

CONTEMPORARY MARKETING STRATEGIES IN THE ANTICRISIS MANAGEMENT OF THE ENTERPRISE

Statement of the problem. The success of an industrial enterprise depends on the ability to adapt to the latest trends in the external environment. In a rapidly changing market, that is saturated with competitors survives and thrives such industrial enterprise, which quickly adapts its marketing strategy and gets the competitive advantages. The acquisition of the competitive advantages is possible with the adoption of smart technologies such as marketing, logistics, people management, quality management of the goods and services, etc.

Today successful are only those companies, which base their activities in accordance with the basic formula of marketing. That means they produce that goods and services, which the market demand. Only a set of marketing activities, including the planning, decision-making on the production of new products, pricing policy, the formation of business strategy of the enterprise, shaping of demand and stimulating sales measures can provide a sustainable competitive market position of the enterprise, as well as opportunities for development the activity in an uncertain external environment.

Analysis of recent research and publications. The problem of the study of marketing strategies in crisis management of the enterprise was addressed by domestic and scholars abroad, such as L.V. Balabanov, M.I. Byelyevtsev, S.V. Blyznyuk, V.A.Vasilenko, S. M. Ivaniuta, S.M. Illyashenko, S.V. Kovalchuk, M.V. Korzh, E.M. Korotkov, F. Kotler, A. Starostina, V.M. Shcherban and others.

Specifically, N.V. Korzh in his studies observed that marketing - is a type of creative management activity [4]. According to scientists, marketing promotes the expansion of production and trade by identifying queries consumer, researches to satisfying these requests.

In the works of A.A. Starostina marketing research are interpreted as a systematic process of research goal setting, identification of volumes, data collection, analysis of objective market information and developing the recommendations for the adoption the specific management decisions regarding any elements of product- market strategy of the firm. [8]

There are studies of S.N. Illyashenko, which are worth for attention on the role of marketing management in business development. The author believes that marketing management is relevant when managing of organization is built on the principles of marketing, when at the centre of organization is the consumer [6].

However, the study and analysis of published works for these problem led us to the conclusion that the question of the development of marketing strategies during the financial recovery of the enterprise are undercharacterized in both the scientific and the organizational-practical aspects.

During writing this article we used the works of authors who examined the specified range of issues. It was studied the various concepts of marketing strategies and their classification according to different grounds and possibilities of the use in crisis management by domestic enterprises.

Target definition. The aim of this research is to develop theoretical, methodological provisions and practical recommendations for the formation of different concepts of marketing strategies, to clarify their classification on several grounds and to consider the possibilities of their use in crisis management by domestic enterprises.

Primary material of the research. For an enterprise that is in a state of crisis the most important component and an integral part of the management of business activities is the strategic planning. The result of the planning is the establishment the long-term aims and measures for their implementation.

The process of developing a marketing strategy starts with informational support of the marketing. We agree with the opinion of S.V. Kovalchuk that informational support is the process of satisfying the definite users' needs of the information, which is obtained through the use of special methods of its processing, storage and transfer in user-friendly form. [27]

Market researchers are carried out in accordance with certain principles. M.I. Byelyevtsev considers objectiveness, accuracy and diligence as the basic principles of marketing research. [7]

In the economic literature there are different concepts of marketing strategies. Specifically, S.M. Ivaniuta believes that the sources of the marketing strategies are following key concepts [23]:

- Selection of specific target markets (segmentation of the market);
- Market selection;
- The choice of methods of entering the market, securing it or exiting it;
- The choice of marketing means;
- The timing of market entry or exit.

Given the complex nature of marketing means, as well as the logical sequence of their use in the marketing cycle, any marketing strategy is seen as multidimensional.

Academic economist V.O. Vasilenko believes that the content marketing strategy is amplified to the extent of its progress through stages of marketing. The author considers typical four stages of the marketing cycle [13]:

- 1) analysis and assessment of market and marketing opportunities of the organization;
- 2) selection of target markets;
- 3) development of the marketing mix;
- 4) development and implementation of marketing programs.

Marketing information and marketing recommendations are considered as the basic information before making crisis management decisions which are aimed on stabilizing and surmounting the enterprise of the crisis.

