

УДК 658.8:658.1:334.72

L. Tarasovych,

PhD in Economics, Associate Professor, Head of the Department
of Management and Marketing, Polissia National University

ORCID ID: <https://orcid.org/0000-0003-0740-6567>

M. Yareмова,

PhD in Economics, Associate Professor, Associate Professor of the Department
of Economics, Entrepreneurship and Tourism, Polissia National University

ORCID ID: <https://orcid.org/0000-0001-5636-3538>

O. Budnik,

PhD in Economics, Associate Professor, Associate Professor of the Department
of Management and Marketing, Polissia National University

ORCID ID: <https://orcid.org/0000-0002-6611-3310>

M. Ratnikov,

Master, Polissia National University

ORCID ID: <https://orcid.org/0009-0000-4509-685X>

DOI: 10.32702/2306-6792.2024.20.124

CREATING A MARKETING STRATEGY FOR THE ANTI-CRISIS MANAGEMENT OF AN ENTERPRISE: TECHNOLOGY, TOOLS, AND MODELS

Л. В. Тарасович,

к. е. н., доцент, завідувач кафедри менеджменту та маркетингу,
Поліський національний університет

М. І. Яремова,

к. е. н., доцент, доцент кафедри економіки, підприємництва та туризму,
Поліський національний університет

О. М. Буднік,

к. е. н., доцент, доцент кафедри менеджменту та маркетингу,
Поліський національний університет

М. Ю. Ратніков,

Магістрант, Поліський національний університет

ФОРМУВАННЯ МАРКЕТИНГОВОЇ СТРАТЕГІЇ АНТИКРИЗОВОГО УПРАВЛІННЯ ПІДПРИЄМСТВОМ: ТЕХНОЛОГІЇ, ІНСТРУМЕНТИ, МОДЕЛІ

The article deals with anti-crisis management that encompasses all aspects and functional areas of enterprise activity. Anti-crisis management is interpreted as a system of measures intended to prevent, mitigate, or overcome crises that jeopardize the stability of enterprise functioning. Marketing is seen as part of the anti-crisis management system due to its multifunctionality in terms of implementing a set of marketing measures and solutions aimed at stabilizing and adapting the enterprise activity during a crisis in order to minimize its negative consequences and ensure the survival and strategic development of business. It was substantiated that the marketing strategy of anti-crisis management is aimed at maintaining competitiveness, retaining customers, and searching for new opportunities for strategic development, i.e., it involves the interaction of an enterprise as a business entity with the market and consumers.

The mechanisms of creating a marketing strategy for anti-crisis management through the consistent implementation of seven key stages were substantiated. The stages include diagnostics of the marketing environment, setting the goals of anti-crisis management, market segmentation and identification of target audience, creation of a marketing strategy, planning of marketing activities, selection of marketing tools, implementation and control, strategy execution, evaluation of results and improvement. Each stage facilitates gradual adaptation to crisis settings, ensures enhanced effectiveness of enterprise performance and helps maintain its competitive ability.

Contemporary approaches to creating a marketing strategy intended to maintain competitive ability and attract customers in challenging times were generalized. It was emphasized that effective technologies used to improve the marketing strategy for anti-crisis management include marketing digitalization, customer-oriented approach and service improvement, anti-crisis price

setting and flexible payment options, communication with customers and their support, partnership and cooperation, innovation and technology, and raising the level of corporate social responsibility (CSR). The following anti-crisis management technologies were singled out: emergency planning, building up financial reserve and insurance, and training staff in the fundamentals of anti-crisis management.

В статті антикризове управління, охоплюючи усіх аспекти і функціональні сфери діяльності підприємства, розглядається як система заходів, спрямованих на попередження, пом'якшення або подолання кризових ситуацій, які загрожують стабільності його функціонування. Місце маркетингу в системі антикризового менеджменту ідентифікується його багатофункціональністю з позицій реалізації комплексу маркетингових заходів і рішень, спрямованих на стабілізацію та адаптацію діяльності підприємства під час кризи, з метою мінімізації її негативних наслідків та забезпечення виживання і стратегічного розвитку бізнесу. Обґрунтовано, що маркетингова стратегія антикризового управління спрямована на збереження конкурентоспроможності, утримання клієнтів та пошук нових можливостей стратегічного розвитку, тобто передбачає взаємодію підприємства як суб'єкта бізнесу з ринком і споживачами.

