

CHAPTER «STRATEGIC BUSINESS MANAGEMENT IN THE MODERN ENVIRONMENT DIGITAL DEVELOPMENT TECHNOLOGIES»

DOI: <https://doi.org/10.30525/978-9934-26-307-1-17>

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MARKETING SUPPORT OF THE ANTI-CRISIS MANAGEMENT OF AN AGRICULTURAL ENTERPRISE

Summary

The article examines theoretical approaches to crisis management, summarizes the causes of crisis phenomena in agricultural enterprises, defines the main components of marketing support in the crisis management system to avoid the vulnerability of the enterprise to crisis phenomena and eliminate their consequences. The main methodological approaches, tasks and principles of marketing support are presented, related to the search for target markets, conducting marketing research, developing a competitive product, as well as organizing feedback with consumers, activating demand for the product. Marketing support of an agricultural enterprise in the anti-crisis management system is necessary, because without it the enterprise will not be able to function normally and use its resources productively and profitably.

Introduction

Transformation processes of the economy of Ukraine and the world, instability and uncertainty of the external environment determine the needs of modern enterprises in anti-crisis management. The need for anti-crisis

management stems from the dynamic development of the modern economy in order to prevent crises.

Entrepreneurial activity in the conditions of a market economy is under the influence of external and internal factors that determine its efficiency, profitability, solvency and liquidity. The external factors include: the economic and political situation in the country, exchange rate fluctuations, inflation, corruption, purchasing power, production decline. The factors of the internal environment include: lack of innovation policy, shortcomings in marketing, low qualification of the company's management specialists. Often, the effect of these factors is destructive, which can lead to a general crisis in the enterprise. This can be prevented by the timely introduction of a crisis management system at enterprises, with the transformation of basic management methods into an integrated form of marketing crisis management [1, p. 5].

An agro-industrial enterprise is an opened system, therefore it depends on and interacts with environmental factors, firstly, and secondly, it has internal potential to realize its potential. The external and internal environment are closely related, since the enterprise creates internal capabilities under the influence and taking into account external factors, but at the same time the enterprise adapts to the external environment with the help of internal factors.

In a changing environment, the probability of a crisis increases. It should be taken into account that the prerequisites for the emergence of crisis phenomena can be national, regional, industry, state policy, as well as the size of the enterprise, the organizational and legal form of business, the volume and structure of invested capital, market structures and much more. The lack of effective enterprise management can provoke crisis phenomena that worsen the economic situation and lead the enterprise to bankruptcy. An effective way out of the crisis is the use of anti-crisis management in companies, which eliminates and prevents adverse events for the company, introducing measures to use external and internal reserves to restore profitability and prevent bankruptcy. In this context, the issue of marketing support in the anti-crisis management system is now becoming more and more relevant and deserves to be studied.

Part 1. An essential characteristic of anti-crisis management

To ensure sustainable functioning and development of agro-industrial enterprises, it is necessary to carry out analysis, forecasting and planning of their activities, which will ensure not only the formation of new prospects for development, but also make it possible to prevent a crisis situation. The foregoing determines the relevance and practical importance of substantiating the theoretical aspects of the development and research of anti-crisis measures for agro-industrial enterprises.

Enterprises in the conditions of a market economy are constantly faced with a high degree of uncertainty of the development of events and the same unexpected influence of the external environment on them. Timely diagnosis of the causes of future crises is gaining more and more importance [2, p. 150].

Stable development of enterprises in the agricultural sector is possible under the condition of protection of the subjects of activity at all stages of its existence, and also depends on the influence of many factors. They are specific for each business entity, act systematically, while increasing the negative impact on business activity. According to the factors of the crisis, there are objective (natural), caused by a change in the phases of the life cycle of the enterprise, as well as situational, determined by external and internal circumstances.

The crisis arises in the presence of a number of factors, both economic, organizational and social. The influence of factors on the macro- and micro-scale causes the formation of phenomena that negatively affect the activities of economic entities. Unfortunately, the consequences of negative factors cannot be eliminated at enterprises through self-regulation, so managerial decisions are necessary.

