational events, including film screenings and discussions with local artists (Deichman Library, n.d.).

5. Implementation of "maker space". Libraries today are increasingly offering ways to learn new skills and experiment with them. In the USA, Denmark, and the Netherlands, libraries have started to introduce maker spaces to serve their active users, where visitors can work with 3D printers, laser cutters, and other innovative technologies to create their own projects. Leaving behind the passive idea of libraries as places of knowledge consumption, libraries today increasingly offer ways to learn new skills and experiment with them. For example, the Maker space at Rotterdam Public Library provides visitors with access to modern equipment for creative and scientific experiments. This space engages young people in innovative projects (Caso, 2020).

6. Eco-branding and sustainable development. Modern libraries are implementing environmentally responsible practices such as solar energy, recycling, and organising environmental events. One of the most famous eco-branded libraries in the world due to its innovative approach to sustainable development and environmental awareness is the Seattle Public Library (SPL) in the USA. The main symbol of this brand is the building of the Seattle Central Library, designed by architect Rem Koolhaas, which has gained international recognition for its environmental and energy-efficient solutions. The Seattle Central Library building uses energy-efficient materials and technologies, including natural light, systems to reduce water and energy consumption, and an innovative ventilation system.

Another well-known eco-friendly library in the world is the Green Square Library (Sydney, Australia). This library has an underground structure to save space and energy. It uses innovative technologies to reduce energy consumption, including natural light and solar panels. The Vennesla Library (Norway) is recognised for its innovative approach to architecture, which includes the use of environmentally friendly materials and energy-efficient technologies. The building of this library is equipped with rainwater harvesting systems and intelligent lighting systems (Green Libraries, n.d.).

7. Virtual reality (VR) and augmented reality (AR). The use of virtual and augmented reality are powerful tools that are changing the library experience and branding in the world. These technologies open up new opportunities for users to interact with library resources and create innovative programs and services. (Živković, 2021). Libraries use VR and AR to create interactive tutorials. For example, the British Library has launched virtual tours that allow users to visit expositions without leaving home. This allows you to attract new audiences, in particular young people interested in virtual educational programs. The Library of Congress uses VR in its educational programs to showcase historical events and documents, giving users the opportunity to "plunge" into history.

8. The use of artificial intelligence. Artificial intelligence (AI) is becoming an important tool for libraries in developing personalized services and creating a more dynamic image of the institution. Specifically, AI technologies help libraries analyse user behaviour, create personalized recommendations, automate service processes, and improve resource management efficiency. Using AI algorithms, libraries can create more personalized recommendations for each user, which increases his involvement and loyalty to the institution. This, in turn, forms a unique brand of the library as a modern and convenient space for obtaining information. Today, many libraries introduce chatbots that provide instant answers to user questions, help in navigating through resources, and record on events. For example, the Los Angeles City Library uses a chatbot that can answer user questions about services, available resources, and event schedules. (Das & Islam, 2021). AI also analyses readers' preferences and offers personalized recommendations based on the history of orders and views. This increases user engagement and quality of service. Libraries use data analytics to gather information about users, allowing them to better understand their needs. Using AI helps libraries create virtual exhibitions and interactive resources that engage users and provide access to collections in a convenient format.

Ukrainian libraries in the 2020s continue to adapt to new realities and challenges, introducing new trends in their branding. These changes occur in the context of both global trends and specific Ukrainian needs, especially against the background of socio-political challenges. In our opinion, the main new trends in the branding of libraries in Ukraine are:

– **Social responsibility and inclusion.** Libraries become centers of social responsibility, promoting equality and accessibility for all segments of the population. They implement programs to support people with disabilities, socially vulnerable groups and refugees.
– **Eco-initiatives and sustainable development.** The introduction of environmental practices and initiatives, such as reducing paper use, recycling and conducting environmental campaigns, is becoming an important aspect of library branding.
– **Creative spaces and events.** Modern libraries create creative spaces where exhibitions, creative workshops, lectures and other events that promote cultural exchange and community engagement take place.
– **Use of artificial intelligence.** Libraries implement innovative technologies to improve user service, streamline processes, and increase communication efficiency and promote their services. The main areas of application of AI in library branding in Ukraine are:
– **Personalization of services.** AI can analyse user behaviour to offer them personalized recommendations.
– **Service automation.** AI helps automate maintenance processes such as query processing, visitor accounting, and directory management. This allows libraries to reduce costs and improve operational efficiency.
– **Data analysis for branding.** Libraries use AI to collect and analyse data about users and their behaviour. This allows them to better understand the needs and preferences of the audience, which helps in adapting branding and marketing strategies.
– **Development of digital platforms.** AI helps libraries create interactive platforms that provide easy access to resources. This may include interactive library catalogues, online reading platforms, and virtual exhibitions.

