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ELECTRONIC MARKETING IN THE ANTI-CRISIS STRATEGY OF THE INDUSTRIAL ENTERPRISE

ЭЛЕКТРОННЫЙ МАРКЕТИНГ В АНТИКРИЗИСНОЙ СТРАТЕГИИ ПРОМЫШЛЕННОГО ПРЕДПРИЯТИЯ

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ABSTRACT

ANTI-CRISIS STRATEGY, DIGITAL, ELECTRONIC MARKETING, INTERNET MARKETING, INTEGRATED MARKETING SYSTEMS, SEO-SITE OPTIMIZATION, CRM SYSTEM

The purpose of the article is to develop e-marketing methods used as an anti-crisis management strategy for an industrial enterprise. The article considers the theoretical foundations of e-marketing, including the concept, advantages, and offers an algorithm for developing a strategy for anti-crisis management of an enterprise. Strategies as part of the company's anti-crisis strategy are substantiated: SEO-site optimization and customer relationship management based on CRM systems. The proposed methods and algorithms were tested on the example of industrial enterprises of Belarus.

As a result of the COVID-19 coronavirus pandemic, a global economic crisis has occurred in the world economy. According to the IMF forecast, the world economy will decline by 3 % this year, and the current economic downturn will be the most serious in the past 90 years. For the Belarusian economy, the IMF forecasts a 6 % decline in gross domestic product this year. Some economists believe that the drop in GDP in Belarus may be more severe due to inflation: up to 15% [1].

The main problem for business is a drop in demand in both domestic and foreign markets. Anti-crisis programs are being developed at various levels.

In the conditions of external factors that have developed in this period, the use of IT technologies in all business processes is relevant at the micro level. To

create and develop demand for industrial products, it is proposed to develop an e-marketing strategy as part of the overall anti-crisis strategy of the enterprise.

Electronic marketing is a specialty and sphere of professional activity, the subject area of which is the establishment and development of long-term cost-effective relationships of commercial organizations with their customers and buyers through the use of information and communication technologies and systems, including search promotion of websites on the Internet, the use of contextual and banner advertising, marketing in social networks and media, electronic PR, content management, marketing through mobile applications and web Analytics [2].

The integrative nature of e-marketing (i.e., the use of several Internet promotion tools at once) determines the need for comprehensive use of methodological approaches in the processes of their forecasting and planning, monitoring, and evaluation. These and many other factors in the context of crises, in the search for ways out of company's difficulties, determine the complexity and risk of management decisions and processes for the formation of mechanisms and systems of marketing management.

The use of a complex of electronic marketing communications and their interaction with consumers of the organization's products will allow the company to create goodwill and "established connections", which, in turn, will have a positive impact on the company's development and achievement of the most positive results.

The main idea of e-marketing is that the object of management is the relationship of communication with participants in the purchase and sale process. The only way to retain a customer is to individualize the relationship with them, which is possible as a result of long-term interaction of partners and personalization of customer satisfaction. Long-term interaction of partners takes place using information and communication technologies, including the implementation of information and network models that work with the network structures of consumers.

The algorithm for developing an anti-crisis management strategy includes the following stages:

- analysis of the current market situation;
- analysis of internal factors of the company;
- analysis of risks and opportunities;
- the formation of a tree of objectives;
- development of a program of action in the crisis and post-crisis periods;
- development of SEO methods;
- development of customer relationship management methods.

The SEO abbreviation stands for Search Engine Optimization. Site optimization

is an increase in the efficiency with which a site performs its assigned functions. Typical functions are representative (PR), sales (B2C) and lead generation of potential buyers (B2B). Accordingly, in the first case, the site's performance is measured by the image and "visibility" of the resource; in the other cases, it is measured by the volume of sales or the number of potential buyers.

The developed algorithm for SEO optimization of the company's website is shown in Figure 1.