In scientific studies, there is no unified understanding of the essence of the term «anti-crisis management». Note that the systemic approach is the most popular among researchers to reveal the essence of crisis management.

Ivchenko E.A. and its co-authors believe that anti-crisis management is a complex system of business management and is aimed at preventing or eliminating adverse events for business, using the full potential of modern management, developing and implementing a special program of a strategic nature, which allows «eliminating temporary difficulties, maintaining and improving the company's position on the market under any circumstances, mainly using own resources» [3, p. 7].

Domestic scientists Romazanov S.K., Stepanenko O.P., Timashova L.A. anti-crisis management is defined as a system of corporate management that has a complex and systemic nature and is aimed at preventing and eliminating adverse phenomena for the enterprise. On its basis, it is expedient to carry out development and implementation, measures of a strategic nature, which make it possible to eliminate temporary obstacles, preserve and expand market positions [4]. Kolyadenko I.I., Kavtysh O.P. within the framework of anti-crisis management, they offer to understand the system of management actions and decisions related to the possibility of achieving strategic and operational goals of the enterprise, focusing on the prevention of crisis situations, timely diagnosis and concentration on predictable events – liquidation, negative consequences, prevention of bankruptcy, creation of conditions for financial improvement in order to minimize losses and effective development

of the economic entity under proper conditions of functioning of the environment [5, p. 8].

Ligonenko L.O., Tarasyuk M.V., Khilenko O.O. anti-crisis management means a special, permanently organized management aimed at identifying the signs of a crisis as soon as possible and creating conditions for their rapid overcoming in order to restore the profitability of the enterprise and prevent the occurrence of bankruptcy [6, p. 57].

Anti-crisis management is understood in science as a set of methods, techniques and forms of management in crisis situations. Therefore, a number of scientists believe that anti-crisis management is reduced to the use of specific methods and techniques of financial management, which allow to ensure the stable functioning of the enterprise based on the management of external and internal risks to prevent and overcome the financial crisis [7, p. 16].

Thus, anti-crisis management of an enterprise is a complex system of management actions aimed at achieving sustainable functioning of a production and trading enterprise, with the aim of predicting a crisis in current and future activities, developing and protecting against crises.

The existence of problems related to economic development in the country makes it necessary to develop a complex of anti-crisis measures regarding the negative impact of an unstable environment on Ukrainian agribusiness. In addition, anti-crisis activity should be carried out continuously as a subsystem of the general functioning of agro-industrial enterprises, especially in today's conditions.

Having studied the theoretical aspects of the anti-crisis activity of agro-industrial enterprises, we present the main tasks of their implementation:

- carry out constant monitoring of the external and internal environment of the company;
- development of measures to reduce the external vulnerability of the company's socio-economic system;
- forecasting the prospects of the crisis in the company;
- strengthening the internal flexibility of company management in a crisis situation;
- development of preliminary plans for anti-crisis management methods;
- urgent initiation of practical anti-crisis measures planned in case of a crisis situation;
- managing the process of exiting the crisis and liquidating losses.

We summarized the main causes of crisis phenomena in agricultural enterprises and measures to overcome them (Table 1).

It can be noted that the methods used by most enterprises to get out of the crisis are insufficient and it is necessary to develop new priority directions as soon as possible.

Table 1

**Causes of the crisis of agricultural enterprises
and measures to overcome it**

Causes of the crisis	Measures to overcome them
1. Severing economic ties	<ul style="list-style-type: none"> – search for new markets for raw materials; – conclusion of contracts on favorable terms; – improvement of the quality of the raw materials used.
2. Declining solvent demand, increasing competition	<ul style="list-style-type: none"> – creation of a quality management system. Implementation of a quality system based on ISO 9000 standards; – organization of systematic work on creation of new types of products and improvement of existing ones.
3. Outdated equipment, technologies	<ul style="list-style-type: none"> – development of a target program of technical re-equipment; – significant investments in the technical re-equipment of the enterprise.
4. Lack of investment	<ul style="list-style-type: none"> – development of an investment policy based on a well-founded strategy; – strict control of the process of formation of sources of investment portfolio, efficiency of investments.

