

COMPREHENSIVE ANALYTICAL ASSESSMENT OF MARKETING ACTIVITIES OF ENTERPRISES AS A BASIS FOR MAKING ANTI-CRISIS MANAGEMENT DECISIONS

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Abstract. *The purpose* of the article is to study the main methods and indicators of comprehensive assessment of the effectiveness of marketing activities (profit, market share, sales volume, etc.), as well as to generalise typical marketing solutions in crisis conditions. *The methodological basis* of the study was a synthesis of the results of applied research in economics, scientific works of domestic and foreign scientists, which highlighted the basic theories of competitive advantage, competitiveness and marketing management. As a *result* of the conducted analysis of management problems in the sphere of marketing activity of an organisation, the article marks out the role of the information base for making sound management decisions. The article identifies the areas of comprehensive analysis, namely: study of the market situation, competitive environment, consumer behaviour, macro- and micro-environmental factors. *Practical results.* Special attention is paid to the complex interaction of marketing and management tools at enterprises in crisis conditions, and if the goal of managing an organisation is to make effective decisions, then the goal of marketing as a business philosophy is the formation of solutions adequate to external conditions, which is especially important during the negative impact of crisis phenomena. The need for the company to use the Internet resource, which allows to establish relations with customers at significantly lower costs, has been justified. *Value/originality.* A systematisation of typical marketing solutions was carried out depending on the periods of crisis development. Three ways of optimising product promotion costs are proposed. A complex of factors such as: features of the company's mission are highlighted; results of strategic planning; features of the company's marketing strategy; factors of the company's external marketing environment; factors of the company's internal marketing environment, which must be taken into account when making anti-crisis marketing decisions.

Key words: crisis, marketing activity, marketing management, anti-crisis management, business environment, economic efficiency, marketing solutions.

JEL Classification: M30, M11, M31, P23

1. Introduction

The transformation processes of the Ukrainian and world economy, instability and uncertainty of the external environment determine the needs of modern enterprises. Business activity in today's conditions is under the influence of external and internal factors that determine its efficiency, profitability, solvency and liquidity. Among the

most influential external factors are: martial law, economic and political situation in the country, exchange rate fluctuations, inflation, purchasing power and production decline. In turn, factors of the internal environment include: lack of innovation policy, shortcomings in marketing, low qualification of the company's management specialists. The internal and external environment

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of the enterprise represents a potential threat of the influence of crisis factors (such processes and phenomena that negatively affect the activity of the enterprise, lead to the imbalance of the production and management system, frequent failures and the subsequent formation of crisis situations in various subsystems of the enterprise and beyond) on its activity. The negative impact of crisis factors is manifested in the form of certain symptoms of crisis phenomena: deterioration of the main indicators of the enterprise's economic activity, negative dynamics of the enterprise's development indicators, deterioration of financial indicators, decrease in demand, migration of customers, etc., which indicate the presence of crisis phenomena in various functional areas of the enterprise.

Under the influence of factors of the external and internal environment, the normal state of operation of the enterprise can be disturbed, deviate from the planned or desired parameters of work. Such situations require the formation and application within the structural elements of the economic mechanism of appropriate anti-crisis measures. Therefore, in the modern conditions of formation and unstable development of the Ukrainian economy, the search for anti-crisis ways of development of enterprises is an extremely important problem.

At the same time, in conditions of increased competition in the domestic markets of goods and services, it is extremely important to carry out a comprehensive assessment of environmental factors, active implementation of marketing measures and adoption of effective anti-crisis marketing decisions.

2. The Role of Marketing in Crisis Management

The main goal of anti-crisis management of the enterprise is to ensure such conditions for the operation of the enterprise, when crisis phenomena of a financial, production, marketing, personnel nature can be minimised, neutralised and eliminated with the help of the implementation of certain measures (Bahorka, Kadyrus & Yurchenko, 2021). The need for anti-crisis management arises from the dynamic development of the modern economy in order to prevent crises by making anti-crisis decisions. In a competitive market environment, each enterprise, depending on the specifics of its

business activities, uses various marketing tools to successfully operate, meet market demand and achieve profitability.

