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ANTI-CRISIS MARKETING OF RAILWAY ENGINEERING ENTERPRISES

Abstract. The purpose of the article is to study the specifics and develop measures of anti-crisis marketing of railway engineering enterprises. The relevance of anti-crisis marketing of railway engineering enterprises lies in the need to effectively respond to changes in the economic environment, competitive pressure and changes in demand for products that arise during crisis situations. The role of anti-crisis marketing in the anti-crisis management of enterprises is to ensure effective interaction with other functional units, operational analysis of the market situation and making strategic decisions to overcome crisis phenomena.

The main functions of anti-crisis marketing are the analysis of market trends, forecasting changes in demand, development of strategies for maintaining and developing market position. The main tasks of anti-crisis marketing are to ensure the stability of sales, maintain customer loyalty, optimize marketing costs and increase the competitiveness of the enterprise. To achieve the goals of anti-crisis marketing of railway engineering enterprises, it is proposed to use such methods as: diversification of products and sales markets; flexible pricing; market and

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competitor monitoring using benchmarking; active use of digital marketing; implementation of CRM (customer relations management).

Keywords: *anti-crisis marketing, industrial marketing, B2B and B2G marketing, railway engineering enterprises, crisis, benchmarking.*

Introduction. The railway engineering industry includes various types of businesses involved in the production of equipment, components and technology for the railway industry. They play an important role in creating and maintaining infrastructure and technical support for rail transport. Railway engineering industry also includes the repair enterprises, which specialize in the maintenance, repair and modernization of various types of railway equipment and play an important role in ensuring the safety and reliability of railway transport. The railway engineering industry includes the following enterprises:

1) Manufacturers of traction and rolling stock. These are enterprises specializing in the production of locomotives, trains, wagons and other rolling stock for railway transportation.

2) Manufacturers of railway components and spare parts. These are companies engaged in the production of components such as brake systems, wheels, axles, electronics, signaling and other parts for railway equipment.

3) Manufacturers of infrastructure solutions. Includes companies engaged in the design, production and installation of railway infrastructure, including rails, switches, crossings and other elements.

4) Suppliers of technologies and equipment for servicing railway transport. These are companies that provide technology and equipment for the maintenance and repair of railway equipment, such as service stations, lifting devices and other specialized equipment.

5) Maintenance depot. These enterprises perform routine maintenance and repair of locomotives, trains and carriages. They inspect and repair a variety of systems, including electrical, mechanical, pneumatic and other components.

6) Railway carriage repair enterprises. They specialize in the repair, modernization and maintenance of rolling stock. This may include tire replacement, body repairs, brake systems, and interior upgrades.

7) Diesel locomotive and electric locomotive repair enterprises. They specialize in the repair, modernization and maintenance of traction rolling stock.

8) Infrastructure repair plants. These plants are engaged in the repair and maintenance of railway infrastructure, including repair of rails, switches, crossings and other elements.

9) Specialized centers for repair of electronics and signaling: Engaged in the repair and maintenance of electronic security, communication and signaling systems in railway transport.

Despite the diversity of enterprises representing the railway engineering industry, they are characterized by common features of management and marketing organization associated with belonging to an industry serving state monopolies.

Analysis of recent research and publications. Problems of reforming and technical development of railway enterprises, renewal of rolling stock, as well as issues of economic efficiency and pricing are highlighted in the works of many Ukrainian scientists, including: Yu. Barash, V. Dykan', O. Hnenny, A. Vyshniakova, O. Kirdina, O. Golovnia, I. Korzhenevich, I. Tokmakova, O. Shramenko, N. Bogomolova, N. Kolesnikova, V. Cherny, and others.

The questions of the marketing activity of industrial enterprises and evaluating the effectiveness of marketing activity took a leading place in the scientific works of such scientists as: N. Kundenko, E. Krikavskiy, A. Kalchenko, M. Oklander, N. Butenko, A. Pavlenko, V. Parkhymenko, A. Reznichenko and others.

The role and tasks of marketing in anti-crisis management was studied by such Ukrainian and foreign scientists as: T. Grenz, V. Muller, F. Kotler, M. Weber, A. Shtangret, A. Chernyavskiy, V. Vasylenko, M. Bahorka, S. Khaminich, S. Kovan and others. V. Korol, A. Perepelyuk, I. Zhars'ka, V. Verloka consider the issue of rail transport marketing in their scientific works.

However, as evidenced by the research results, the issue of marketing activities of railway engineering enterprises and, in particular, anti-crisis marketing, requires further research.