Source: formed by the authors

Anti-crisis management should be carried out in stages, providing for a sequence of actions.

At the first stage of work using special methods and research methods, it is necessary:

- conduct a comprehensive analysis of the results of the enterprise's economic and financial activity, the dynamics of the main indicators of activity (volume of production, income, expenses, profit, assets and capital, as well as profitability, liquidity, turnover of business, financial stability of the company);
- determine the size, structure and maturity of external financial obligations;
- to determine the main causes of the emergence and deepening of the enterprise development crisis;
- to assess the scope and possible consequences of the further aggravation of the crisis and the duration of the insolvency situation;
- assess the company's internal capabilities for localization and overcoming crisis phenomena.

Part 2. Marketing support of enterprises in crisis conditions

Marketing support develops in the process of overcoming contradictions between external conditions and internal capabilities of the enterprise. Methodological principles, main tasks and principles of marketing support are systematized by the authors in Figure 1.

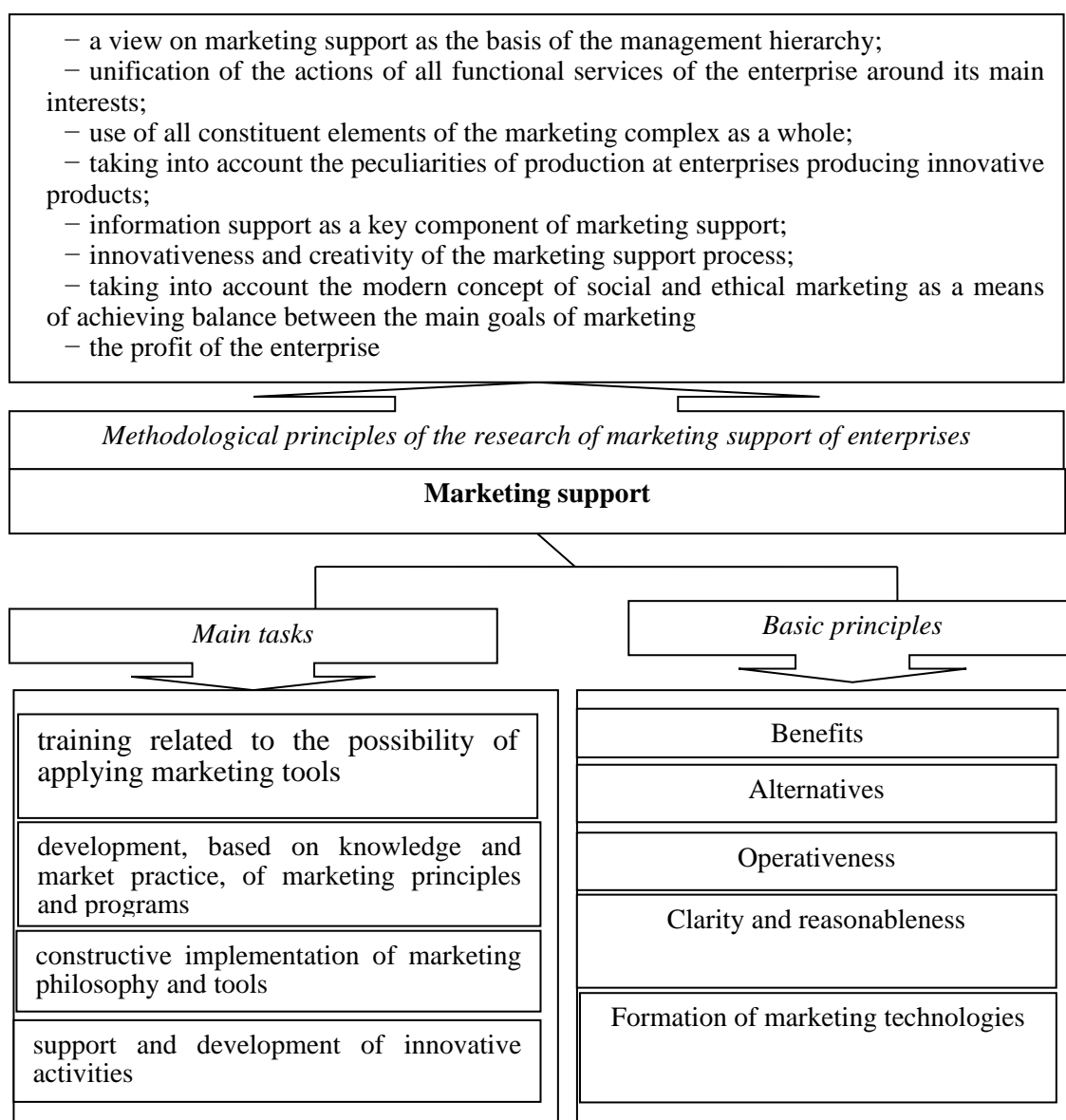


Figure 1. Methodological principles, tasks and principles of marketing support

Source: [10]

If marketing support makes it possible to accurately assess the objective market environment and is based on its scientific analysis, does not ignore the specifics of production development associated with the release of competitive products, then it can effectively influence the process of forming needs. The process of marketing support unfolds in the unity of interrelationships, interdependencies of the objective and subjective, external and internal.

The marketing support of the enterprise includes a number of operations of a commercial nature, interrelated with the movement of products from the territory of the producer to the territory of the consumer. At the same time, marketing elements make it possible to maintain the optimal level of financial

and economic indicators in production activities. Marketing support includes a set of marketing elements, which are a kind of system for solving tasks related to the search for target markets, conducting marketing research, developing a competitive product and other elements of the marketing complex, as well as organizing feedback with consumers.

The marketing process and the factors that determine it can be presented as follows.

Step 1. Marketing analysis: the selection of target consumers, which the company can serve more efficiently than its competitors, includes the following stages: quantitative assessment of demand and its forecast; market segmentation; determination of competitive advantages; selection of target segments; positioning of products on the market and analysis of positioning of competitor products.

Step 2. Development of a marketing strategy.

Step 3. Development of a marketing mix consisting of a set of marketing tools used to obtain the desired response of the target market.

