

PROBLEMS OF MANAGEMENT AND MARKETING IN THE DEVELOPMENT OF SOCIAL ELEVATORS

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MARKETING DEVELOPMENT IN UKRAINE AND FINLAND DURING THE WAR: HISORICAL PARALLE¹

Today, Ukraine is standing up for its right to exist as a country, nation and sovereign state. The economy is under the pressure of a full-scale war: destroyed infrastructure, enterprises, entire industries. That is why marketing as a general concept of modern business management is a basis for the country's recovery. Higher education institutions (hereinafter referred to as the HEI), together with the state, business, civil society actors, foreign partners have become the nucleus of innovative ideas and the future prosperity of Ukraine. It is important to understand at what stage Ukrainian marketing is today, its characteristics and study the similar experience of other countries to make the most efficient use of available resources and to implement new marketing practices.

As professor Alla Starostina points out, the fifth stage of marketing development in Ukraine (2017–2022) is related to strengthening the competitive position of the national and regional schools of marketing in the face of today's complex challenges. The main characteristic features of this stage are implementation of higher education standards in marketing, launching of a new education quality assessment system, strengthening student-centered approach to the educational process, implementation of new forms of interaction with real business, strengthening transparency of educational activities, introduction of new courses, innovative interactive technologies into the educational process.

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Therefore, marketers representing modern science and consulting, faced new strategic tasks not just to spread knowledge, but to unite the efforts and professional skills for the further development. As a result, a new NGO "Ukrainian Union of Marketing Experts" was established in 2019, covering 14 regions of Ukraine, representatives of HEI in the field of marketing and leaders of modern international business [2; 5, p. 15].

On the other hand, qualitatively new characteristics appear, which are under by the influence of such factors: Russian invasion, increasing significance of political and legal factors, irrational consumer behavior, aggravation of energy and food problems, etc.

The modern stage of marketing development in Ukraine is influenced by one of the most terrible "factors" – war, that dramatically changed the vector of Ukrainian marketing, shifted the focus on survival and personal contribution to victory. Negative influence is manifested in the following processes: destruction of human capital, destruction of HEI and subjects of economic activity throughout the whole territory of Ukraine, strengthening of hybrid information war, etc.

In this context, Finland was chosen as a country that had in its history the experience of marketing development during wartime period. This Nordic country remembers well the Winter War (or Soviet-Finnish War) that started in 1939 when the USSR attacked Finland. But this brave country did not give up, demonstrated to the world what courage and unity are.

As Sari Haavisto outlines, the history of the Finnish marketing industry was divided into seven periods, during which certain narratives reflected in the industry's operating methods and development have prevailed. The research shows what a significant role the marketing sector has played in Finland's economic growth and in the development of society and focuses on the development of advertising and media agencies from 1883 to 2020.

The period we are interested in is the third stage (1939–1944) and the beginning of the fourth stage (1945–1970), which depicts wartime in Finland (The Winter War, The Continuation War, The Lapland War). The admen's (first marketing practitioners) tasks included military correspondence, organizing, and writing propaganda speeches, photographing, and drawing or filming the war and soldiers, writing articles, and producing flyers. This six-year period demonstrates the time that the agencies had to do business in a vastly different, wartime planned economy environment. As products became unavailable, the agencies had to attune their core business capability from creating advertising that assured sales, to protecting the goodwill of the company, ensuring the

brand name and what is more important being truthful with customers despite everything.

One key strategic change was the shift to accentuating the long-term benefits of advertising through goodwill, and how companies should find ways to help their customers. A second change was the propaganda planning and executions that were needed. Advertising had already proven its capability and power as an economic force. It became relevant to convince business and the government that propaganda had the power for enlightenment [1].

Other main features of marketing development during the wartime in Finland are:

- strengthening the activities of associations and creating the new ones (Propaganda Association, Finland Advertising Association, Finnish Association of Advertising Agencies). Special attention was paid to the issues of propaganda, patriotism, and education.

- reinforcing long-term cooperation with Nordic countries (joint projects, humanitarian help).

In conclusion, it's absolutely evidential that history matters, and the knowledge of history can help to use marketing during wartime effectively. We can identify such general recommendations for marketing industry in Ukraine. Firstly, the market and product strategy of the enterprise should be based on patriotism and consolidation of Ukrainian society. Secondly, it is important to aim for long-term cooperation with foreign partners, not to be limited to short-term projects during the war, because this is necessary not only for the enterprise recovery, but also for the entire country in general. Thirdly, strengthening the activities of non-government organizations in the field of marketing as an additional factor of unification and preservation of scientific potential.

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