

RESILIENT MARKETING AS A BUSINESS ADAPTATION STRATEGY TO MARKET CHANGES

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The modern world is becoming increasingly complex and dynamic. The COVID-19 pandemic, the war in Ukraine, and climate change – all these factors create new challenges for businesses, compelling them to adapt to new conditions. In this situation, resilience – the ability to withstand risks and recover from shocks – becomes a key success factor for businesses aiming to remain competitive in a dynamic world.

Marketing cannot remain aloof from these changes. Traditional marketing strategies based on predictability and stability no longer work. Instead, new approaches are needed that take into account the uncertainty and variability of the environment.

Resilience in marketing is the ability of enterprises to adapt their marketing strategy and tactics to changing market conditions. This means that the enterprise must:

- quickly respond to changes in consumer behavior, the competitive environment, and economic conditions.
- use new technologies and innovations to gain a competitive advantage.

Resilient marketing is based on principles that include the need for flexible strategies for rapid adaptation to changing conditions, requiring marketers to be ready to constantly review and modify approaches [5]. Equally important is adaptability, involving continuous learning and mastering the latest technologies to meet the changing needs of consumers and follow current trends.

In addition, the diversification of marketing methods and channels is important, as relying on only one tool can be risky and ineffective. Using a variety of approaches helps provide a wider reach and reduce potential risks. The resilience of marketing initiatives to possible risks and contingencies, including economic fluctuations, political instability, or natural disasters, is essential to ensure long-term effectiveness [6-7]. Last but not least is collaboration with various partners to pool resources and share knowledge. This may include interactions with other businesses, advertising agencies,

academic institutions, and government organizations, ultimately improving the effectiveness of marketing efforts.

It is important to note that, in response to rapid changes in the market environment and consumer behavior, marketers must be especially attentive to new data and insights that may indicate the need to adjust existing strategies or even completely revise them. This requires not only a deep understanding of current trends but also a willingness to experiment with new approaches and innovative solutions. This may include the integration of digital technologies, the use of data to personalize offers, and the development of omnichannel strategies to create a seamless experience for consumers [1-3].

Therefore, the ability to quickly adapt, constantly learn, and think innovatively is important to maintain competitiveness in the market. In this context, the importance of building strong relationships with customers through high-quality service and engaging them in a dialogue about the brand becomes an integral part of a successful marketing strategy. This allows not only to increase loyalty but also to effectively respond to changes in consumer needs and expectations, which is the key to creating long-term and mutually beneficial relationships between the brand and its audience.

The advantage of resilient marketing is the strengthening of the business, enabling it to effectively resist risks and quickly recover from shocks, ensuring the maintenance of competitiveness even in difficult conditions. This strategy also helps increase customer loyalty, as they value the flexibility and adaptability of brands, which can ultimately lead to increased repeat purchases. Additionally, resilient businesses have a competitive advantage over those that are not ready for change by attracting new customers, increasing market share, and generating higher profits. However, resilient marketing also has its drawbacks, including uncertainty, which makes it difficult to predict future events and develop a clear marketing strategy; limited resources, especially for small and medium-sized enterprises, which may face difficulties in competing with larger companies; and the need to quickly adapt strategies, requiring considerable effort and time.

To develop resilient marketing, it is recommended to conduct research to better understand customer needs and behavior under conditions of uncertainty develop a flexible marketing strategy that can be easily adapted to new conditions, use a variety of channels and methods to reach a wider audience and reduce risks, and collaborate with partners to combine resources and knowledge. This may include the use of the latest technologies to improve the effectiveness of marketing efforts.

Analyzing the practical application of resilient marketing, it is useful to study successful examples of enterprises that were able to adapt their strategies to dynamic changes in the market environment. One prime example is the digital transformation and intensification of e-commerce in response to the COVID-19 pandemic and related restrictions on brick-and-mortar stores. Many retail businesses were able to not only survive during the lockdowns but also significantly expand their customer base and increase sales by going online. For example, Nike's investment in digital infrastructure contributed to a 36 % increase in online sales in fiscal 2020 [4].

Another important aspect is the flexibility of supply chains, where Toyota, with its «Just-In-Time» (JIT) approach to inventory management, has demonstrated the ability to minimize inventory and costs while enabling rapid adaptation to fluctuations in demand, particularly during the pandemic.

Responsive marketing campaigns also played a key role, as seen in the case of L'Oreal, which focused on home care products, using the self-isolation narrative as an opportunity for self-care. This approach ultimately increased sales and improved customer relationships.

The use of social networks has become an effective tool for the restaurant business, which, faced with the challenges of the pandemic, was able to quickly refocus on food delivery. They actively used social platforms to promote their services and attract customers through interactive content, special promotions, and discounts, ultimately significantly increasing their popularity and sales in this difficult period.

Practical examples demonstrate that resilient marketing requires enterprises not only to quickly adapt to changes but also to have prognostic flexibility to anticipate future trends and challenges. Successful businesses use innovative approaches, digital technologies, and data to develop flexible strategies that can effectively respond to unpredictable circumstances.

The development of resilient marketing will continue to depend on technological innovation, including the use of artificial intelligence for data analysis and automation, social media for customer acquisition and retention, and the development of digital communication channels to connect with customers. Businesses that invest in building their resilience today will be better prepared for future challenges and able to seize opportunities for growth and development.

Therefore, resilience is not just a fashion trend but a vital necessity for modern business. Resilient marketing helps businesses resist risk, adapt to change, and keep pace with changing customer needs.

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БАЗОВІ КОНЦЕПТУАЛЬНІ ПІДХОДИ УПРАВЛІННЯ ПЕРСОНАЛОМ ТА РОЛЬ HR-СЛУЖБИ У ДОСЯГНЕННІ СТРАТЕГІЧНИХ ЦІЛЕЙ ОРГАНІЗАЦІЇ

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Управління персоналом – це цілеспрямована діяльність керівного складу організації, а також керівників і фахівців підрозділів системи управління персоналом, що включає розробку концепції, стратегії кадрової політики та методів управління персоналом. Її концепція – це

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