Step 4. Develop the marketing plan required for each line of business, product or brand. It consists of the same elements as a general business development plan.

Step 5. Implementation of marketing activities. Marketing success depends on the following factors: action plan, organizational structure, decision-making system, employee motivation, corporate culture.

The concept of preventive marketing involves the use of special tools even during the stable development and operation of the enterprise. It is very important not only to find new customers, but also to retain existing customers, create a positive image of the company, retain customers, and predict their needs and behavior.

Preventative marketing must anticipate and create needs, not adapt to those that already exist. This requires a well-established communication system that allows you to influence the consumer or the market as a whole and receive feedback. The tool for ensuring such communication is public relations (PR).

At this stage, it is also necessary to determine the entity responsible for the development and implementation of anti-crisis procedures, in order to justify its authority to develop and implement the anti-crisis program.

The economy is cyclical, the stability of the enterprise is unstable, therefore, anti-crisis plans drawn up in conditions of stable development of the enterprise and aimed at reducing the negative impact of the crisis are the main tool of "preventive marketing and anti-crisis management" [9, p. 7].

It is advisable to draw up an anti-crisis plan both during the crisis phase and during the stable operation of the enterprise, when the signs of the crisis are not yet recognized, but can already be predicted. In particular, various situations are modeled, possible scenarios of business development are created, so the

more diverse and complex the scenarios of the development of crisis processes and their impact on the financial situation of the enterprise, the greater is its further activity.

The process of developing a basic strategic marketing plan includes goal setting, strategy development (market expansion, retention, innovation, mergers, acquisitions, etc.), segmentation and development of marketing complexes. Simply put, a strategic marketing plan is a concept of how product, price, promotion and distribution should work to ensure marketing and business objectives are achieved, and the plan reflects strategic options for its development.

Therefore, the anti-crisis plan is an effective and necessary tool of preventive marketing, as it contains scenarios, instructions and alternative strategies, comprehensive checks, vulnerability assessments, specific measures to prevent and overcome the crisis, and also clearly defines the powers of each employee and serves as a basis for the company's exit from the crisis. All the tools of preventive marketing listed above are based on marketing information, without which not only the activity of the enterprise in conditions of stable development, but also its functioning as a whole is impossible.