The purpose of the article is to research the features of the organization of marketing activities at railway engineering enterprises and to develop proposals for anti-crisis marketing of these enterprises.

Formulation of the main material. Like other industrial enterprises, the railway engineering industry falls into the category of industrial marketing. Important aspects of industrial marketing include understanding product specifications, competitive analysis, customer relationship management, and strategic planning.

At the same time, industrial marketing at railway engineering enterprises has its own unique characteristics, since this segment requires a specific approach to attracting customers, developing products and doing business. Such features include (Martseniuk, Dyomin & Galushko, 2021; Oklander & Zharsjka, 2007; Galushko, 2017b; Verloka, 2009):

1) Technical specifics. In railway engineering, much attention is paid to the technical characteristics of products and their compliance with industry and environmental standards. For marketing, it is important to understand the needs and requirements of customers regarding the technical parameters of products and offer them optimal solutions.

2) Customization of orders. Railway engineering companies often receive individual orders from customers. It is important to have a flexible production chain in order to quickly respond to customer needs and provide them with customized solutions.

3) Sales channels. In the railway engineering industry, various distribution channels can be used, such as dealer networks, direct sales or participation in tenders. It is important to choose the optimal distribution channel for each type of product.

4) Long-term contracts. Many transactions in the railway sector are based on long-term contracts. Planning and managing such contracts is a key aspect of marketing as they can ensure a stable income stream and sustainability of the business.

5) Regulatory environment. Depending on the country and region in which a railway engineering company operates, there may be different regulatory restrictions and standards. It is important to consider this aspect when developing marketing strategies.

Thus, industrial marketing at railway engineering enterprises requires a specific view of business development and interaction with customers. We

should also take into account the crisis conditions in which railway engineering enterprises operate, and the features of anti-crisis marketing.

Many railway engineering enterprises are characterized by single and small-scale production, which has its own characteristics from the point of view of organizing business processes, management and marketing. In single-unit and small-scale production, flexibility in production processes is important, as each model or batch may have unique requirements. Processes must be configured to quickly changeover and adapt to new orders. It is necessary to carefully plan the supply of materials and components, taking into account their specifications and the needs for the production of a particular model. Since each product is unique, quality control must be especially careful and individualized.

From a management perspective, each model or batch can be viewed as a separate project requiring precise planning, control and risk management. Small-scale production requires a flexible approach to product development, taking into account customer needs and the specifics of orders. It is important to take into account customer needs and offer customized solutions, as well as focus on product customization opportunities.

Marketing industrial products in single-unit and small-scale production environments faces a number of unique challenges, including:

1) Limited market. Due to small production volume and narrow specialization, the target audience may be limited, making it difficult to scale marketing efforts.

2) High marketing costs. Single-piece and small-scale production have relatively high marketing costs compared to volume production, requiring more careful budget spending and more precise targeting.

3) Difficulties in promoting products. Marketing efforts are aimed at drawing attention to the unique characteristics and benefits of products, which may require more careful planning and creative approaches.

4) The need for an individual approach. With single or small-scale production, a more individual approach to each client may be required, which complicates the marketing and sales process.

5) Difficulty in assessing results. Due to small production and sales volumes, it can be difficult to assess the effectiveness of marketing efforts and their impact on business performance.

To overcome these challenges, it is important to develop flexible marketing strategies, focus on a high degree of personalization, and use innovative methods of attracting attention and promoting products.

Crisis situations may arise at railway engineering enterprises for various reasons (Galushko, 2017a):

1) Economic factors. Crises in mechanical engineering enterprises can be caused by economic problems, such as a decrease in demand for products, a deterioration in the financial situation of customers, changes in market conditions or a general economic recession.

2) Technical problems. Incorrect production planning, technological lag, wear and tear of equipment, low efficiency of production processes and other technical problems can lead to a crisis in the enterprise.

3) Management problems. Insufficient management efficiency, ineffective resource allocation, incorrect development strategy, insufficient risk management and other management problems can contribute to the emergence

of a crisis.

4) Competition. Strong competition and lobbying in the railway engineering market can lead to a decrease in sales volumes and a reduction in enterprise profits.

5) Changes in legislation. Changes in legislation, for example regarding environmental or safety standards, may require significant investment or changes in production processes, which may affect the financial condition of the enterprise.

6) Geopolitical factors. Political instability, conflicts or changes in the foreign policy situation in a country or region can affect the activities of railway engineering enterprises.

All these factors can influence railway engineering enterprises to varying degrees and contribute to the emergence of crisis situations.