Обґрунтовано механізми формування маркетингової стратегії антикризового управління через послідовну реалізацію семи ключових етапів (діагностика маркетингового середовища; визначення цілей антикризового управління; сегментація ринку та визначення цільової аудиторії; розробка маркетингової стратегії; планування маркетингових заходів, добір маркетингових інструментів; упровадження та контроль; реалізація стратегії; оцінка результатів та вдосконалення), кожен з яких уможливорює поступову адаптацію до кризових умов, забезпечує підвищення ефективності роботи підприємства та збереження його конкурентного статусу.

Узагальнено сучасні підходи до формування маркетингової стратегії для підтримки конкурентоспроможності та залучення клієнтів у складних умовах. Акцентовано увагу, що дієвими технологіями удосконалення маркетингової стратегії антикризового управління є: цифровізація маркетингу; клієнтоорієнтованість і покращення сервісу; антикризове ціноутворення та гнучкі умови оплати; комунікація і підтримка клієнтів; партнерства і співпраця; інновації і технології; підвищення рівня корпоративної соціальної відповідальності (CSR). Доцільними технологіями антикризового менеджменту визначено: планування надзвичайних ситуацій; формування фінансових резервів та страхування; навчання персоналу основам антикризового управління.

Key words: marketing strategy; anti-crisis management; crisis settings; strategic planning; strategic development; business processes.

Ключові слова: маркетингова стратегія; антикризовий менеджмент; кризові умови; стратегічне планування; стратегічний розвиток; бізнес-процеси.

GENERAL PROBLEM STATEMENT AND ITS CONNECTION TO IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

Given the volatility of the market business environment and potential crisis issues, it is a relevant and timely task to develop a marketing strategy for the anti-crisis management of an enterprise. Modern businesses face economic, technological, and social challenges more and more often, which requires rapid adaptation and response to crises. In addition to preserving market positions in times of crisis, a marketing strategy can be used to spot new opportunities for strategic development. Effective anti-crisis management helps to minimize financial losses and maintain consumer loyalty.

ANALYSIS OF RECENT PUBLICATIONS AND RESEARCH

Several domestic researchers have studied the issue of developing a marketing strategy for the anti-crisis management of an enterprise, including M. Bahorka, O. Budnik, V. Butenko, T. Bilous, A. Velychko, O. Vovchanska, I. Volkova, T. Voronkova, V. Dalyk, V. Zinovchuk, G. Kuznetsova, O. Kukhlenko, A. Oliinyk, O. Prokopyshyn, G. Sobolieva, N. Stepanenko, P. Shevchuk, etc.

[1—15]. Although the findings of these studies are valuable, it should be highlighted that more research in this area of the issue is required because, in the context of crisis events, marketing strategy is a crucial tool for guaranteeing business sustainability.

PURPOSE OF THE STUDY

The purpose of the study is to provide theoretical and methodological substantiation of the technologies and features of developing a marketing strategy for the anti-crisis management of an enterprise (a case study of the Vet House Veterinary Center).

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

Anti-crisis management is a system of measures intended to prevent, mitigate, or overcome crises that jeopardize the stability of enterprise functioning. It encompasses all aspects of enterprise activity. Marketing plays a special role in this process, as it ensures interaction with the market and consumers [4; 7]. The major objective of anti-crisis management is to maintain business sustainability and its continued development after overcoming the crisis.

Table 1. Profile of the current and potential crisis states and conditions in the Vet House Veterinary Center