Marketing information is used for scientific, practical and educational activities in the field of market research. On its basis, important conclusions are drawn, decisions are made, business development plans and strategies are created or adjusted. If necessary, along with information from a specific enterprise, data on similar enterprises and industry statistics can be taken into account. For the effective implementation of this stage within the framework of medium-sized and, especially, large enterprises, it is advisable to form a single method of collecting and presenting information for all divisions. The analysis of the received information is carried out in order to establish the essential parameters of risks characteristic of the enterprise and to highlight the main directions of risk management (homogeneous risk objects, types of risk). The result of this stage is the formation of indicators used for further application of the enterprise's risk management process [10, p. 115]. Like any other valuable resource, information needs to be controlled and systematized. A marketing information system (MIS) is a set of measures and tools for solving the tasks of coordinating the marketing strategy of the company's management. MIS consists of four main elements: internal reporting system; marketing intelligence system; marketing research system; delivery system of marketing solutions.

All these preventive tools of integrated marketing make it possible to identify opportunities and potential threats, strengths and weaknesses of the enterprise, to prepare it in advance for the use of crisis processes, to provide a margin of safety and to establish a certain limit of consumer trust.

Each enterprise builds a market development strategy based on a concept, which is also called a marketing concept, or concepts of enterprise management in market conditions (improvement of production, intensification of commercial efforts, social and ethical marketing, etc.).

The following concepts are implemented on the basis of a management mechanism (risk-marketing), the components of which are:

1) marketing analysis – analysis of the marketing environment, analysis of market opportunities, market segmentation, product positioning;

2) marketing synthesis – determination of the goal of marketing management;

3) strategic marketing – development of marketing strategies, taking into account strategic perspectives;

4) operational marketing – development of a marketing-management complex and their integration into a strategic marketing-management plan;

5) marketing control – performance control.

It should be noted that the use of specific marketing tools in the system of anti-crisis management of the activities of trade enterprises depends on many factors, the key of which are: the market situation, the stage of the life cycle of the enterprise and the management tools used by the management apparatus.

The following characteristics of the post-crisis period can be distinguished:

- decentralization trends to accelerate appropriate response;
- increase the flexibility of the supply chain and the entire organizational structure as a whole;
- focus on growth strategies aimed at finding new market opportunities;
- increase risk perception, focusing on restoring consumer confidence;
- increase in the number of legal innovations;
- active use and implementation of innovative programs aimed at restoring the lost and stabilizing the current situation;
- growth of consumer orientation and active development of loyalty programs.

In the crisis period, consumers will continue to try to minimize the time of purchases, exploring the advantages of virtual intelligence and new mobile applications. That is why it is so important to conduct an active informational struggle for the consumer in order to establish trusting relationships through online and offline communication.

Post-crisis marketing continues to use crisis prevention and marketing tools and adapts them to the new market situation. Post-crisis marketing is mainly aimed at implementing measures aimed at restoring stable and sustainable activities, using innovative programs and betting on growth and decentralization strategies. At this stage, companies feel more comfortable actively applying crisis prevention and marketing tools and adapting their own crisis plans and marketing strategies to the changing environment.

The tasks of marketing, in conditions of financial instability of the enterprise, are:

- ensuring regularity, speed and quality of deliveries;
- receiving repeat orders;
- search for long-term contracts;
- use of active sales channels;
- the ability to meet the needs of different groups of consumers.

That is, for organizations in a state of crisis, when solving problems at the initial stage, it is better to use operational marketing, since a positive result must be obtained in a short-term period of time.

One of the most important aspects of anti-crisis management is a well-thought-out and balanced innovation and investment policy, since in times of crisis, enterprises are quite often limited in financial resources. The innovative policy of the organization is a form of strategic management that defines the goals and conditions of the enterprise's innovative activities aimed at ensuring its competitiveness and optimal use of the available production potential.