Marketing programs include activities that organizations should try to stabilize the situation on the market and surmounting the crisis of insolvency (uncontrollability, uncompetitiveness). Marketing anti-crisis programs can be part of a strategic and tactical plan of the organization surmounting the crisis or crisis bailout plan. Priority in crisis marketing are the strategies of promoting products to new markets, strengthening the position of the old markets, diversification.

All other strategies are ranked and can serve as the tactical vector on shorter intervals. Typically in crisis situation are developed Medium Term Strategy for less than three years. Any strategy of marketing activity is materialized in a particular program.

E.M Korotkov confirms that during choosing the marketing strategy it will be useful for manager to the features selection and classification of the strategies according to these characteristics.

Marketing strategies can be classified by a number of features [6]:

- 1) marketing environment;
- 2) functional purpose;
- 3) development of the organization;
- 4) the type and scale of the market;
- 5) priority means of the marketing;
- 6) market conjuncture;
- 7) market behavior.

The attributes are identifying the character of the production and economic activities, its functional purpose (features 1-3) have the integration nature and form the socioeconomic and organizational and legal framework for developing the real marketing strategy of the organization

The type and scale of the market (feature 4) determine the behavior of the organization in achieving sustainable market position: the expansion and deepening of the market, promoting the product to new markets, the strategy of competitive advantages. The criterion of this estimation serves the enterprise share of the market and its absolute and relative amount.

Typically, as a methodological principle in this process treads the product cycle: the market entry, strategy of market expansion, sales growth (strategy of capturing the market share), maturity and stabilization (strategy of the development of the own market share), decline (profitability increasing strategy).

According to the change of the strategy also changing the priority marketing means (feature 5). At the stage of launch the product on the market the organizations has a small number of buyers. They are the most ready and willing to pay a high price for a new product. Sales volume is undersized and in situation of the high price there is low income. Advertising is aimed at the messaging about the benefits of the product to potential customers, the number of competitors is small, marketing costs are high. At each stage of the product life cycle changes the means of marketing, which have their own particular character. The attention to this is paid during the formation of anti-crisis programs. Naturally, during a stable market situation strategies, shared by priorities marketing tools can discharge a function as an independent strategy or competitive advantage. For example, the strategy of raising prices or strategy of branded goods. Market conjuncture (feature 6) affects the strategy of supply and demand, so it has an impact on the producer.

The characteristics of the demand are the reasons for the usage of several strategies for market-oriented policy of the company. Stimulating demand strategy is used to attract consumers to purchase goods (services), when interest to the proposed product is decreasing. Creative (inventive) strategy is used when the potential requirements are worth to be turned into actual demand. Supporting strategy is used in stable markets to maintain the demand and the market share. According to foreign experts, it is possible to use opposing strategy for individual market actors to reduce no rational demand

Market behavior as the characteristics for the selection of the strategy (feature 7) is based on the number of characteristics:

- size;
- industry classification of establishments;
- market coverage;
- yield expectation;
- competitive advantages.

The key factors are the size of the organization, type of the product and type of market. The main features of a market behavior strategy of the small firms are the flexibility, adaptability that allows working effectively with little resource potential, but with a highly professional staff.

According to foreign marketing professionals, small firms that produce two or three kinds of high quality products that qualify for requirements of the target group of customers, implemented the strategy of "sly fox" (niches strategy). The strategy, called "gray mouse" (adaptive strategy) is implemented by small firms that perform any orders, which cannot guarantee the high quality and focused on getting the quick profit. Such strategies may take the place in market relations, which are developing in Ukraine.

The experience of foreign researchers improves that for midsize organizations the strategy of niche markets is typical, allowing the careful choice of market segment and behaviors way of the organizations, that is inherent to exact segment. An innovative behavior is also used. Innovators firms work with high risk, in such areas where there is needed scientific and technological breakthrough. The strategy of choosing the market segment, which is used for these conditions, necessitates a comprehensive study of the needs, establishing close relationships with the consumer. Intensive marketing strategy is undertaken to create demand and to stimulate sales using such tools as high prices and large advertising costs to curry the favor of potential customers to the products of the company.

Large firms use the strategy of broad penetration into new markets with high costs for demand generation and sales promotion. "Skimming" is often performed strategy of raised prices of new products on the early stages of the product life cycle on the market.