Crisis states and conditions	Description	Occurred		
		yes	no	partially
Local				
Clinic congestion	Many patients or urgent cases can lead to staff overload, which lowers the effectiveness of treatment. Congestion can also cause long waiting times, which worsens the customer experience and contributes to a decrease in the quality of medical services.			
Not enough equipment or its breakdown	The clinic provides intensive care and specialized services (ultrasound, X-ray, laboratory) that depend on reliable equipment. A breakdown or wear and tear on the equipment can disrupt the clinic's operations and delay treatment.			
Financial difficulties	If a clinic faces financial difficulties, it can affect the capacity to upgrade equipment, provide medical supplies, or even pay salaries to employees. This leads to a lower quality of services and the risk of closure.		✓	
Staff shortages or unqualified personnel	The lack of experienced doctors or veterinary technicians can result in a lower quality of treatment, errors during procedures, and a low level of trust among clients.			
Epidemics in animals	Veterinary clinics can face crises during outbreaks of infectious diseases among animals, which requires strict infection control measures and may require additional resources to isolate patients.			
Customer dissatisfaction and conflicts	A low level of service or unresolved issues can lead to customer complaints and negative reviews, which can damage the clinic's reputation and reduce the flow of patients over time.			
General				
Martial law in the country	Interruptions in the supply of medicines and equipment, a decreased number of clients, problems with staff, danger to the operation of the facility, economic difficulties, an increase in the number of stray animals, etc.			
Consequences of COVID-19 pandemic	Restriction of contacts and introduction of new security protocols, financial difficulties, interruptions in the supply of medical supplies, overwork and stress among staff, etc.			

Source: summarized by the author based on the data about the enterprise.

In this study, the marketing strategy of anti-crisis management is viewed as a set of appropriate measures and managerial decisions meant to stabilize and adapt the activities of the Vet House Veterinary Center throughout the crisis in order to minimize its negative consequences and ensure further development.

Vet House has not yet experienced any serious critical situations, with the exception of general circumstances involving the war and the COVID-19 pandemic. Table 1 presents the profile of the current and potential crisis states and conditions in the Vet House Veterinary Center.

Overall, the clinic provides a high level of service and has received positive reviews from clients, which suggests its stability and confidence of animal owners. However, like any healthcare facility, the veterinary clinic experiences typical

problems (various crises and circumstances) that affect operational processes and the quality of service. They include technical difficulties, congestion due to many patients (some reviews indicate that clients occasionally complain about insufficient professional service or delays in the provision of certain services), unforeseen circumstances related to hostilities in the country (power outages (the clinic has its own generator), various threats to the life and health of patients, etc.), work during COVID-19, and other.

Obviously, these circumstances require professional management to develop a marketing strategy for anti-crisis management. It is proposed to follow seven key stages, each of which enables gradual adaptation to crisis settings, enhances the efficiency of the clinic, and maintains a competitive level (Fig. 1).