It is important to emphasise that there is no consensus among scholars studying the role of marketing in crisis management of an enterprise on the definition of the category of "crisis marketing" as a type of marketing activity with its own content and means. There is even an opinion that since marketing was called "anti-crisis", its essence, goals and objectives have not changed at all. Accordingly, the concept of "anti-crisis marketing" is most likely to be applied to a specific programme of actions to achieve the company's objectives under new conditions. This means that during a crisis the marketing strategy is not revised. It remains the same, and thanks to this the company does not lose interest in the prospect of its development, including in the post-crisis period (Tkachenko, Mykhailenko, 2013).

According to researchers, a crisis is a turning point in the functioning of any system, which can have not only a destructive and negative character, but also the potential for change. That is, a crisis is necessary for the economic system in the same way as a stable state, because it not only reveals the extreme limit, but also gives an impetus to the development of the economy, thereby performing a stimulating function (Vatchenko, Sharanov, 2019).

Crisis causes are a set of events or phenomena that result in crisis phenomena that create obstacles to the existence and further development of the object under analysis.

According to the authors, a crisis is a time of great opportunity, and a recession is a time of market redistribution. Someone is losing their positions and leaving the market, while someone is taking over. Every company is likely to lose something in the crisis, but at the same time new opportunities are emerging for every company. In such a situation, a new strategy of intelligent behaviour is needed, one that is not limited to trying to compensate for inevitable losses with prices, but that focuses on taking advantage of market opportunities. But only those companies that can adapt to the new conditions will be able to take advantage of these opportunities.

In order to ensure the sustainable functioning and development of enterprises, it is necessary to analyse, forecast and plan their activities, which not only ensures the creation of new

development prospects, but also allows to prevent a crisis situation. Every company that carries out business activities, interacts with other companies, suppliers, consumers, banks, tax authorities, has its own development potential, its own development cycles, which do not always coincide with the development cycles of the economy as a whole. The natural development of a company is characterised by changes in its operations, technology, product range, personnel, etc.

In the conditions of increased competitive struggle on the domestic markets of goods and services, business entities are aware of the need for active marketing activities. In this regard, it becomes urgent to increase the effectiveness of each individual marketing event, as well as the marketing activity of the enterprise in general (Lukan, 2014).

The role of marketing is to identify the changing needs of consumers and provide the exact solution that potential customers need now. At the same time, it is desirable to take all necessary measures to retain consumers until competitors do so. The goal of marketing in crisis management is to ensure the production and sale of goods that are in the greatest demand on the market and bring the greatest benefit to the company. The task of marketing is a thorough study of the market, assessment of demand and unsatisfied needs, development of a marketing strategy and a set of marketing tools (products, prices, sales channels, communication) for its implementation. The company's success in the modern market depends on making rational marketing decisions and ensuring their continued effectiveness.

There are several definitions of the economic efficiency of marketing activities, including:

- A relatively diverse result (at all stages of the marketing process) that meets the final and intermediate goals of marketing activities;
- the ratio of the effect (result) of marketing activities to all costs associated with this process;
- return of expenses related to marketing activities, which can be assessed in the form of an effect, result expressed in natural (tangible or intangible) or cost (price) forms, before the expenditure of all necessary resources (material, technical, labour and other) for the organisation and implementation of marketing activities.

3. Comprehensive Analytical Assessment and Options for Marketing Anti-Crisis Solutions

The stages, methods and principles of conducting a comprehensive analytical assessment of the marketing activities of an enterprise are shown in Figure 1 (authors' development).

A company's marketing activities can be assessed both by quantitative indicators, such as calculating profitability, profit, inflation, and so forth, and by qualitative indicators. For example, the company's image and reputation, the level of brand recognition, etc.

The following methods are used to analyse the company's marketing activities:

1. Analysis of absolute indicators based on the analysis of data presented in marketing reports. This may include the structure of financial investments, the amount of borrowed funds, revenue from product sales, the size of the company's products, etc.

2. Horizontal analysis involves comparing each component of the financial statements for the year with the previous period. This method helps to identify trends in balance sheet and financial statement items.

3. Vertical analysis is used to identify the impact of each reporting item on the result as a whole, i.e., to determine the structure of the final financial indicators.

4. Dynamic analysis is used to compare each item with the statements for several years, and only on this basis is the main trend of the indicator determined, without taking into account random influences and individual characteristics of individual periods. Building a trend helps to conduct forecasting analysis.