For large enterprises of Ukraine the priority is the forming of the strategy of branded products that allow securing high quality product, stable prices, the possibility of making a purchase anywhere, even at a considerable distance from the point of sales, preliminary agreement about purchase. The concept of "branded product" is also linked to its reliability in use, the variability of services and ease of shipping methods. Thus, the strategy provides a basis for the usage of specific marketing tools, means and methods of providing the conditions to achieve sales volume and market share according to the targets of the organization.

Conclusions and further research. Marketing is one of the most important factors of the operation and development of the enterprise in a market economy. This activity is constantly improved according to the objective requirements of the production and sale of goods and services, the increasing complexity of economic relations, increasing the role of consumers in formation the characteristics of the products and content of the services, which causes the enterprise to develop marketing strategies, to adapt to the new market conditions, to overcome the contradictions that arise in economic processes, to confront the crisis in the economy.

References

1. Korotkov, E.M. (2001), *Antikrizisnoye upravleniye* [Anticrisis management], textbook, INFRA-M, Moscow, Russia, 432 p.
2. Belevtsev, M.I., Ivanenko, L.M. (2005), *Marketynh* [Marketing], tutorial, Tsentr navchalnoi literatury, Kyiv, Ukraine, 328 p.
3. Vasylenko, V.O. (2003), *Antykryzove upravlinnia pidpriemstvom* [Anticrisis management of the enterprise], tutorial, TSUL, Kyiv, Ukraine, 504 p.
4. Ivaniuta, S.M. (2007), *Antykryzove upravlinnia* [Anticrisis management], tutorial, Tsentr uchbovoi literatury, Kyiv, Ukraine, 288 p.
5. Korzh, M.V. (2008), *Marketynh* [Marketing], tutorial, Tsentr uchbovoi literatury, Kyiv, Ukraine, 344 p.
6. Illiashenko, S.M. (2007), *Marketynh dlia mahistriv* [Marketing for the Masters], tutorial, VTD: Universytetska knyha, Sumy, Ukraine, 928 p.
7. Kovalchuk, S.V., Karpenko, L., Koval, L.M., Boiko, R.V., Bychikova, L.A. (2011), *Marketynh* [Marketing], tutorial, Novyi svit – 2000, Lviv, Ukraine, 679 p.
8. Starostina, A.O., Honcharova, N.P., Krykavskiy, Y.V. (2009), *Marketynh* [Marketing], textbook, Znannia, Kyiv, Ukraine, 1070 p.

Sarai N.I. CONTEMPORARY MARKETING STRATEGIES IN THE ANTICRISIS MANAGEMENT OF THE ENTERPRISE

Purpose. The elaboration of the theoretical principles and practical recommendations about the marketing strategies' formation and finding out the possibilities of their usage in the anticrisis management of the native enterprises.

Methodology of research. Theoretical and methodological basis of research are principles of the up-to-date economic theory, scientific works of the native and foreign scientists concerning the role of the marketing management in firm's development. Such scientific methods of investigation were used to achieve the purpose; grouping, comparing and theoretical generalization – for the purpose of studying scientific works in the problem of marketing strategies' formation in the period of the enterprises financial improving; induction and deduction – for investigation of the classifical features of the marketing strategy at the enterprise; abstract-logical – for the theoretical generalization and formulation of conclusions.

Findings. The necessity of the formations marketing strategies at the enterprise with the aim of going out from the crisis depression is substantiated in the article. The important conceptual questions are fixed that lie in the basis of marketing strategies are considered, among them: selection of going out on the market; attaching on it or going out from the market; selection of marketing means; selection the time of going out on the market or going out from the market. Formed classification features of marketing strategies are determined, such as: marketing surroundings; functional purpose; development of the organization; kind and scale of the market; priority of marketing's means; market conjuncture; market conduct. Possibilities of applying the marketing strategies at native enterprises accordingly to features are shown.

Originality. Theoretical-methodological investigation concerning the formation of different conceptions of marketing strategies are generalized, their classification have been made more exact for a number of features and possibilities of their applying in the anticrisis management of native enterprises have been found out.

Practical value. Obtained results of investigation are directed at the improving of marketing management's role in the development of firm. Suggested practical recommendations concerning introduction the marketing strategy could be realized in the period of financial improving of the enterprise.

Key words: marketing, marketing strategies, anticrisis management of the enterprise