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CAUSES OF CRISES AND MODERN PROBLEMS OF MARKETING MANAGEMENT

Modern trends of the economy of Ukraine are characterized by many contradictions, environmental instability, risks, a number of destructive movements, unfavorable operating conditions, social and political aggravations in all industries and spheres. In such realities, it is important to revise the basic foundations 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 the conditions of a market economy is under the influence of external and internal factors that determine its efficiency, profitability, solvency and liquidity.

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

A crisis occurs when the enterprise faces limitations of opportunities due to various external and internal factors, which lead to a decrease in solvency and a drop in general financial indicators (Table 1).

Table 1

Typology of factors that can cause crises

Factors Explanation	Factors Explanation
Exogenous factors	Exogenous factors arise in connection with macroeconomic development trends. The factors that can trigger a crisis include political, economic, social, environmental, natural disasters, financial and technological factors. In the event of bankruptcy, the enterprise is subject to liquidation, settlement of debts with creditors, as well as officially recognized as bankrupt and entered into the register.
Endogenous factors	Endogenous factors are closely related to problems within the internal organizational system of the enterprise. Contribute to the crisis and may include organizational inefficiencies, ineffective management systems, mass layoffs, production disruptions, and force majeure.
Natural factors	Natural factors Characterized by natural disasters and sudden deterioration of natural and climatic conditions.
Objective factors	Objective factors They arise due to the need for restructuring and adaptation to changes in the economy of the system, as well as the introduction of new innovations.
Subjective factors	Subjective factors Influence errors and unforeseen circumstances in the management system.
Random factors	Random factors are characterized by the presence of unpredictable processes.
Expected factors	Expected factors Occur according to established patterns and can be predicted.

Source: formed by the authors

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

- weak development of means of production (technology, equipment, machinery, fodder, fertilizers, etc.);
- lack of a developed system of trade and purchasing organizations created on a contractual basis to facilitate the sale of products;
- the imperfection of the legal framework for state regulation of the products of agricultural sector enterprises and their relations with other enterprises and organizations.

Emphasizing the problems of marketing management, we presented them in a generalized form (Table 2).

Table 2

Difficulties in the marketing management system

Problem areas	Characteristic
Lack of marketing specialists	Management believes that a sales manager will fully replace an experienced marketing specialist and does not consider it necessary to create a marketing department. In our opinion, the economy still uses the sales philosophy of doing business, and the management is not sufficiently aware of the importance of the marketing philosophy.
Direction of activity	A quick economic result is not always possible and strategically justified. The long-term functioning of the enterprise can also be ensured by the reputation, trust of customers, favorable competitive positions and awareness in this field
exclusively for profit	When planning current and strategic plans, indicators of marketing activity, quantitative determination of indicators, flexibility of adjustment and decision-making, adaptive capabilities to environmental factors are poorly taken into account.
Imperfect planning system	Inconsistent organization of marketing activities, weak level of analytical work, failure to take into account the budget for marketing activities, improper conduct of marketing research, problems with communications and connections.

Source: formed by the authors

Uncertainty always increases risk, leads to difficulties in assessing the situation, loss of flexibility and adaptability to a rapidly changing environment [1]. Thus, the sign of the suddenness of the crisis situation depends to a greater extent on the background restrictions of the environment, and the sign of the intensity of the development of the crisis situation – on the risks of economic activity. A crisis situation is a process whose development is initiated by the action of both uncertainty and risk factors.

The main problem that hinders the effective functioning of agricultural enterprises is ineffective management. This problem is caused by the following factors:

- Lack of strategy in the company's activities and focus on short-term results to the detriment of medium- and long-term results.
- Low qualification and inexperience of managers.
- Low level of responsibility of the company's managers to the owners for the consequences of the decisions made, for the safe and

efficient use of the company's property, as well as for the financial and economic results of its activities.

The task of anti-crisis management is to prevent destructive crises, and in case of their occurrence, to restore the company's solvency and its ability to develop. In practice, this task faces great difficulties. It is well known that most of the crisis management processes are not the restoration of solvency, but bankruptcy and liquidation [2].

Anti-crisis management allows you to monitor the financial and economic condition of the enterprise, prevent crisis situations and achieve efficiency. A well-organized anti-crisis management system makes it possible to expand the company's competitiveness. Solvency analysis provides reliable information about the company's financial condition and the risk of bankruptcy.

To overcome the crisis, the enterprise can take various measures, such as restructuring, financial reorganization, strategic planning, changes in the management structure, development of new products, marketing measures, etc. It is important to respond to signs of crisis in a timely manner and effectively manage the situation in order to ensure the sustainable functioning of the enterprise in difficult conditions. At the same time, the role of marketing activities is of crucial importance in the anti-crisis management system. The tasks of marketing activities are to promote constant adaptation in accordance with changes in environmental factors and operating conditions of the enterprise.

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