Russia's full-scale invasion, which began on February 24, 2022, has significantly affected all spheres of public life in Ukraine, including libraries, which have always played an important role in the cultural and information space of the country. In the context of the war, Ukrainian libraries not only faced numerous challenges related to security, access to resources and audience support, but also received new opportunities for their mission and functioning. Taking into account new approaches and trends in branding becomes a necessary tool for libraries in the context of war and post-war reconstruction. In our opinion, with the beginning of russia's full-scale invasion of Ukraine, the following new trends are gradually being introduced into the activities and branding of Ukrainian libraries:

1. Adapting the mission and values of libraries in wartime. During the war period, the mission of libraries undergoes changes, as they turn into important centres for supporting the population, places for preserving national memory,

tools for countering propaganda and information wars. New approaches to branding allow libraries to focus on their key role as defenders of national identity and culture, which is of particular importance in conditions of armed conflict. Libraries that integrate patriotic values, support for the military and civilians into their brand become a symbol of unity and resilience of the people. This approach not only helps consolidate the importance of libraries as cultural institutions, but also forms their unique brand associated with the national mission during the war.

2. The key role of digital technologies in branding during the war. Digital technologies, previously used by libraries mainly to popularize collections and educational programs, are becoming critical in war conditions. Due to the physical threat to buildings and the preservation of library resources, many institutions are forced to transfer their activities to the online space. This process accelerates the need to develop digital branding and actively use social media tools to maintain communication with users. Social media, such as Facebook, Instagram and Telegram, are turning into platforms for disseminating information about available resources, current events, humanitarian assistance and psychological support. Libraries that adapt quickly to new conditions and use these platforms to enhance their visibility can remain important to communities even during active hostilities. Thus, they form their brand as reliable centres of information and assistance in a crisis.

3. Countering disinformation and information warfare. One of the key challenges of the war is the fight against disinformation and propaganda, which are actively used by hostile forces to manipulate public opinion. Ukrainian libraries have a unique opportunity through their brand to form trust as reliable sources of verified information. This requires the active introduction of media literacy among the population, which helps people distinguish between fakes and reality. Branding libraries in this context should emphasize their role in educating society and combating information aggression. This is possible through the creation of special programs and resources that teach critical thinking, evaluation of information sources and fact-checking. This approach not only strengthens the image of libraries, but also turns them into strategically important institutions in the information war.

4. Community support and social responsibility. The war poses numerous challenges for local communities facing resettlement, loss of relatives, economic difficulties and psychological trauma. Libraries, as public spaces, can play an important role in supporting these communities by providing a safe space for communication, organizing volunteer initiatives, and assisting displaced persons. The inclusion of such programs in the brand strategy of the library makes it an important part of the social infrastructure that cares about the community in the most difficult times. Libraries that demonstrate social responsibility through

specific actions, such as providing shelters, conducting training sessions for the adaptation of immigrants or organizing assistance to the military, can significantly strengthen their positive image and gain a foothold as an important resource for society.

5. Turning libraries into centres of cultural and historical memory, preserving materials about the war, heroes and the impact of the war on society. Since the beginning of Russia's armed aggression against Ukraine, most libraries have adapted to new challenges and have become an important part of national resistance in both the cultural and information spheres. After 2014, many Ukrainian libraries became centres of assistance for internally displaced persons (IDPs), providing them with access to information, resources and psychological support. Libraries organize consultations for IDPs, help with legal issues and integration into new communities. But after the completion of active hostilities, libraries will have a significant role in the processes of restoring the country. The issues of rebuilding infrastructure, reintegration of the affected regions and restoration of national culture will be key. Libraries can use new approaches in branding, can create archives of military history, document eyewitness accounts and organize exhibitions that preserve the memory of the events of the war. This will highlight their role as cultural institutions contributing to the national revival and maintenance of collective memory. The brand of libraries in this context should be associated with renewal, fortitude and national unity.

Conclusions. In the 2020s, Ukrainian libraries continue to adapt to new realities and challenges, introducing new trends in their branding. These changes occur in the context of both global trends and specific Ukrainian needs, especially against the background of socio-political challenges. In our opinion, the main new trends are: social responsibility and inclusion, eco-initiatives and sustainable development, the use of artificial intelligence. In the context of the Russian-Ukrainian war, the libraries of Ukraine acquire new meanings and functions, becoming important centres for supporting the population and countering information aggression and have new opportunities for their mission and functioning. Thus, with the beginning of the Russian-Ukrainian war, the following new trends are gradually being introduced in the branding of library institutions in Ukraine: 1. Adaptation of the mission of libraries: The russian-Ukrainian war significantly changed the mission of libraries, which became important centers for supporting the population, preserving national memory and countering information threats. Libraries that integrate patriotic values into their brand strengthen their role as defenders of national identity. 2. Digital technologies as a key tool: In response to the challenges of war, libraries are actively moving into the online space, using digital technologies to provide access to resources and maintain communication with users. 3. Countering disinformation: Libraries have

a unique opportunity to build trust as reliable sources of verified information. They actively implement media literacy programs that help users distinguish between fakes and reality, strengthening their image in the fight against information aggression. 4. Social responsibility: Libraries play an important role in supporting local communities by providing safe spaces for communication and organizing volunteer initiatives. This increases their importance in social infrastructure and forms a positive image through concrete actions in favor of the community. 5. Cultural and historical memory: Libraries become centers for the preservation of war materials and heroes, which helps to form a collective memory. They organize events dedicated to Ukrainian culture and history, emphasizing their role in the national revival. 6. Preparation for reconstruction: After the end of active hostilities, libraries can become important players in the processes of restoring the country, using new approaches in branding to create archives of military history and document eyewitness accounts.

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