

# MODERN APPROACHES TO THE IMPLEMENTATION OF A MARKETING SYSTEM FOR ANTI-CRISIS MANAGEMENT OF AGRICULTURAL ENTERPRISES

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**Abstract.** The *purpose* of the article is to study the system methodology and situational approach to the study of the crisis state of an agricultural enterprise, to analyse the theory and practice of anti-crisis management, to improve the mechanism of adaptation of an agricultural enterprise to crisis phenomena, and to propose effective anti-crisis management tools. The *methodological* basis of the study was a synthesis of the results of applied research in economics, scientific works of domestic and foreign scientists, which highlighted the basic theories of competitive advantage, competitiveness and marketing management. *Results.* The results of the research together solve an important scientific and practical problem – the formation of a marketing system of anti-crisis management in the conditions of transformational economy. This system is strategic in nature and reflects the significant influence of social factors, risks and conditions of uncertainty. In the course of the study, a number of circumstances were identified that determine the negative and positive consequences of the crisis, as well as the conditions for overcoming it, without which it is difficult to objectively determine the probable losses and forecast possible options for the development of the enterprise. *Practical results.* To overcome the crisis, the company can take various measures, such as restructuring, financial reorganisation, strategic planning, changes in management structure, development of new products, marketing measures, etc. It is important to respond to the signs of the crisis in a timely manner and to manage the situation effectively in order to ensure the sustainable functioning of the company under difficult conditions. At the same time, the role of marketing activities in the anti-crisis management system is crucial. The task of marketing activities is to promote constant adaptation to changes in environmental factors and the company's operating conditions. Taking into account the modern development of the market economy, financial instability and the company's solvency, the effective organisation of a complex anti-crisis management system is of key importance. *Value/Originality.* Anti-crisis management is considered as a system of managerial actions and decisions in the conditions of transformation of the socio-economic system. These actions are aimed at diagnosis, prevention, elimination of crisis phenomena and neutralisation of their effects and consequences in the future.

**Keywords:** anti-crisis management, agricultural enterprises, anti-crisis marketing, marketing measures, marketing information, anti-crisis programme, marketing strategy.

**JEL Classification:** M30, M11, M31, P23

## 1. Introduction

Nowadays, agricultural enterprises operate in extremely difficult conditions and each enterprise must be prepared for crisis phenomena. Taking into account various aspects of the development of the agricultural sector and responding to new challenges, the development of a marketing system for crisis management of agricultural enterprises is an urgent problem.

Agriculture is not only a branch of production, but also the livelihood of a significant part of the population, and its level directly affects the state of food security in the country. This requires the timely implementation of a complex of anti-crisis measures aimed at preventing the bankruptcy of agricultural enterprises. The first task in this direction is to assess the financial condition of agricultural enterprises. This will allow not only to see the real picture

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of their financial condition, but also to more accurately determine the directions of the agricultural economy of various regions' exit from the crisis. Therefore, the implementation of new anti-crisis management functions based on the marketing system is an urgent task.

Anti-crisis management is considered as a system of managerial actions and decisions in the conditions of transformation of the socio-economic system. These actions are aimed at diagnosis, prevention, elimination of crisis phenomena and neutralisation of their effects and consequences in the future.

Taking into account the modern development of the market economy, financial instability and solvency of the company, the effective organisation of a complex anti-crisis management system is of key importance. This is the reason for the relevance of this article.

The articles by O. V. Kovalenko, O. V. Tymoshenko, and K. S. Holovach are devoted to the modern study of the mechanism of anti-crisis management of the economy in general and agricultural production specifically. Modern researches are devoted to overcoming the uncertainty of the institutional environment as a tool of global anti-crisis management (Tiurina, Kravatska, Nazarchuk, 2015); definition of the technology for the development of the anti-crisis management mechanism of the agricultural industry (Lutsyk, 2017; Kulakova, 2014; Bilovodska, Melnyk, 2010; Horodnia, 2012; Mazur, 2014); risk management tools for agricultural producers (Holiash, Danyliuk, 2012); system of marketing communications in anti-crisis management of an agricultural enterprise (Bozhkova, 2011; Saher, 2012), strategic marketing anti-crisis management (Bahorka, Pysarenko, Khaminich, Yurchenko, 2022); of anti-crisis financial and personnel management, ensuring the effective development of enterprises in the agrarian sector (Mizik, Pysarevska, 2014).