Internet marketing (electronic marketing) is a marketing technology using computer networks and systems, as well as media, smart phones and other digital media, aimed at attracting attention to a product or service, popularizing this product (site) in the network and its effective sales promotion. It is one of the components in the general marketing strategy of the firm.

Electronic marketing has some significant opportunities: coverage of a large number of Internet users, targeted impact on consumer groups, rapid creation of electronic advertising content, low costs for conducting marketing campaigns, operational collection and analysis of statistical information from marketing research.

At each of these stages, the Internet provides the enterprise with additional opportunities to improve its business, advantages over competitors who do not use the network (Figure 2).

Marketing opportunities of the Internet are revealed at various stages of the enterprise's production cycle:

- information marketing and market research;
- production of goods or services;
- sales of products;
- service and after-sales activity.

Limitless information available on the network is one of the first impressions when familiarizing yourself with the Internet. Search engines, often combined with a thematic catalog, serve as guides here. With their help, you can find resources with information that interests you. A specialist who has been using the network for some time accumulates a collection of links to the most useful resources, where he can always familiarize himself with the latest news in the field of interest to him, study the state of the market: prices, new technologies

and tools, new opportunities, the results of recent market research and its separate sectors, new types of products, activities of competitors and market leaders, etc. Therefore, the Internet helps those who want to start a new business to study the market and choose the most promising field of activity for a certain situation. The network enables those actively working in the market to monitor all news and events, quickly respond to market changes and find new opportunities for business development.