Anti-crisis marketing is a proactive approach to marketing aimed at maintaining customer loyalty and stimulating sales during a crisis. This approach involves the development of marketing strategies that take into account internal and external factors of crisis situations (loss of key customers, technological non-compliance with industry standards, recession, military operations, pandemic, etc.). Anti-crisis marketing includes both short-term and long-term strategies, for example (Bahorka & Roschchuk, 2021; Galushko, 2017a; Natrus & Khaminich, 2016; Karas', 2015):

1) Diversification of products and services. A look at the possibilities for expanding the range of products and services in order to change the crisis in the minds of key clients or government monopolies.

2) Saving important clients. Customization of products, search for new technological solutions and competitive advantages. Implementation of CRM, active work with key clients and constant contact with them to preserve their loyalty and encourage compliance.

3) Optimization of production and production processes. The search for effective ways to reduce costs for production and management of social activities and SCM implementation to support business stability.

4) Development of new markets. Exploring the opportunities to enter new markets or develop exports to increase sales and take less risk in the face of a crisis in the domestic market.

5) Digital transformation. Implementation of digital technologies in marketing and production processes to improve the efficiency and competitiveness of the company.

6) Analysis of the competitive environment. Benchmarking and continuous monitoring of competitors' actions and analysis of their strategy for decisions making in crisis conditions.

Benchmarking can be effectively used in anti-crisis marketing – it is a process of comparing the company's products, services, processes or strategies with similar indicators of other companies in the industry. Benchmarking allows you to determine which strategies and methods work best in crisis conditions.

With the help of benchmarking, a company can identify its strengths and weaknesses, as well as determine what changes need to be made to its strategy in order to improve its performance. For example, a company can use benchmarking to determine which products or services are most in demand during a crisis, and based on that, develop new products or services. Also,

benchmarking can help a company determine which marketing channels are most effective in a crisis, and redistribute its budget to more effective channels.

The anti-crisis marketing strategy is an element of the overall anti-crisis strategy of the enterprise (Table 1). Its main objectives are to retain existing customers and attract new ones by offering them relevant products or services; supporting competitiveness, maintaining or even increasing the market share of the enterprise.

Table 1
An anti-crisis strategy for a railway engineering enterprise

No.	Stage	Actions
1	Analysis of the current situation	Assess the current financial, operational and market situation of the enterprise. Research factors that may affect your business, such as changes in the economy, competition, and changes in consumer demand.
2	Cost reduction	Identify areas where costs can be reduced without compromising the quality of products or services. This may include optimizing production processes, reviewing budgets, improving resource efficiency and reducing unnecessary expenses.
3	Development of new products and services	Research the market and identify new opportunities for developing products or services that may be in demand during times of crisis. For example, you might consider creating more efficient and environmentally friendly rail vehicles or offering additional services to improve the customer experience.
4	Market Diversification	Consider expanding your customer base and diversifying your markets. Explore opportunities to export products to other countries or attract new clients from different industries. This will help reduce dependence on one market and reduce risks during a crisis.
5	Strengthen Partnerships	Develop a strategy to strengthen partnerships with other businesses in the industry. This may include collaborating with suppliers, dealers or other companies to jointly develop new products, share resources and share risks.
6	Invest in research and development	Place an emphasis on innovation and the development of new technologies. Investing in research and development will help your business remain competitive and adapt to changing market demands.
7	Strengthening the team	Pay attention to strengthening the team and developing the skills of employees. Personnel training and development will help increase the productivity and efficiency of the enterprise.
8	Monitoring and Analysis	Regularly track the results of your actions and analyze their effectiveness. Make adjustments to the strategy as necessary to achieve your goals.

Source: developed by authors

Anti-crises marketing plays a crucial role in the overall anti-crises management of an enterprise by helping the company navigate through challenging times, protect its reputation, and maintain customer trust (Maslak et al., 2020, Tkachenko & Telin, 2010). Anti-crisis marketing of railway

engineering enterprises has its own characteristics that allow them to remain competitive and sustainable in the face of economic crises. These features include adaptability to market changes, customer focus, innovative approach, effective cost management and strategic partnerships.

Adaptability to market changes is a key characteristic of anti-crisis marketing. Railway engineering companies must respond quickly to changes in demand, regulatory requirements and economic conditions. This may include revising the product portfolio, introducing new technologies or modifying production processes to reduce costs.

Customer orientation is an important component of the anti-crisis marketing strategy. Businesses must actively communicate with customers, understand their needs, and offer solutions that meet those needs. This can include personalized offers, flexible contract terms and improved service quality.

An innovative approach is necessary for survival in crisis conditions. Investments in research and development can lead to the creation of new products and technologies that meet today's challenges. For example, the development of automation systems can significantly increase the competitiveness of the enterprise.