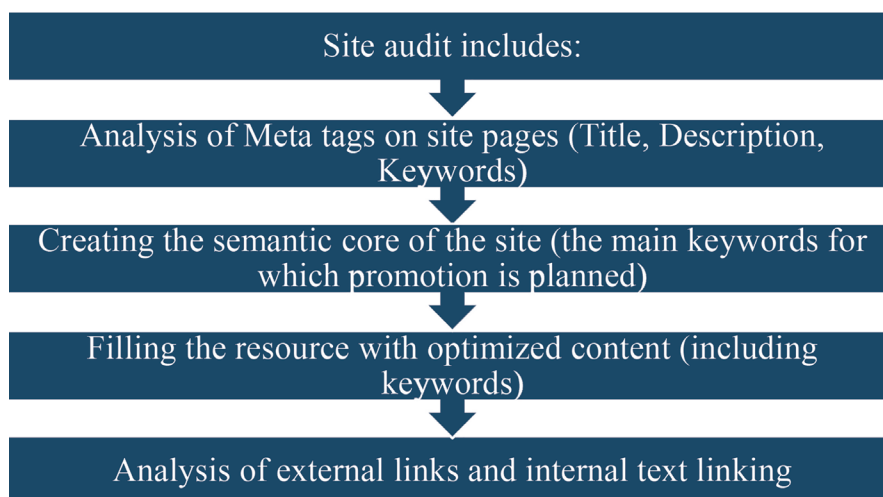


Figure 1 – Algorithm for SEO optimization of the site

Source: Compiled by the author.

Results of SEO optimization on the example of a site www.artezio.ru are shown in Figure 2.

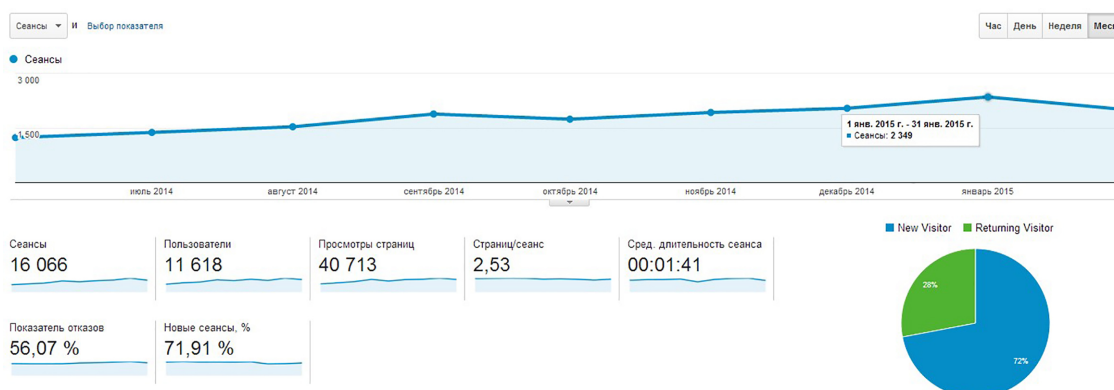


Figure 2 – SEO optimization algorithm of www.artezio.ru

Source: compiled by the author.

The effectiveness of SEO optimization of the website is evaluated with the use of Alexa Rank indicator [3]. Alexa Rank (AR) is a ranking of the popularity of websites, in which the most popular Internet resource is located in the first place. A special feature of AR is that webmasters try not to increase it, as traditional TIC and PR do, but rather to lower it. The closer to the first place an Internet resource is located, the more successful it is. The position in this rating depends on the following parameters: site traffic; average user time on the site; bounce rate; availability of international traffic [3].

Alexa Rank before SEO optimization of the site www.artezio.ru equaled to 4,338,569, followed by 2,094,785. Thus, the site's position has improved by 2 times.

One of the main factors for the success of enterprises is the competent automation of all its business processes and the use of IT technologies. In a crisis, demand is falling. In order to retain customers and maintain the customer base, it is proposed to include the customer relationship management (CRM system) under the strategy as part of the anti-crisis strategy. CRM systems are Customer Relationship Management systems. Customer relationship management system is an application software for organizations designed to automate strategies for interacting with customers (clients), in particular, to increase sales, optimize marketing and improve customer service by storing information about customers and their relationship history [4].

The comparative results of the most popular CRM systems are presented in Table 1.

Table 1 – Presentation of the analysis results in summary form and development of the direction of work

Functionality	CRM system				
	CRM «Simple business»	amoCRM	Mega-plan	Pipe-drive	Bitrix24
1	2	3	4	5	6
IP-telephony	1	2	1	1	3
Working with a transaction	1	1	3	1	2
Functional	2	1	1	1	1
Business processes	1	0	0	0	3
E-mail newsletter	2	1	1	1	2
API	1	1	2	1	1
Tasks	1	1	2	1	1

End of table 1

1	2	3	4	5	6
Split into leads and contacts	no	no	no	no	yes
Quality of documentation	average	average	high	low	average
Reporting	2	1	1	1	2
Possibility of improvement	1	1	1	1	1
	11	7	11	7	13

Source: Compiled by the author based on [5].

