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OPPORTUNITIES FOR USING ANTI-CRISIS MARKETING BY BELARUSIAN LIGHT INDUSTRY ENTERPRISES

ВОЗМОЖНОСТИ ИСПОЛЬЗОВАНИЯ АНТИКРИЗИСНОГО МАРКЕТИНГА БЕЛОРУССКИМИ ПРЕДПРИЯТИЯМИ ЛЕГКОЙ ПРОМЫШЛЕННОСТИ

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ABSTRACT

ANTI-CRISIS MARKETING, CHANGES IN THE EXTERNAL AND INTERNAL ENVIRONMENT, THE BUSINESS PORTFOLIO OF THE ENTERPRISE, CONSUMER, BRANDING

The article deals with the main aspects of the problems of crisis situations that periodically appear in the enterprises of light industry, and prevent its normal functioning. A detailed analysis of the stages of overcoming the crisis and examples of their application in practice. The proposals for the correction of the positioning of the company's brands and ways to find new reserves of development are presented. Features of anti-crisis marketing and its implementation at the enterprise are revealed. The stages of implementation of anti-crisis marketing, such as analysis of the situation on the market, correction of positioning of brands of the enterprise, innovative search of reserves of development which have to be included in strategy of management are defined.

АННОТАЦИЯ

АНТИКРИЗИСНЫЙ МАРКЕТИНГ, ИЗМЕНЕНИЯ ВНЕШНЕЙ И ВНУТРЕННЕЙ СРЕДЫ, БИЗНЕС-ПОРТФЕЛЬ ПРЕДПРИЯТИЯ, ПОТРЕБИТЕЛЬ, БРЕНДИНГ

В статье рассмотрены основные аспекты проблем кризисных ситуаций, периодически появляются на предприятиях легкой промышленности, и препятствующих его нормальному функционированию. Приведен детальный анализ этапов преодоления кризиса и примеры их применения на практике. Изложены предложения по коррекции позиционирования брендов предприятия и пути поиска новых резервов развития. Выявлены особенности антикризисного маркетинга и его реализации на предприятии. Определены этапы реализации антикризисного маркетинга, такие как: анализ ситуации на рынке, коррекция позиционирования брендов предприятия, инновационный поиск резервов развития, которые должны включаться в стратегию управления.

Modern enterprises of light industry face with the problem of establishing effective crisis management. While identifying the problems that caused the crisis in the enterprise, some organizations underestimate the role of anti-crisis marketing. However, in order to ensure the survival of national enterprises, program based on marketing strategies needs to be developed and put into practice. In order to properly form an anti-crisis marketing program, it is necessary to identify ways to implement it.

The issues of anti-crisis marketing and the stages of its implementation at the enterprise were studied by such foreign authors as G. Hit [1], M. S. Sitrik [2] and others. It is worth noting that the idea of implementing anti-crisis marketing belongs to American scientists and economists who were interested in some aspects in the 1990s. In Belarus, this practice has appeared quite recently.

The crisis state of the enterprise in terms of marketing means its non-competitiveness. This state does not occur instantly. The process of transition to the crisis begins with a gradual deterioration of such economic indicators of the enterprise as sales, profit, profitability, goodwill, etc. This is especially enhanced in the context of the overall economic crisis, when enterprises and society are in search for new directions of development.

During the crisis, it is necessary to apply specific marketing, the essence of which is to promptly change the marketing policy of the organization and all the tools of the marketing [3, 4].

In times of a stable market, the marketing policy of any enterprise changes little and does not make any significant adjustments to the activities of already established production. However, with the onset of the crisis, everything changes dramatically, and the usual marketing activity is replaced by anti-crisis marketing.

The essence of anti-crisis marketing is the rapid change of all marketing components, depending on changes in the external and internal environment. This allows the company to be as competitive as possible in the economic conditions that are changing. This is the so-called marketing of "survival" in a new, changing environment [1].

During the development of the crisis, the following main stages can be distinguished: a decrease in sales and profits; reduction of production; the emergence of unprofitable productions; lack of own funds and reserve funds, a sharp decline in solvency; a state of acute insolvency [4].

The role of marketing in crisis management today is to give an answer about the future prospects of the business, as well as to provide a tool to achieve the goals of the enterprise and to ensure development.

Crisis marketing includes the following actions [1]:

1. Diagnostics of the state of the enterprise:
 - the recognition of crisis;
 - a threat assessment, scope of the crisis;

- assessment of the potential consequences of this situation.

2. Definition of objectives:

- immediate task;
- development plans of the enterprise.

3. Identifying ways to achieve goals:

- marketing mix;
- reorganization (restructuring) of the enterprise.

4. Efficiency evaluation:

- testing of the proposed activities;
- the degree of tasks fulfillment;
- assessment of the effectiveness of the activities.

5. Adjustment of short-and medium-term actions.

Consider the stages of crisis marketing.

1. Analysis of the market situation. Businesses must:

- hold the forecast volume changes of the market;
- assess the development trends of products;
- determine changes in distribution channels and the importance of the factors determining the choice of buyers,
- enhance the communication with consumers.

2. Analysis of the business portfolio of the enterprise. In the course of such analysis, it is necessary to identify the products of the enterprise that have outlived their cycle and tend to "die", that is, over time, bring less profit or become unprofitable. After a preliminary analysis, it is necessary to remove the costs of artificially maintaining the sales of this product or develop a plan to get rid of it.

3. Reducing the portfolio of brands. This should primarily apply to enterprises with more than two brands in the same category. This will help enterprises to reduce costs and focus on the largest and most important target groups. Great attention should be paid to the definition of the brand with the greatest resource, the greatest resistance to the aggressive market environment.

4. Analysis and correction of brand positioning (price, ideological, assortment). Competent branding is in crisis as never essential tool for occupation by the enterprise its niche and gaining regular customers.

5. Innovations. The introduction of innovative technologies during the crisis is a rather risky step. But for some businesses, it may be the only way to stay in the market. As for the conclusion of a traditional brand, before launching an innovation, it is necessary to assess the capabilities of the enterprise and carefully analyze its target audience, understand how their views and preferences have changed, and what they need today.

Also the following aspects are particularly important in the framework of anti-crisis

marketing: efficiency, i.e., rapid response and adaptation to market conditions, and the quality of sales products. As for the second aspect, it is quite risky for light industry enterprises that are aimed at a positive long-term result to sacrifice quality, since it is their main strategic support.

Therefore, enterprises that are in crisis need measures that would help to maintain demand for products. So, the marketing approach to solving the main problems of the enterprise during the crisis will help it not only to absorb a shock, but also to support the activity of the business.

Considering all of the above, we can conclude that the crisis in the development of the enterprise and the market requires analysis and development of stages to overcome it.

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