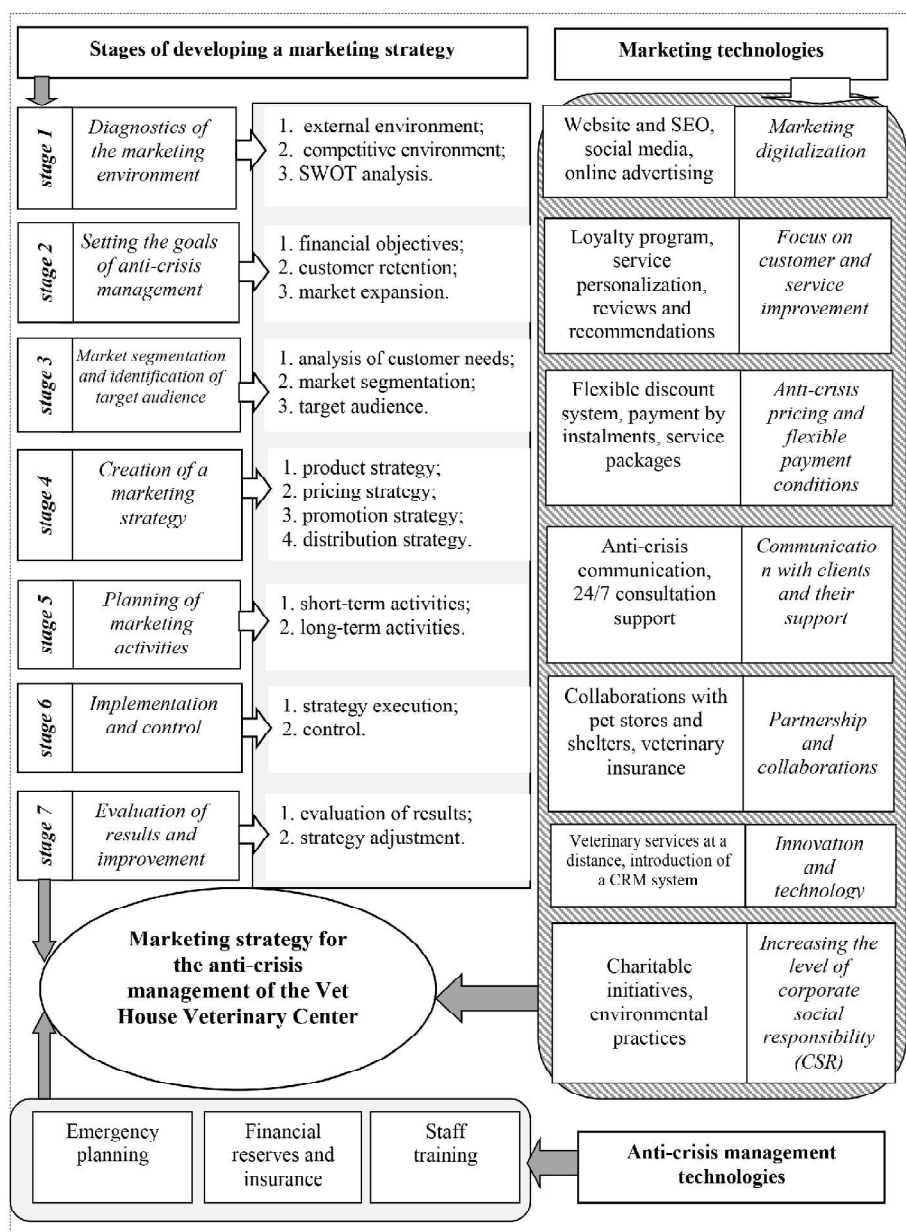


Fig. 1. Imperatives of creating a marketing strategy for the anti-crisis management in the Vet House Veterinary Center

Source: author's research.

Stage 1 involves the analysis of the external and internal environments: 1) analysis of the external environment (assessment of macroeconomic factors affecting the activities of the center makes it possible to identify threats and opportunities related to the current state of the veterinary services market in Vinnytsia); 2) analysis of the competitive environment by investigating competitors, their marketing strategies, pricing policies, and innovations. This is an evaluation of how other clinics are adapting to the crisis and what can be borrowed or improved at Vet House); 3) SWOT analysis (assessment of strengths and weaknesses, as well as opportunities and threats

that may arise in a crisis, which helps determine internal resources that should be mobilized and external threats that should be neutralized).

Stage 2 determines the objectives of anti-crisis management: financial (keeping a steady cash flow, cutting fixed and variable costs, sustaining profitability even in the face of declining demand); customer retention (maintaining a loyal customer base through loyalty programs, personalized offers, and improved quality of service); market expansion (developing new business lines or entering new market segments (additional services or cooperation with animal shelters)).

At stage 3, it is advised to segment the market and identify the target audience: 1) analysis of customer needs (research of customer needs during a crisis. For instance, in times of economic instability, clients may be looking for more affordable or basic veterinary services); 2) market segmentation (dividing clients into groups based on various criteria, such as financial capacity, type of pets, and frequency of clinic visits); 3) target audience formation (identifying major client groups to be targeted by the marketing strategy. For example, these may include young pet owners, families with children, or owners of rare breeds of animals, etc.)

Stage 4 involves the development of a marketing strategy: 1) product strategy (expanding or modifying the range of veterinary services in response to crisis settings (introducing remote consultations or special preventive packages); 2) pricing strategy (establishing a flexible system of prices and discounts (providing promotional offers or services in installments will make it easier for clients to pay for expensive procedures); 3) promotion strategy (raising brand awareness through active advertising campaigns in social media, targeted advertising to attract new clients, regular publications about achievements); 4) distribution strategy (introduction of online services — a system of healthcare at a distance that will facilitate clients, access to services, including in times of crisis or travel restrictions).

Planning of marketing activities (stage 5) encompasses short-term (quick anti-crisis actions that can be taken immediately (temporary promotions, discounts on basic services or offers for regular customers) and long-term measures (strategic initiatives intended to improve the clinic's position after the crisis (investing in innovative equipment)).