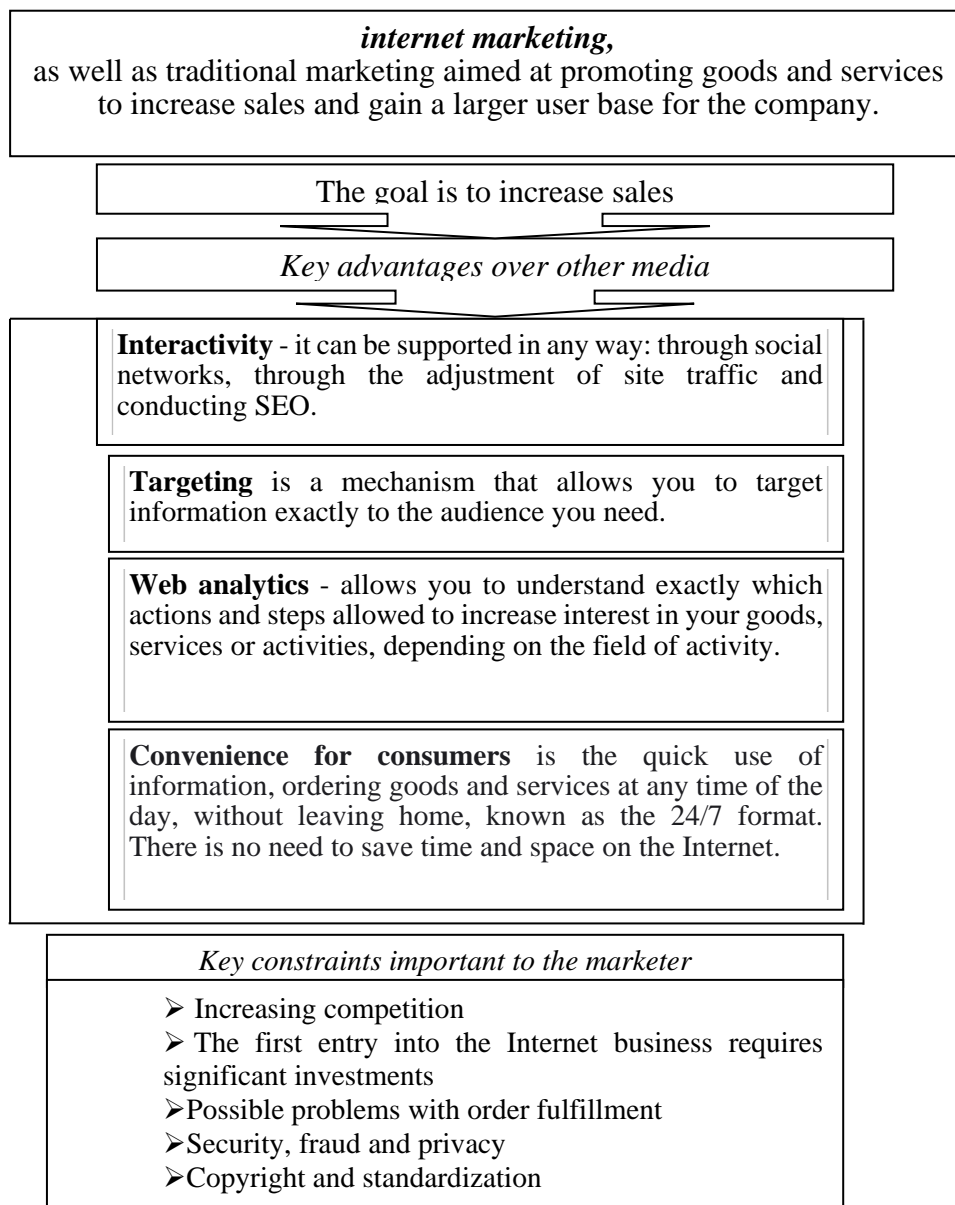


Figure 2. Key benefits and limitations of Internet marketing

Source: formed by the authors

Marketers can use a variety of online resources to obtain information about their consumers, competitors, marketing assessment, analysis, research of their

market sector and the industry in general. These are search engines, teleconferences, discussion groups and mailing lists, electronic publications, specialized sites, etc.

In the West, there are programs that check the Internet in order to detect the illegal sale or distribution of a certain company's products, the illegal use of its logos, and other branding attributes. There is also sophisticated software for marketers that allows you to run advertising campaigns, analyze their performance and make adjustments during the campaign.

Unlike any other information network, the Internet provides an opportunity to monitor the behavior of visitors to a company's website – which Web pages they visited, which they stayed on, and which they left. On the basis of such an analysis, it is possible to draw conclusions about the preferences and preferences of site visitors, adjust marketing tactics and strategy, and the course of an advertising campaign.

The Internet marketing process consists of the following stages (Figure 3).

Before starting the formation of an effective strategy in the field of digital, as well as setting up web analytics, it is worth clearly understanding the mission, values, goal and vision of the future development of the company. It is also necessary to understand what the company offers: a service or a service, to analyze competitors, to determine who the client is (formation of a portrait of the target audience).

One of the main aspects in the implementation of online analytics is the formation of the target audience. To form a portrait, the following aspects are usually taken into account: gender, age, interests, geography, language, income level, education, average check, expectations and fears about the product, knowledge about the product on a scale from 1 to 10, how consumers interact with the product offline and online

To meet the needs of the client, it is important to create quality content. There are content types that cover different purposes:

- 1) Professional means that the company has sufficient expertise to provide comments on the relevant topic.
- 2) The profile demonstrates that the company is a specialist in its specialization in the market it represents.
- 3) Personal defines the company as a brand.

When forming any content strategy, it is desirable to find the proportion between text, video, graphic and event content. The very concept of "content" is a connecting link between the client and the manufacturer, allows to form a society around the brand, to conduct direct communication with the client.

When building KPI campaigns in the field of Internet marketing, three groups of indicators are usually distinguished:

- involvement;
- interactivity;

– conversion.

At the attraction stage, the TOP tools for attracting users to the site are selected. Everything can happen with the help of the following tools:

- email newsletters;
- social networks;
- direct advertising that appears after clicking on the site.

At the interactivity stage, it is analyzed how users came to the site, learned about it and delved into the content. For a complete analysis, use:

- failure rate,
- the time spent on the site,
- the number of pages that were viewed during the session.

The bounce rate means that the user, after visiting the page and viewing the content, was not interested and left the site after a few seconds. The time spent on the site can be from 30 seconds to 30 minutes, however, one of the most important indicators in this case will not be how long he stayed on the page, but how many pages he viewed.