The technology for assessing the marketing activities of an enterprise is based on the following basic principles:

- Assessment is made only on the basis of reliable, relevant and timely information;
- a group of indicators used to assess the marketing activities of an enterprise should not contain duplicate coefficients;
- the economic parameters used should be sufficient to reflect the real state of the company's marketing activities;
- efficiency of marketing analysis;
- the use of a limited selection of the main economic parameters that need to be influenced in order to support the marketing activities of

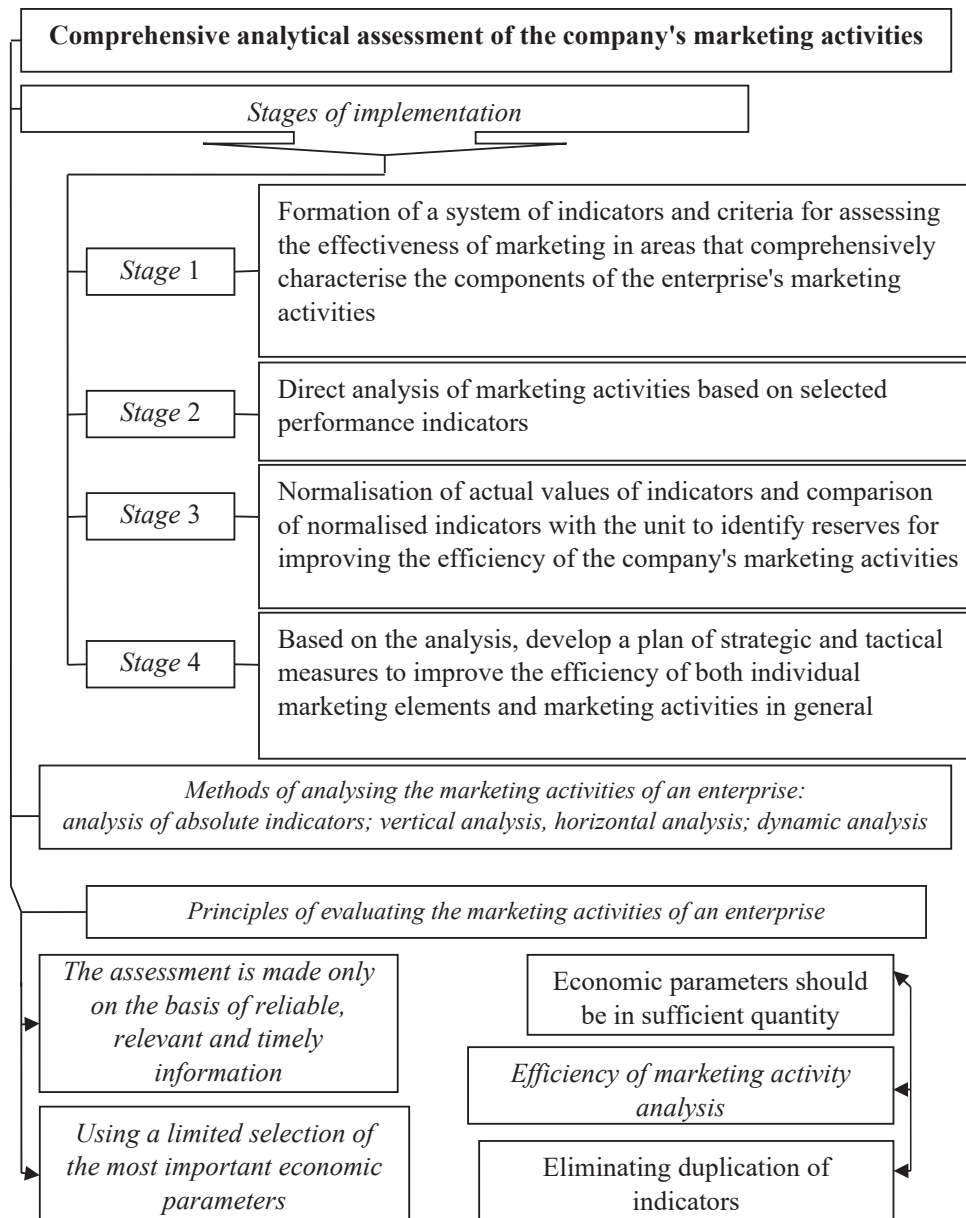


Figure 1. Analytical assessment of the company's marketing activities

Source: formed by the authors based on (Bahorka, Pysarenko, Kadyrus & Yurchenko, 2022)

the enterprise. This principle will ensure the greatest effectiveness of the means of stabilisation of the enterprise on the market (Natus, Khaminich, 2016).