Stage 6 — implementation and control — focuses on strategy execution (forming a team that will be responsible for executing each aspect of the strategy), as well as monitoring and adjustment (monitoring the results of the marketing strategy using key performance indicators such as increasing the number of customers, profitability, or customer satisfaction).

Stage 7 of strategy development is the evaluation of results and improvement, which entails the following: 1) evaluation of results (after the strategy is executed, it is necessary to assess its success by analyzing relevant indicators, such as customer base growth, increased profitability, customer retention, and brand strengthening, which helps understand how successful the measures taken were); 2) adjusting the strategy (future activities can be modified to further

enhance the effectiveness of anti-crisis management and marketing measures based on the evaluation of results).

At the next stage of the study, contemporary approaches to creating and improving a marketing strategy intended to maintain competitive ability and attract customers in challenging times are substantiated. The directions for improving the marketing strategy for anti-crisis management are as follows:

1) Marketing digitalization: website and SEO (creating a high-quality website with information about services, price lists, and online registration; improving search engine rankings through SEO to make the clinic more easily accessible to clients from Vinnytsia and the region); social media (active presence in social networks (Facebook, Instagram, Tik Tok); online advertising (using targeted advertising on Google and social networks to promote services).

2) Focus on customer and service improvement: loyalty programs for regular customers (discounts for repeat visits or free services after a certain number of visits, which will help to retain customers and build long-term relationships); service personalization (creation of individual service packages for different types of customers, which will help to expand the customer base); reviews and recommendations (motivate satisfied customers to leave positive reviews on Google and social media platforms, which increases the trust in the clinic among potential customers).

3) Anti-crisis pricing and flexible payment conditions: a flexible discount system (introduction of special offers and discounts for basic services like vaccination and sterilization), the option of payment by installments (offering services on credit or the possibility to pay for expensive procedures in installments to reduce financial pressure on clients), service packages (creating package offers for regular veterinary services, such as preventive examinations and vaccinations, which will help clients save on complex services).

4) Communication with clients and their support: anti-crisis communication (frequent updates to clients regarding the center's operation throughout the crisis, implemented security measures, and client safety while using the clinic's services); 24/7 consultation support (introduction of online consultations via messengers or by phone, which will assist animal owners even during restricted movement or other crisis settings).

5) Partnership and collaborations: cooperation with pet stores and shelters (partnerships with local pet stores or animal shelters can help attract new

customers through mutual recommendations and organizing joint events); veterinary insurance (collaborating with companies that offer pet insurance can enable customers to more easily cover the cost of medical services, which will have a positive impact on the number of visits).

6) Innovation and technologies: veterinary services at a distance (during times of restricted movement or increased economic instability, it is crucial to introduce the possibility of remote consultations via video, which will expand the center's ability to provide advice and assistance); introduction of a CRM system (using cutting-edge software to manage customer interaction, which will help track the treatment history of each animal and improve service).

7) Increasing the level of corporate social responsibility (CSR): charitable initiatives (organizing free or discounted vaccination or treatment of animals from shelters, as well as supporting local animal protection initiatives. This will improve the clinic's reputation and attract public attention); environmental practices (use of environmentally friendly solutions (waste management, use of environmentally friendly materials) can be an advantage for clients who care about the environment).

Additionally, it is proposed to improve anti-crisis management through the following: a) emergency planning (in case of war, pandemics, or supply disruptions, it is crucial to have detailed crisis plans, including reserves of medicines and equipment); b) financial reserves and insurance (ensuring financial stability by creating a reserve fund can help in case of unexpected changes in the economic situation or a decrease in client flow); c) staff training (regular training on anti-crisis management and emergency preparedness will increase the ability of staff to respond quickly and effectively to unforeseen situations).

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

At present, anti-crisis management at Vet House has several advantages, but better stability and readiness for future challenges will require investment in improving the anti-crisis management measures. Developing a marketing strategy for anti-crisis management at the Vet House Veterinary Center involves a thorough analysis of market conditions, setting objectives, market segmentation, development of a product and pricing strategy, planning of activities, and monitoring of results. Improving the marketing strategy for anti-crisis management should focus

on digitalization, flexible pricing, partnerships, and innovation. These approaches will help to adapt to new realities, retain customer loyalty, and attract new customers in challenging economic conditions.

