

The concept of anti-crisis marketing in the context of digitalization

The concept of anti-crisis marketing in the context of digitalization is analysed. The components of anti-crisis marketing and main characteristic aspects of marketing tools are provided.

The basis of anti-crisis management system should be a prompt and effective response to external variables affecting the enterprise's performance. Both the successful resolution of crisis phenomena and the prevention of recurrence in the future depend on the effectiveness of enterprise crisis management, where the algorithm for implementing a marketing strategy plays a key role [1]. The main goal of crisis management, which is based on a marketing anti-crisis strategy, is the sustainable functioning of business in a crisis and maintaining the competitive advantage of the enterprise in the market.

There are many studies available that describe the origin and causes of global economic crises as predominantly negative socioeconomic events. Due to the complex interplay of various factors and the marked correlation between the global crisis and other forms of crises, economists with different backgrounds and views hold different views on understanding and interpreting crisis phenomena. What they have in common is that crises can arise in other subsystems of the national economy or at the local level of the monetary and financial system (fund, currency, debt, credit and money circulation, budget level) before spreading to the global level and developing into a global economic crisis.

Numerous factors contribute to the emergence of global economic crises, the origins of which are unpredictable in advance. Modern researchers recognize that the emergence and development of global economic crises are influenced by geopolitical and anthropogenic variables, in addition to economic, psychological, scientific and technical elements [2].

The following risks and threats to the global air travel market can be identified: global pandemics and political turbulence, climate change, cyber threats, etc. [3]. The threat of a coronavirus return or mutation could prolong the period of the global aviation crisis. The modern global air transportation system is sensitive to external factors and faces a number of complex challenges and threats arising from the expansion of global networks, technological innovations, and geopolitical transformations.

The impact of geo-economic instability on the international air transportation market is clearly demonstrated by Russia's large-scale invasion of Ukraine in February 2022. The airspace over both countries is currently closed to civil aviation, and Russian airlines are banned from entering the airspace of many western countries.

Supply chain disruption is caused by the complication of the airline network and slower delivery times due to the long quarantine period and restrictions on air travel, as well as changes in consumer behaviour. Global recession also threatens to

slow demand for air transportation. In the midst of the coronavirus crisis, the number of business travellers has significantly decreased.

Long before the COVID crisis, there was a risk of staff shortages, especially a shortage of highly specialized aviation professionals (mechanics, technicians, pilots, etc.) [4]. Reduced government support for the air sports sector is another threat to the global aviation market.

Current risks in the air transport sector and ongoing threats are forcing airlines and airport operators to make changes to their business ownership and management models.

In crisis management, marketing is not only one of the subsystems of the enterprise; rather, it serves as a cornerstone that ensures the coherence of the operations of every other department. The challenges associated with marketing initiatives also vary depending on the degree of volatility and the way in which the business environment is changing.

Determining the demand level for the business is crucial, as it affects the liquidity of assets and financial flows. A thorough anti-crisis program is being developed that involves a combination of several approaches to avoid a crisis at the enterprise. A comprehensive anti-crisis program is being developed to ensure consistency and methodology in this process. This program will be aimed at solving the crisis at the company level, as well as in each of its individual subsystems, including sales, finance, production, organizational activities, supply, human resources and marketing [5].

Anti-crisis marketing activities are influenced by a number of management components, including:

- the financial component, which is aimed at increasing and preventing a decrease in liquidity, increasing solvency;
- the production component, which is aimed on reducing the percentage of defects not satisfied services, delays;
- the organizational component, which is aimed at creating stable relations between departments;
- the personnel component, which is aimed at reducing staff turnover and crisis situations in the workforce (Table 1).

Transparent, empathetic communication becomes essential as consumers prefer brands that show understanding and support, fostering trust and loyalty [6]. Effective communication during a crisis involves addressing consumer concerns, providing accurate information, and demonstrating corporate responsibility [7]. Companies that invest in understanding and responding to consumer sentiment during a crisis can build stronger, long-term relationships. Ultimately, these strategies help businesses to not only navigate the crisis but also emerge with a more loyal customer base.

The main characteristic aspects of marketing tools that should be used in the anti-crisis marketing strategy include:

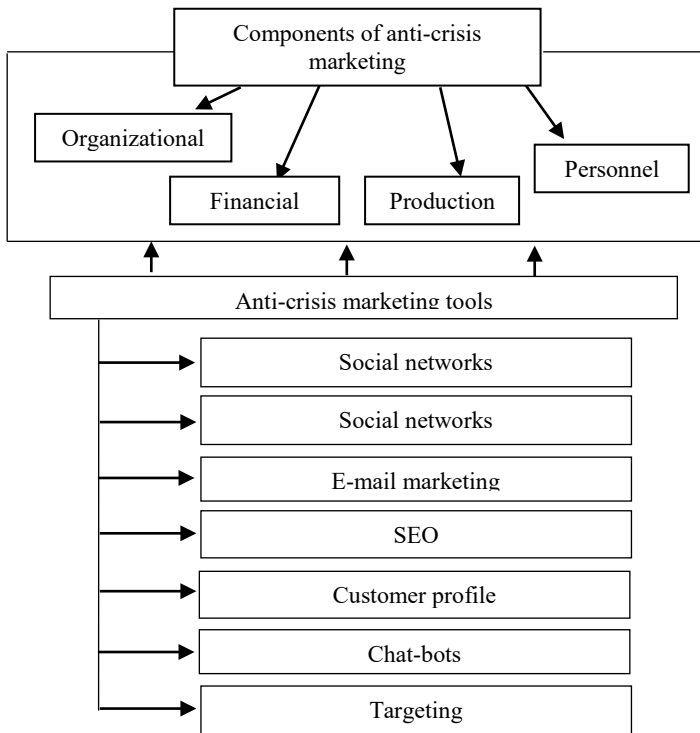
1. Social networks are an integral part of any company's marketing strategy and the main communication channel with customers.

2. Email remains an unchanged communication, and it is email marketing that is used as a form of direct marketing and through which you can remind about the company and the goods or services it offers and send news and promotional offers.

3. Businesses should prioritize SEO optimization, as it makes it easier for potential customers to find the company and its offerings during a standard Internet search.

4. Customer profile is an additional key marketing tool. Understanding the wishes, interests, and lifestyle of customers helps to segment the target market for a business. There is a chance to release an unviable product, because without such a thorough study of the business, it is difficult to bring the product to market.

5. The company can individually adapt its offer to each consumer group by segmenting the target audience - this is the basis for targeted advertising.



Picture 1. Components of anti-crisis marketing

Marketing campaigns need to be adaptable to rapid changes. Agile marketing practices involve iterative planning, execution, and optimization. For example, during a crisis, businesses might need to quickly pivot their marketing messages to align with new consumer priorities [8]. Ensuring collaboration across departments such as

finance, operations, and marketing enhances the ability to implement comprehensive strategies. Cross-functional teams can work together to develop and execute integrated responses to crises.

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