УДК 658.8:658.16

MARKETING AS A TOOL FOR ENTERPRISE CRISIS MANAGEMENT

Ye. Friga, group ME-21-mb
Supervisor: ***A. Orlova,*** PhD in Economics, Associate Professor
Central Ukrainian National Technical University

The modern economic environment is characterized by instability, high competition, and the influence of global and local crisis factors. Under such conditions, having an effective crisis management system is critically important for an enterprise's survival and further development. One of the key tools in this context is marketing, which enables companies to respond quickly to changes in demand, build customer loyalty, adapt products and services to new conditions, optimize communications, and allocate resources effectively.

Most enterprises face crises either cyclically or suddenly—economic downturns, inflation, rising costs, declining demand, geopolitical shocks. Under such circumstances, traditional management models often prove ineffective. The need for rapid response, portfolio adjustments, and changes in communication strategies requires the active integration of marketing tools into the crisis management system.

Marketing is not just a promotional tool but a comprehensive strategic resource. In times of crisis, marketing assumes the following functions: adapting products/services to new consumer needs, revising pricing policies, ensuring prompt customer communication, analyzing market shifts, developing new sales channels, and maintaining brand reputation.

Key crisis strategies include:

- Survival strategy: cost minimization, price reductions, promotional offers.
- Retention strategy: maintaining loyal customers through personalization, bonuses, and loyalty programs.
- Reorientation strategy: adapting products to new needs (e.g., switching from perfume production to hand sanitizers).
- Digital strategy: focusing on online sales, social media, and digital advertising.
- Socially responsible marketing: supporting communities, engaging in charity—enhancing brand image.

Effective crisis marketing tools today include: marketing audits (analyzing environmental changes and internal conditions), SWOT analysis in crisis scenarios, flexible media planning with a focus on digital channels, CRM systems for managing customer databases, SMM tools for rapid communication, and competitor monitoring.

Examples of successful crisis marketing strategies can be seen in various companies. For instance, Nova Poshta adapted its marketing campaigns to an online format during COVID-19 and introduced "contactless delivery" services. McDonald's Ukraine, during wartime, maintained a focus on social responsibility by supporting displaced people and volunteer initiatives—strengthening its brand even under critical conditions.

In times of crisis, marketing becomes not just a communication tool but a strategic instrument. Its effective use allows companies to: retain their customer base; minimize losses; adapt to changes; emerge from the crisis with new competitive advantages.

The primary task of enterprise management is to integrate the marketing function into the crisis management system and ensure flexibility in decision-making.

References

1. Management. Marketing. Entrepreneurship: Textbook / T. F. Ryabovolik, I. O. Androshchuk, A. O. Dorenska, et al. – Kropyvnytskyi: CNTU, 2024. – 208 p.