Despite the scientific results of the work of the above-mentioned scientists on the problems of stabilisation of the agrarian economy, including in the field of agriculture, many aspects of anti-crisis management in this field remain insufficiently studied.

## 2. Causes of Crises and Modern Problems of Marketing Management

Modern trends of Ukrainian economy are characterised by many contradictions, environmental instability, risks, a number of destructive movements, unfavourable operating conditions, social and political aggravations in all industries and spheres. In such realities it is important to revise the basic principles of management thinking, to make a transition to new forms and methods of management, taking into account crisis phenomena and risk protection of

business. At the same time, processes of differentiation and integration of structures, methods and other elements of the production management system also stimulate change control.

Entrepreneurial activity in a market economy is influenced by external and internal factors that determine its efficiency, profitability, solvency and liquidity.

A business crisis is a period of problems and failures when the business faces serious difficulties that may affect its activity, stability and even its existence. A crisis can have different causes and manifest itself in various areas of the business, such as finance, management, production, marketing, technology and others. A company may experience a crisis for a number of reasons, such as economic difficulties, management failures, rapid changes in the market or external pressures.

A crisis occurs when an enterprise faces capacity constraints due to various external and internal factors that lead to a decrease in solvency and a drop in overall financial performance (Table 1).

The current stage of development of agricultural enterprises is accompanied by a set of factors that limit real autonomy and reduce production efficiency, namely:

- Poor development of means of production (technology, equipment, machinery, feed, fertilisers, etc.);
- lack of a developed system of trade and procurement organisations established on a contractual basis to facilitate sales of products;
- imperfection of the legislative framework for state regulation of agricultural products and their relations with other enterprises and organisations.

Highlighting the problems of marketing management, they are presented in a generalised form (Table 2).

Uncertainty always increases risk, leads to difficulties in assessing the situation, loss of flexibility and adaptability to a rapidly changing environment (Bahorka, Pysarenko, Kadyrus, Yurchenko, 2022). Thus, the sign of the suddenness of a crisis situation depends to a greater extent on the background constraints of the external environment, and the sign of the intensity of the crisis situation depends on the risks of economic activity. A crisis situation is a process whose development is initiated by both uncertainty and risk factors.

The main problem that hinders the efficient functioning of agricultural enterprises is inefficient management. This issue is caused by the following factors:

- Lack of strategy in the company's operations and focus on short-term results to the detriment of medium- and long-term ones;
- low qualifications and inexperience of managers;

Table 1

**Typology of factors that can cause a crisis**

Factor	Factor explanation
Exogenous factors	Exogenous factors are related to macroeconomic trends. They include political, economic, social, environmental, natural, financial and technological factors. In the event of bankruptcy, the company is subject to liquidation, settlement of debts with creditors, and is officially recognised as bankrupt and entered in the register.
Endogenous factors	Endogenous factors are closely related to problems within the internal organisational system of the firm. They contribute to the crisis and may include organisational inefficiencies, ineffective management systems, mass layoffs, production disruptions and force majeure.
Natural factors	Natural factors are characterised by natural disasters and sudden deterioration of natural and climatic conditions.
Objective factors	They arise due to the need to restructure and adapt to changes in the system's economy, as well as to introduce new innovations.
Subjective factors	They affect errors and unforeseen circumstances in the control system.
Random factors	Random factors are characterised by the presence of unpredictable processes.
Expected factors	They occur in accordance with established patterns and can be predicted.

Source: compiled by the authors

Table 2

**Difficulties in the marketing management system**

Problem areas	Characteristics
Lack of marketing specialists	The administration believes that a sales manager will completely replace an experienced marketer and does not consider it necessary to create a marketing department. In authors' opinion, the economy still uses a sales philosophy of doing business, and management is not sufficiently aware of the importance of a marketing philosophy.
Areas of activity	Quick economic results are not always possible or strategically justified. The long-term functioning of an enterprise can also be ensured by reputation, customer trust, favourable competitive position and awareness in this area.
Exclusively for the purpose of making a profit	When planning current and strategic plans, marketing performance indicators, quantitative certainty of indicators, flexibility of adjustments and decision-making, and adaptive capabilities to environmental factors are poorly taken into account.
Imperfect planning system	Inconsistent organisation of marketing activities, poor analytical work, failure to consider the budget for marketing activities, inadequate marketing research, communication and relations problems.