Effective cost management is critical during a crisis. This includes optimizing production processes, reducing material and energy costs, and implementing quality control systems. Rational use of resources allows maintaining financial stability and ensuring long-term sustainability.

Strategic partnerships can significantly strengthen the company's position on the market. Collaboration with other companies, research institutions, and government organizations can create synergies that drive the development of new products and solutions. Combined efforts allow more efficient use of resources and faster adaptation to changing market conditions.

Conclusions. Railway engineering enterprises are aimed at supplying products mainly for state monopolies, their marketing strategies must be adapted to the specifics of procurement procedures and customer requirements.

The production of single or small-batch products at railway engineering enterprises requires an individual approach to marketing strategies, as it involves a more flexible response to the needs of customers and taking into account their unique requirements. The need for specialized products and services for the repair and modernization of existing railway rolling stock creates new opportunities for the marketing activities of railway engineering enterprises. The use of innovative technologies in the production of products for railway transport requires active marketing to promote new developments and attract customers.

In the conditions of a limited market and high competition, railway engineering enterprises must actively use marketing tools to position their products and create competitive advantages, actively work on creating long-term relationships with customers, as well as on the development of service-oriented approaches in the field of after-sales service.

Further research could explore the long-term impacts of specific anti-crisis strategies on railway enterprise performance. Additionally, comparative studies across different regions and types of crises could yield valuable insights into best practices for crisis management in the railway industry.

Conflict of Interest and other Ethics Statements
The authors declare no conflict of interest.

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**АНТИКРИЗОВИЙ МАРКЕТИНГ
ПІДПРИЄМСТВ ЗАЛІЗНИЧНОГО МАШИНОБУДАННЯ**

Анотація. Метою статті є дослідження особливостей та розробка заходів антикризового маркетингу підприємств залізничного машинобудування. Актуальність антикризового маркетингу підприємств залізничного машинобудування полягає в необхідності ефективного реагування на зміни в економічному середовищі, конкурентному тиску та зміни попиту на продукцію, що виникає під час кризових ситуацій. Роль антикризового маркетингу в антикризовому управлінні підприємствами полягає в забезпеченні ефективного взаємодії з іншими функціональними підрозділами, оперативному аналізі ринкової ситуації та прийнятті стратегічних рішень для подолання кризових явищ. Основними функціями антикризового маркетингу є аналіз ринкових тенденцій, прогнозування змін у попиті, розробка стратегій збереження та розвитку ринкової позиції. Основними завданнями антикризового маркетингу є забезпечення стабільності продажів, збереження лояльності клієнтів, оптимізація маркетингових

витрат та підвищення конкурентоспроможності підприємства. Для досягнення поставлених завдань антикризового маркетингу підприємств залізничного машинобудування запропоновано використовувати такі методи, як: диверсифікація продукції та ринків збуту; гнучке ціноутворення; моніторинг ринку і конкурентів з використанням бенчмаркінгу; активне використання цифрового маркетингу; впровадження CRM (управління відносинами з клієнтами).

Ключові слова: антикризовий маркетинг, промисловий маркетинг, B2B та B2G маркетинг, підприємства залізничного машинобудування, криза, бенчмаркінг.

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HOW THE FIGHT AGAINST ECONOMIC CRIME IN UKRAINE HAS CHANGED SINCE THE START OF THE FULL-SCALE INVASION

Abstract. Russia's military aggression against Ukraine has caused large-scale destruction of productive capital and infrastructure, and has resulted in human casualties and social losses. The war has resulted in job and income losses, reduced purchasing power and economic crime. Preserving the territorial integrity of Ukraine is the most important task of the Ukrainian people. The challenges that came with the war are a serious problem for the stability and security of society, a threat to the sustainability of legal institutions, democratic values and the rule of law. Corruption, organized and economic crime are the most complex issues in Ukraine that affect the stability of the state and pose threats to national security.

The fight against crime is aimed at applying comprehensive measures to prevent, stop and expose criminal organizations. Under martial law, the issue of preventing all types of crime is one of the most important. Organized crime poses a threat to the security of the state and is used to destabilize the situation in Ukraine. A large number of goods are smuggled, which negatively affects the economic security of the state. In order to avoid such illegal supplies of goods in retail and wholesale trade, it is necessary to create all the necessary conditions, measures, responsibility, control and increased liability for economic crimes at the legislative level to ensure economic stability and prevent criminal activity.

The threatening scale and dangerous manifestations of economic crime are taking on various schemes and organized forms, the fight against which is an important task for our country

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