Література:

1. Багорка М. О., Устік Т. В. Обґрунтування вибору маркетингової стратегії управління підприємством. Проблеми сучасних трансформацій. Серія: економіка та управління. 2022. № 5. URL: <https://doi.org/10.54929/2786-5738-2022-5-04-01>. (дата звернення: 22.09.2024).

2. Бутенко В., Тоюнда А. Формування маркетингової стратегії підприємства. Підприємництво та інновації. 2022. № 24. С. 61—67. URL: <http://surl.li/ouyrjv>. (дата звернення: 12.09.2024).

3. Вовчанська О., Іванова Л. Особливості реалізації інструментів маркетингу в умовах воєнного стану. Економіка та суспільство. 2022. № 38. URL: <http://surl.li/szzwnc>. (дата звернення: 12.09.2024).

4. Воронкова Т. Є., Грищук К. В. Формування системи антикризового управління підприємством у сучасних умовах господарювання. Економіка та держава. 2017. № 5. С. 82—84.

5. Далик В. П., Павленчик А. О., Феник В. О., Матвієвський Н. А., Федорига З. А., Приступа Д. А. Формування системи антикризового управління на підприємстві. Міжнародний науковий журнал "Інтернаука". Серія: "Економічні науки". 2023. № 10. doi: <https://doi.org/10.25313/2520-2294-2023-10-9000>. (дата зв.: 12.09.2024).

6. Івченко Є. А., Мартинов А. А., Мартинова Л. В. Передумови формування системи антикризового управління на промислових підприємствах. Економіка. Фінанси. Право. 2021. № 5/2. С. 5—13.

7. Кузнецова Г. В. Формування системи антикризового управління на вітчизняних підприємствах. Вісник економіки транспорту і промисловості. 2018. № 62. С. 312—319.

8. Олійник А. С., Тургеля Ю. С., Соколовська Ю. Є. Виробничо-маркетингові стратегії антикризового управління. Інвестиції: практика та досвід. 2020. № 19—20. С. 110—116. DOI: [10.32702/2306-6814.2020.19-20.110](https://doi.org/10.32702/2306-6814.2020.19-20.110). (дата звернення: 12.10.2024).

9. Прокопишин О. С. Система антикризового управління як підґрунтя попередження кризових явищ на підприємствах. Інвестиції: практика та досвід. 2021. № 9. С. 40—45.

10. Романчукевич М. Й., Білецька І. М. Особливості використання сучасних інструментів маркетингу в умовах кризи. Ефективна еконо-

міка. 2021. № 8. URL: <http://www.economy.nayka.com.ua/?op=1&z=9143> (дата звернення: 12.09.2024).

11. Соболева Г. Формування антикризової політики управління підприємством. Економіка та суспільство. 2022. № 41. URL: <http://economyandsociety.in.ua/index.php/journal/article/view/1567> (дата доступу: 30.09.2024).

12. Тульчинський Р. В., Кириченко С. О., Ружицький А. В., Салоїд С. В. Стратегічні аспекти формування системи антикризового управління підприємством. Інвестиції: практика та досвід. 2021. № 9. С. 15—19.

13. Янчук Т., Боєнко О. Впровадження CRM-систем як засіб підвищення ефективності маркетингової діяльності. Економіка та суспільство. 2023. № 48. URL: <http://surl.li/vbitoy> (дата звернення: 18.09.2024).

14. Яремова М.І., Тарасович Л.В., Кільницька О.С., Буднік О.М. Активізація інвестиційного потенціалу як стратегічна передумова управління розвитком бізнесу. Інвестиції: практика та досвід. 2023. № 2. С. 65—72. DOI: <https://doi.org/10.32702/2306-6814.2023.12.65>. (дата зв.: 18.10.2024).

15. Tarasovych L., Yareмова M., Vlasenko O. Strategic marketing in the management system: business adaptation technology under global challenges. Інвестиції: практика та досвід. 2023. № 7. Р. 46—50. DOI: [10.32702/2306-6814.2023.7.46](https://doi.org/10.32702/2306-6814.2023.7.46). (дата звернення: 12.09.2024).