Source: compiled by the authors

– poor accountability of the company's managers to the owners for the consequences of their decisions, for the preservation and efficient use of the company's property, and for the financial and economic results of its operations.

The task of anti-crisis management is to prevent destructive crises and, if they occur, to restore the company's solvency and ability to develop. In practice, this task is very difficult. It is known that most of the crisis management processes do not lead to the restoration of solvency, but to bankruptcy and liquidation (Kalinos, 2009).

Crisis management allows to control the financial and economic state of an enterprise, prevent crises and achieve efficiency. A well-organised crisis management system makes it possible to expand the company's competitiveness. Solvency analysis provides reliable information about the company's financial position and the risk of bankruptcy.

### 3. Measures to Improve the Anti-Crisis Management System

The role of marketing in anti-crisis management is recognised as key, since marketing determines how the company is perceived in the market and interacts with its customers (Bahorka, Roshchuk, 2021). In times of crisis, when the company is facing difficulties, marketing becomes a strategic tool for restoring stability and ensuring further development. The marketing system is a complex of interrelated elements and processes aimed at satisfying consumers' needs and achieving the company's goals in the market. The essence of the marketing system is the organisation and coordination of various marketing activities to achieve success in the market.

Proposals for improving the management system of agricultural enterprises are presented in Table 3.

The measures outlined in Table 3 can help maintain the company's market position, increase production

Table 3

**Proposed measures to improve the anti-crisis management system**

Responsible executor	Anti-crisis measures	Expected result
Financial Department	Monitoring the company's financial position, conducting internal audits, optimising and controlling costs; reducing administrative, operating and financial expenses, reducing total liabilities, monitoring the dynamics of receivables and payables, strategic financial planning, developing and implementing a crisis management programme.	Restoration of solvency, financial stability, financial control.
Department of Strategic Planning	Development of the company's development strategy, improvement of the logistics system, and establishment of reliable communication with partners.	Improvement of the company's image.
Production and Technical Department	Saving resources, quality control, modernising production, and introducing innovative technologies.	Increase labour productivity and production capacity.
HR	Professional training and motivation of staff, expansion of the staff of specialists.	
Director	Creation of a special crisis management team and monitoring of the effectiveness of measures to improve the financial position, negotiations with creditors on deferred and instalment repayment of debt, and approval of the company's development strategy.	Efficiency of management personnel.

Source: compiled by the authors

Table 4

**Steps of anti-crisis management**

Stages	Description
Determining the extent and causes of the crisis	What caused the crisis?
Work with personnel	Product quality is deteriorating, employee salaries are too high, costs are high, etc. By identifying the source of the threat, it can be quickly addressed and stopped at the very beginning, before it destroys the entire business.
Cost reduction	At this stage, it is necessary to optimise the staff: keep only the most important personnel. It is also important to create a positive team spirit, motivate them and eliminate any conflicts. Another important point on the road to success is the qualifications of the staff.
Sales promotion	All costs are being cut except those necessary for quality production. The anti-crisis cost-cutting plan includes purchasing raw materials at a lower price, finding new, more profitable suppliers, and reducing expenses for business needs.
Reduction of debts to creditors	It uses a variety of marketing and financial strategies to promote products, attract new customers, hold promotions, etc.

Source: compiled by the authors

volumes, achieve stability, improve its financial position, and, most importantly, overcome the crisis.

Before detailing the marketing tools, the main measures that could be preventive steps to avert a crisis are listed in Table 4.

The process of applying crisis management in the marketing system should contain such a paucity of stages that will allow direct transformation of all incoming material and information flows into flows that will have completely different properties at the output. Thus, this process will take place in accordance with the directives of the company's management and its divisions. Such directives are formed based on the main goal of the enterprise. It should be emphasised on counteracting internal and external threats and crisis processes (Table 5).

There are a few key elements to look for when comparing and selecting the best email marketing software for one's marketing needs: pre-designed responsive mobile templates; third-party apps/integrations; list segmentation capabilities; personalisation options; advanced analytics and testing tools; lead capture tools; and ease of use.

The danger of a crisis always exists, and the likelihood of a crisis, its depth and consequences depend on proper management, so it is necessary to learn how to anticipate and prevent crisis situations.