As can be seen from Table 1, the Bitrix24 CRM system is the leader in almost every metric considered. It offers the closest contact with the client and comprehensive support for each stage of sales. The presence of leads will allow not to miss a single request and turn every visitor into a client. Well-designed business processes will ensure the smooth operation of each employee, reduce the number of errors to a minimum and make it easier for management to control the work remotely. Easy integration with 1C will make the implementation as convenient and unobtrusive as possible.

The Gantt chart is used to illustrate the work schedule. It is one of the methods of project planning. The diagram for implementing a CRM system is shown in Figure 3

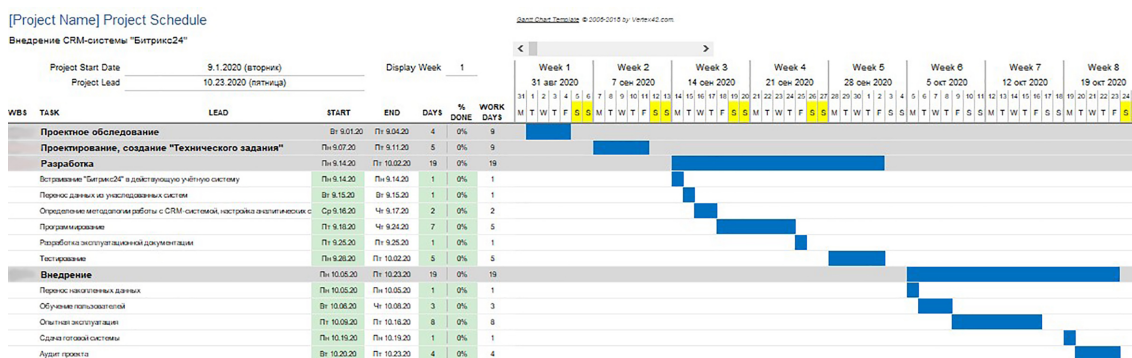


Figure 3 – Gantt Chart on CRM system implementation

Source: compiled by the author.

The effectiveness of the CRM system is shown in Table 2.

Table 2 – Comparison of the organization's activities before and after implementation of the system

Without a CRM system	With the Bitrix24 CRM system
Sales managers keep records of customers individually, in notebooks or e-mail correspondence, stored only in the seller's mailbox. They are not available to the management. Important e-mails may be lost or be removed. It is impossible to reconstruct the history of work with the client.	All customer and transaction data is stored in a single secure database with shared access: employees have access to the information in accordance with their role and authority. The probability of misrepresentation and falsification of transaction data is reduced.
When managers are dismissed, they take customers with them, leaving no detailed information about the client and its features.	The company does not lose a customer when the manager is dismissed – all information about the customer and transactions is saved.
Managers often forget to call the client back or send the necessary information, do not fight for every transaction, and choose the ones that bring the greatest benefit to themselves and not the companies. Errors in the work are justified by a large load.	It becomes possible to automate routine operations: telephone conversations with the client, sending faxes and e-mails, printing stickers on letters, and so on. The system helps to comply with the rules of working with clients.
The company's management depends on sellers, they cannot make forecasts, and they do not have information about the reasons for the growth and decline in sales. If the manager is not at work (business trip, illness, vacation), it is impossible to get information about the client and transactions with them, and transactions are disrupted.	The system allows to consider individual characteristics, customer preferences, and their significance for the company. It's clearly seen how the transaction was carried out (by stages). Each client interacts with a manager who is personally responsible for sales results.

Source: based on [6].

Comparative analysis shows clear advantages of the Bitrix24 CRM system. The economic effect is to reduce labor costs, save on transaction costs, improve the quality of customer service, and increase customer loyalty.

In an unstable external environment and an increasing economic crisis, enterprises must develop anti-crisis strategies. The theoretical bases of the anti-crisis marketing strategy developed in the article will allow enterprises to use

the advantages of IT technologies in reengineering business processes: customer relationship management, product and brand promotion on the Internet. Strategies as part of the company's anti-crisis strategy are substantiated: SEO-site optimization and customer relationship management based on CRM systems. Testing of the proposed methods and algorithms on the example of industrial enterprises of Belarus proved their advantages and effectiveness.

Reference

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