References:

1. Bahorka, M.O. and Ustik, T.V. (2022), "Justification of Choice of Marketing Strategy of Enterprise Management", *Problemy suchasnykh transformatsij*. Seria: ekonomika ta upravlinnia, vol. 5. <https://doi.org/10.54929/2786-5738-2022-5-04-01>.

2. Butenko, V. and Toiunda, A. (2022), "Formation of the marketing strategy of the enterprise", *Pidpriemnytstvo ta innovatsii*, vol. 24, pp. 61—67, available at: <http://surl.li/ouyrjv> (Accessed 12.09.2024).

3. Vovchans'ka, O. and Ivanova, L. (2022), "Specifics of marketing tools under martial law", *Ekonomika ta suspil'stvo*, vol. 38, available at: <http://surl.li/szzwn>. (Accessed 12.09.2024).

4. Voronkova, T. and Grischuk, K. (2017), "Formation of crisis management in the modern business environment", *Ekonomika ta derzhava*, vol. 5, pp. 82—84.

5. Dalyk, V.P. Pavlenchuk, A.O. Fenyk, V.O. Matviievs'kyj, N.A. Fedoryha Z.A. and Prystupa D.A (2023), "Formation of the anti-crisis management system at the enterprise", *Mizhnarodnyj*

naukovyj zhurnal "Internauka". Seria: "Ekonomichni nauky", vol. 10. doi: <https://doi.org/10.25313/2520-2294-2023-10-9000>.

6. Ivchenko, Ye.A. Martynov, A.A. and Martynova, L.V. (2021), "Prerequisites for the formation of the anti-crisis management system at industrial enterprises", *Ekonomika. Finansy. Pravo*, vol. 5/2, pp. 5—13.

7. Kuznetsova, H.V. (2018), "Formation of the anti-crisis management system at domestic enterprises", *Visnyk ekonomiky transportu i promyslovosti*, vol. 62, pp. 312—319.

8. Oliinyk, A. Turhelia, Yu. and Sokolovska, Yu. (2020), "Production and marketing strategies of anti-crisis management", *Investytsiyi: praktyka ta dosvid*, vol. 19—20, pp. 110—116. DOI: [10.32702/2306-6814.2020.19-20.110](https://doi.org/10.32702/2306-6814.2020.19-20.110)

9. Prokopyshyn, O. (2021), "System of crisis management as a base for prevention of crisis phenomena at enterprises", *Investytsiyi: praktyka ta dosvid*, vol. 9, pp. 40—45.

10. Romanchukevych, M. and Biletska, I. (2021), "Specifics of using modern marketing tools under conditions of crisis", *Efektivna ekonomika*, [Online], vol. 8, available at: <http://www.economy.nayka.com.ua/?op=1&z=9143> (Accessed 12.09.2024).

11. Sobolieva, H. (2022), "Formation of an anti-crisis policy of enterprise management", *Ekonomika ta suspil'stvo*, vol. 41, available at: <http://economyandsociety.in.ua/index.php/journal/article/view/1567> (Accessed 30.09.2024).

12. Tulchinskiy, R. Kyrychenko, S. Ruzhytskyi, A. and Saloid, S. (2021), "Strategic aspects of formation of the system of anti-crisis management of the enterprise", *Investytsiyi: praktyka ta dosvid*, vol. 9, pp. 15—19.

13. Yanchuk, T. and Boienko, O. (2023), "Implementation of CRM systems as a means of increasing the effectiveness of marketing activities", *Ekonomika ta suspil'stvo*, vol. 48, available at: <http://surl.li/vbitoy> (Accessed 18.09.2024).

14. Yareмова, M.I. Tarasovych, L.V. Kil'nit's'ka, O.S. and Budnik, O.M. (2023), "Activation of the investment potential as a prerequisite for managing business development", *Investytsii: praktyka ta dosvid*, vol. 2, pp. 65—72. <https://doi.org/10.32702/2306-6814.2023.12.65>.

15. Tarasovych, L. Yareмова, M. and Vlasenko, O. (2023), "Strategic marketing in the management system: business adaptation technology under global challenges", *Investytsii: praktyka ta dosvid*, vol. 7, pp. 46—50. DOI: [10.32702/2306-6814.2023.7.46](https://doi.org/10.32702/2306-6814.2023.7.46).

Стаття надійшла до редакції 10.10.2024 р.