The evaluation of the company's marketing activity is primarily based on a number of criteria such as sales volume, stock size and distribution costs. However, for a more accurate assessment, indicators such as the breadth of the product range and the level of customer satisfaction are also used.

Continuous information on the state of the circulation of goods in the enterprise is necessary for the assessment, because without such an

accounting it is impossible to calculate how many slow-moving goods are still in stock. The increase in the dynamics of the circulation of goods should be considered as a result of the improvement of the marketing activities of the enterprise.

The article also analyses the efficiency of marketing activity of an enterprise using the dynamics of indicators related to the profitability of commercial activity of an enterprise.

These indicators include:

- Share of profit from the company's commercial activities;

- volume of products sold;
- volume of demand for the company's products;
- losses of the marketing department;
- the company's competitiveness ratio;
- the share of marketing personnel reflects the share of employees performing marketing functions in the total number of employees of the enterprise;
- the share of marketing personnel costs is the share of salaries received by marketing employees in the total wage fund of the enterprise;
- return on sales and marketing expenses measures the effectiveness of sales and marketing expenses and is calculated as the ratio of profit from sales to sales and marketing expenses;
- return on marketing expenses is the ratio of the amount of profit from sales of products and the total amount of marketing expenses, which illustrates the effectiveness of marketing activities implemented by the company;
- the inventory ratio is calculated as the ratio of changes in finished goods balances to the company's sales volume. If the value of this indicator with a "plus" sign continues to increase, the company has an increase in the balance of finished goods, and vice versa, if this indicator decreases or becomes negative, the company has a decrease in the balance of finished goods.

Analysis of management problems in the field of marketing activities of the organisation is a rather complex process. The information base, the development of solutions to certain marketing problems involves the use of both quantitative substantiation and evaluation methods, which reflect the level of knowledge, experience and intuition of those people who form the information base (ground) for decision-making, as well as the analytical skills of those managers who already make direct management decisions.

In order to make the right management decisions, it is necessary to analyse the market primarily in the following areas:

1. The study of market conditions by determining such indicators as supply (production), demand (market capacity), product prices and their trends. The market situation is usually constantly changing. These changes can bring both opportunities and threats to the company, so it is important to keep one's finger on the pulse.

2. The study of the state of the competitive environment, which consists in assessing the

parameters of the type and level (intensity) of competition. In economic science, it is proposed to consider four models of competition: pure competition, monopolistic competition, oligopoly and pure (absolute) monopoly.

3. Analysis of consumer behaviour as a prerequisite for making adequate marketing management decisions. The main methods of researching individual consumers include: observing consumer behaviour; conducting a focus group – an interview with a group of specially selected consumers of a particular product group; generating sales and consumer data; and conducting an experiment. Surveys and the use of special equipment can be tools for conducting consumer marketing research.

4. Analysis of other factors of the company's micro- and macro-environment, which will help the company to form a comprehensive picture of the situation in the marketing environment of the organisation.

According to the authors, the management of an organisation should be based on the world-renowned principles of successful operations in crisis situations:

- Targeted and rational management of the organisation;
- adequate marketing policy;
- stricter financial management of the organisation;
- the strength of an organisation lies in its ability to change its working methods quickly;
- abandonment of production and sales marketing and transition to market marketing focused on gaining certain market positions;
- transition to flexible production systems that allow production to be rebuilt in line with market requirements, which requires large investments.

The main typical marketing solutions in a crisis are presented in Table 1.

In times of crisis, there are three ways to optimise product promotion costs:

- Search for fundamentally new advertising media;
- improving sales promotion activities;
- increase the efficiency of marketing departments.

The current global economic environment and the Ukrainian economy, in particular, are undergoing significant changes in the activities of enterprises and approaches to doing business. In addition to traditional marketing tools, leading enterprises and organisations are introducing modern technologies and achievements into their marketing activities.