Conversion – the percentage of useful actions on the site. As an example, it can be orders via a call, via the website, orders via a basket or in one click. These examples are macro conversions. Micro-conversions include using a search on the site, online chat, going to the "Contact" or "Make an order" page, downloading a company presentation.

In scientific publications, researchers suggest using three Internet strategies to reduce intra-company marketing costs (Table 2).

Table 2

Types of Internet strategies for reducing internal marketing costs

Content Strategy	Content Strategy
1	2
<p>Maximum use of well-known internet marketing tools</p>	<p>In commodity policy: the formation of a virtual information shell of material goods and the creation of virtual goods. In pricing policy: focus on demand, rapid response of pricing to demand dynamics, implementation of the principle of "income management". In distribution: formation of new distribution channels with the help of intermediary virtual platforms, in particular, barter and information platforms. Minimization of the length of distribution channels and, as a result, a reduction in intermediary mark-ups and an increase in the price competitiveness of the product. Transition to direct marketing as the main form of distribution of goods. Creation of online stores. In promotion: maximum use of a complex of Internet communications, in particular specific, exclusively for the Internet environment contextual advertising, search optimization, virtual communities, interactive sales, Internet PR, sales promotion</p>

Table 2 (continue)

1	2
Creation of internal and external local networks (intranet, extranet) and transfer of part of management and marketing functions of enterprises to them	The transition to digital document circulation and storage of documentation in the intranet will reduce time and material costs by 2–5 times; application of "green" technologies in infrastructure. Application of corporate internet PR tools, corporate blogs, forums, chats, video conferences, internal company virtual media. The organization of the extranet will reduce the time and material expenses for business trips, telephone negotiations, processing of orders, storage of goods in warehouses, online consulting, after-sales support of goods. Transition to interactive and individual marketing when communicating with participants in the micromarketing environment
Moving business into virtual space and developing anti-crisis internet marketing programs	Creation of virtual divisions or virtual enterprises, where the main costs will be the salaries of programmers and operators, the cost of software. Provision of information goods exclusively in virtual space. Effective functioning of intermediary Internet sites. Application of outsourcing, virtual mass media, banking services, virtual marketing consulting, etc

Source: formed by the authors

To carry out an effective marketing campaign, a one-way process of informing the buyer about the product is not enough today. A greater commercial effect is achieved only when feedback is established with the consumer. Therefore, traditional one-way information channels no longer work in the modern information and technology society. The modern consumer gets used to communication, to the opportunity to express his opinion and conduct a dialogue with the company, the seller and with the group of consumers as a whole, however, in this case organized as a certain association.

Conclusions

The following conclusions can be drawn from the above.

It can be argued that crises have the potential for change because the phenomenon of crisis provides an opportunity for companies to learn and mobilize efforts to overcome it. The study shows that today the business crisis is a large-scale, unpredictable and decisive event that can lead to both negative consequences for economic activity and positive consequences that increase the efficiency of its activity and activate the forces of factors that support its development.

It was determined that the purpose of marketing in anti-crisis management is to ensure the process of production and sale of the most demanded goods on the market, which will bring the most benefit to the enterprise and ensure profitable activity. It has been proven that the concept of preliminary marketing involves the use of special tools even under the condition of stable development

and functioning of the enterprise. Post-crisis marketing continues to use the tools of pre-crisis and crisis marketing, adapting it to the current market situation, looking for measures to restore stability and sustainability, using innovative programs and betting on growth and decentralization strategies. The tools of prevention, crisis and post-crisis marketing are generally consistent, but each has its own characteristics regarding methods and terms of use. In general, all of them lay the foundation of strength and reliability, increase the value of the company, help managers make more effective management decisions, see the image of the future, establish long-term conditions of trust with partners, eliminate risks and reduce uncertainty.

It can be argued that the key priority of the marketing support of the anti-crisis management system is: survival, ensuring (supporting) competitiveness, meeting the needs of customers, optimal use of one's strengths to achieve advantages over competitors, etc., and most importantly – stabilization of the activity of all subsystems of the organization, elimination of contradictions of microeconomic elements systems among themselves and with the external environment to restore the balance of the economic system (organization), restore its viability.

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