It is important to note the need for preventive measures to avert crises, given the changing environment and economic conditions. All issues, as well as ways to solve them, are interconnected. Among them: increased investment in agriculture can increase spending on infrastructure, the purchase of raw materials, and the use of modern agricultural machinery to increase productivity.

#### 4. Conclusions

The results of the research together solve the important scientific and practical problem of formation of a marketing system of anti-crisis management of agricultural enterprises in the conditions of transformational economy. This system is strategic in nature and reflects the significant influence of social factors, risks and conditions of uncertainty.

Table 5

**A system of typical variants of anti-crisis marketing solutions**

Marketing solutions	Details
Product differentiation and sales process	<ul style="list-style-type: none"> <li>– Commodity differentiation – expanding the production of agricultural crops: vegetables, potatoes, soya beans.</li> <li>– Product innovation – creating new types of products (with additional processing, possibly growing berries and their additional processing).</li> <li>– Production innovations: technical updating, modernisation, introduction of additional production (drying, tomatoes, berry processing) and transfer of production to ecological development.</li> <li>– Price, distribution and communication differentiation according to target segments, season, distribution channels, target audience coverage.</li> <li>– Expansion of markets through intensive and integrated access to markets.</li> <li>– Create a unique and personalised offer.</li> </ul>
Using an electronic marketing platform	<ul style="list-style-type: none"> <li>– CRM system. The name itself speaks for itself: a customer relationship management system is software that allows collecting, organising and synchronising data about all potential customers. Without a CRM, it's simply impossible to build personalised communications at scale (which is often the case with account-based digital marketing campaigns). If the CRM works well and is integrated into one's workflow with other tools, it will allow to differentiate B2B marketing efforts depending on which customer service segment one is serving.</li> <li>– A presence on the website and social media. One of the main differences between the B2B and B2C buying process is that the latter tends to be more impulsive and therefore has a much shorter turnaround time. In B2B, even if the offer is extremely compelling and delivered to the right people, they won't start a conversation until they know more about the company, the services it provides and the experience they have with it. To meet the research needs of the prospect, a decent digital presence is essential. At the very least, consider having a well-functioning and attractive website and keeping up-to-date with relevant social media channels.</li> <li>– Content creation. There has been a growing trend in content marketing over the past 3 years, and now is a great time to get started. In fact, it's worth investing in content as part of the recovery plan. According to CMI, only 48% of B2B marketers frequently create content based on specific stages of the customer journey. Among the most successful content marketers, 74% do so.</li> <li>– E-marketing. Another type of B2B marketing activity that seems to have stood the test of time is email marketing. The reason for this is that in an ever-growing B2B environment, email is still the primary communication channel.</li> </ul>
Marketing analytics software	<p>Having a marketing tool that covers multiple channels allows for a more efficient workflow. It allows sending emails, SMS, and even social media posts.</p> <p>Create a single customer database. In addition to personal data, the platform also collects data on customer activity and transactions. In this way, the platform helps organisations create more detailed customer profiles.</p> <p>With the platform's journey builder, marketers can visualise customer journeys and hyper-personalise each step. These journeys can be delivered automatically through channels such as email and SMS.</p> <p>Adjust marketing strategies according to the budget and specific goals of the company.</p>

Source: compiled by the authors

In the course of the research, a set of circumstances determining the negative and positive consequences of the crisis, as well as the prerequisites for overcoming it, was revealed, without which it is difficult to objectively determine the probable losses and predict possible options for the development of an agricultural enterprise.

To overcome the crisis, the company can take various measures, such as restructuring, financial reorganisation, strategic planning, changes in management structure, development of new products, marketing measures, etc. It is important to respond to the signs of the crisis in a timely manner and to manage the situation effectively in order to ensure the sustainable functioning of the company under difficult conditions. At the same time, the role of

marketing activities in the anti-crisis management system is crucial. The task of marketing activities is to promote constant adaptation to changes in environmental factors and the company's operating conditions.

Marketing in crisis management is a strategic tool that helps businesses to remain competitive, maintain stability and ensure successful recovery in a crisis.

Timely and systematic performance of the functions assigned to each of the subjects of crisis management ensures optimal conditions for their implementation and contributes to the transformation of differentiation from an anti-crisis management tool into a tool for ensuring strategic development.

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Received on: 17th of February, 2024

Accepted on: 31th of March, 2024

Published on: 30th of April, 2024