

## MODEL FOR SUPPORT BUSINESS

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Under the conditions of an unstable economic environment the levels of risk factors and uncertainty increase and the activity of the enterprise may turn out to be inefficient and lead to a crisis of the enterprise [1]. The threat of the appearance of new competitors, if it is not connected with the expansion of the market and the emergence of new segments, causes a decrease in the profit share of each of the market participants. At present, in the conditions of war with the Russian aggressor, enterprises face even more threats, therefore, the Business Support Program in the Lviv Region for the period of martial law has been implemented [2].

The program consists of three tools:

- providing irrevocable financial assistance to relocated production enterprises;
- voucher support for marketing services or certification services;
- providing irrevocable financial assistance for the purchase of equipment to enterprises of the food, light, and machine-building industries.

Financial assistance to manufacturing enterprises that have relocated is 10000 (UAH), provided that the enterprise is re-registered on the territory of the Lviv region. The company can receive an additional 100000 (UAH) if it creates at least 20 new jobs during martial law at the time of application.

Voucher support is provided to support micro and small businesses during martial law:

- no more than 50000 (UAH) for marketing vouchers;
- no more than 80000 (UAH) for vouchers for product certification.

The share of the economic entities' own costs for receiving services is at least 30 % of the total costs. Non-refundable financial assistance in the amount of no more than 500000 (UAH) for the purchase of equipment is provided to enterprises of the Lviv region in the food, light, and machine-building industries.

Almost every enterprise faces the theory of catastrophes in its activities. The theory of catastrophes considers the limit states of the enterprise in terms of its stability-instability. Based on it, it is possible to get a general idea of the conditions that accompany the transition of an

enterprise from one state to another, including its stabilization. Therefore, the theory of catastrophes can become a research program for studying and forecasting the instability of various systems, in particular, enterprises, and their development. It received such a name because the loss of stability in its manifestations can be catastrophic, even lead to the bankruptcy of the enterprise.

In the conditions of martial law, one of the most important tools of business is marketing, because in order to create civilized market relations, it is necessary to have complete and reliable information about the current state of the market, its problems, trends and prospects for development, as well as the needs and requests of consumers, as real and potential. Thanks to marketing activities, companies can get a real picture of their mutual relations with the market. Practically, all spheres of commercial activity of enterprises, including both direct production, trade, the sphere of services, as well as the development of new goods, the formation of product, price, distribution and communication policies, are covered by marketing activities. Any enterprise that operates in a market environment operates under conditions of certain risk and uncertainty.

The marketing disaster is connected with the inadequacy of the enterprise to the market environment. There are two types of changes in the market environment: gradual change and radical change.

In the first case, changes are relatively slow, and the company's management has the opportunity to predict market requirements. Radical changes are taking place quickly due to the emergence of new priorities - introduction of business projects, diversification, higher quality standards of goods and services. Ideas embedded in disaster theory help to understand the real experience of change management. In addition, one can see why real change is a dangerous phenomenon. The theory shows why change cannot be «managed», but can be influenced, which will help management to normalize the work of the enterprise.

#### **References:**

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