

PROBLEMS OF MANAGEMENT AND MARKETING IN NEW ECONOMIC CONDITIONS

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ANTI-CRISIS MARKETING AS A COMPONENT OF STRATEGIC MANAGEMENT

The main goal of anti-crisis management of the enterprise is to ensure the conditions for the operation of the enterprise, when crisis phenomena of a financial, production, marketing, personnel nature can be minimized, neutralized and eliminated by implementing certain measures.

Marketing as the main component in the management system includes a number of activities of an analytical, strategic, and organizational nature, the basis of which is the marketing complex, in particular product, price, sales and communication policies based on the results of comprehensive market research and consumer behavior. We strongly believe that marketing is a modern business philosophy that changes the thinking of entrepreneurs, employees, and consumers. Any enterprise, exposed to the complexity of market mechanisms, faces the problem of creating a model of its behavior that would harmonize its activities on the market. This model can be associated with indicators of quantitative work results that must be achieved, or with the implementation of certain activities, for example, entering a certain market, developing a new product, etc. It is developed on the basis of the results of market research, the correlation of market trends and needs with the company's capabilities.

Marketing measures are a set of measures that involve the collection and analysis of information for the purpose of researching product sales markets and identifying consumer demand factors to minimize risk, with the aim of making strategic decisions regarding the company's product, price, sales and communication policy. The role of marketing activities increases significantly for the enterprise during the crisis period. This is due to the fact that it is during this period that effective marketing measures are needed, which will contribute to maintaining the demand for products or services, finding new market niches, modernizing product policy, changing or expanding the vector of activity, etc. (Natus K.S., Xaminich S.Yu., 2016).

Since management is considered as a process of interdependent functions, at the pre-crisis stage of management formation, it is necessary to investigate factors that could prevent a crisis situation, develop strategic business plans for marketing, control risk factors, which will make it possible to avoid possible losses and negative consequences.

Holovach K.S. and others. note that the combination of a system of measures of a legal, organizational and technical nature is the basis of anti-crisis management, which is currently at the stage of formation (Holovach K.S., Golovach O.P. & Trofimchuk O.L., 2020).

In the author's understanding, anti-crisis management should cover all subsystems of enterprise management: operational, technical, financial, and, especially, strategic, marketing, personnel.

Therefore, the process of anti-crisis management can be characterized by the following features:

- use of enterprise resources under conditions of mobile and dynamic response to changes;
- implementation of anti-crisis solutions based on program-target integrated approaches;
- consideration of the time factor, especially in the process of making management decisions;
- operative intervention in the event of a danger of crisis;
- use of qualitative characteristics when making anti-crisis decisions (Tkachenko A.M., Myxajlenko A.V., 2013).

Marketing is the main component of the company's subsystems, namely the base that ensures the stable operation of all its divisions. Based on this, in the crisis conditions of the enterprise or for preventive

measures to prevent it, traditional marketing tools are used, but at the same time, the tasks of marketing activities acquire new specific features, the main one of which is the marketing anti-crisis program. The goals of marketing activities should be coordinated with the corporate development strategy of the enterprise and adjusted depending on changing conditions. Marketing measures within the framework of anti-crisis management include: identifying market opportunities, minimizing market threats, increasing market share, maintaining loyal customers, product positioning, and others (Zhurenko O.V., Dergalyuk B.V., 2018).

Depending on the fluctuations of environmental factors and changes in the operating conditions of the enterprise, the tasks of marketing activities are subject to constant adjustment.

Marketing as a functional subsystem of enterprise management plays a key role in its anti-crisis management system, and marketing policy serves as a basis for strategic planning of all aspects of enterprise activity.

Anti-crisis marketing involves identifying market opportunities with the aim of quickly implementing them in the interests of the enterprise. At the same time, it is important to understand that some market opportunities are imperceptible during stable operation of the enterprise, and in times of crisis, their use can help the enterprise survive and take a favorable position on the market.

We are convinced that anti-crisis marketing involves the prompt change of all marketing components in accordance with changes in the environment, which contributes to maintaining the company's maximum competitiveness in market conditions.

The mechanism of anti-crisis marketing at the enterprise as a management system assumes the presence of an object (crisis phenomena) and a management subject (responsible bodies of anti-crisis management, for example, the director of the marketing service, etc.), the formation of target management processes (subsystem of monitoring the enterprise environment, subsystem of planning and forecasting: determination of the stage, parameters, volumes and scales of the crisis phenomenon, development, implementation and control of anti-crisis strategies, etc.), selection of management tools and methods, creation of a clear adjustment and feedback system, etc.

An anti-crisis program should be developed within anti-crisis marketing measures. The development of a complex anti-crisis program

is aimed at carrying out a number of measures to overcome crisis phenomena in all subsystems of the enterprise (sales, financial, production, organizational, supply, personnel management, marketing).

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