Table 1

System of typical options for anti-crisis marketing solutions

Periods of crisis development	Typical solutions
Marketing problems and ways to solve them in a period of slowing market growth	<ul style="list-style-type: none"> – Saving marketing costs by avoiding unprofitable projects and focusing marketing activities on those product groups where there are competitive advantages; – correct the pricing policy in line with the competitors' strategy; – shifting the focus of innovation to resource saving – slowing down market forces to engage in cost reduction; – increasing the volume of sales to loyal (faithful, regular) customers by improving the quality of products and services, releasing modifications that meet specific customer requirements; – directing marketing towards the acquisition of assets from weak competitors, thus increasing profits; – access to foreign markets, which can bring additional sales volumes due to cheap labour and raw materials, the use of more modern technology.
Marketing problems and solutions in a stagnant market	<ul style="list-style-type: none"> – Concentration on servicing growing market segments, with profits generated by the advantages of individual market segments; – striving for innovation, which opens up opportunities for non-price competition; – improving production and sales efficiency by reducing costs.
Marketing problems and their solutions in times of crisis	<ul style="list-style-type: none"> – Creating new products and entering new markets. If during a crisis one relies only on the fruits of one's previous successful activities, such a strategy will lead to failure. The way out of the crisis begins with innovation; – change of attitude to customer needs, their differentiation; – serving a specific market segment and applying an individual approach to the client. <p>When developing new business development strategies, it is necessary to have a clear understanding of changes in consumer behaviour in the market.</p>

Source: formed by the authors

The most obvious change is that most businesses and people have gone online. Before the global financial crisis caused by the pandemic, those companies and businesses that did not have their own websites or online services were forced to appear in a new format for them. Many of those who had no experience of online shopping suddenly became online customers. And they increased the share of online commerce, which until recently was relatively small in the world, by about 15% (Turchyn, Ostroverkhov, 2019).

Thus, with the development of the Internet, as well as the global changes that have recently taken place in the economies of most countries, approaches to the marketing mix are changing significantly.

During the crisis, the use of various marketing communication tools is observed, but online tools are gaining relevance and momentum, the effectiveness of which has exceeded the effectiveness of traditional marketing tools in the conditions of the current crisis. Unlike any other information network, the Internet makes it possible to monitor the behaviour of visitors to a company's website – which pages they

visit, which they stay on and which they leave. Based on such analysis, it is possible to draw conclusions about the preferences and tastes of site visitors, and to adjust marketing tactics and strategy, as well as the course of an advertising campaign.

It should be noted that new tools of product promotion are attracting more and more attention. Today, many global companies already use non-standard forms of marketing communication, and in Ukraine only the formation and development of the market for non-traditional tools of marketing communication is taking place. Their main advantage is a low-budget, non-standard and highly effective impact on the target audience. Despite their simplicity, these tools are associated with risks, as they are used for the first time and it is difficult to assess the reaction of consumers.

It is worth noting that in crisis conditions there is a complex interaction of marketing and management tools in enterprises, and if the goal of managing an organisation is to make effective decisions, then the goal of marketing as a business philosophy is the formation of solutions adequate to external conditions, which is

especially important during the negative impact of crisis phenomena.

The authors are convinced that it is impossible to develop a universal marketing programme and make universal decisions, because each individual type of business activity has specific features and conditions of marketing activity. At the same time, effective marketing can provide a company with a number of competitive advantages and an answer to the question of how to build a company's marketing activities under martial law and a limited budget in such a way that the company not only survives but also improves its market position.

4. Conclusions

The study presents the main stages of a comprehensive analysis, specifies methods and principles of assessment of marketing activity of enterprise. The main typical marketing decisions in the crisis are generalised.

The paper establishes that analysis of efficiency of marketing activity in the main directions of assessment of costs, functions and non-economic indicators of marketing with the use of economic and mathematical methods and models with a clearly defined algorithm will allow to effectively organise marketing at enterprise, assess the results of marketing activity (profit, market share,

sales volume, etc.), as well as to make effective anti-crisis marketing management decisions.

It is emphasised that in the process of preparing and making strategic decisions, managers of enterprises have to take into account a whole range of factors, such as: features of the corporate mission of enterprise; results of strategic planning; features of the marketing strategy of enterprise; factors of the external marketing environment of enterprise; factors of the internal marketing environment of enterprise.

When developing strategies and management methods to prevent a crisis situation (pre-crisis management), priority is given to factors and means that activate the way out of the crisis (anti-crisis management), and later to strategies aimed at restoring production and post-crisis management systems. In all cases, the activities of the company's personnel in various departments should be aimed at meeting customer needs and managing demand for products.

The article substantiates the necessity of using the Internet resource of an enterprise, which will allow establishing relations with customers at much lower costs compared to direct mailing.

In the future, it is planned to develop a marketing programme to address the problems of companies in the crisis, which will help mitigate the severity of the consequences and continue to operate actively in the market.

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