

УДК 339.1

DOI 10.32342/2074-5354-2023-2-59-9

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## **TRANSFORMATION OF APPROACHES IN MANAGEMENT AND MARKETING DUE TO THE COVID-19 PANDEMIC**

The article summarizes and systematizes the theoretical and methodological principles of the management and marketing transformation caused by the COVID-19 pandemic. The topic of the research is relevant because the risks of most types of economic activities have increased in the conditions of the coronavirus crisis. These factors caused changes in consumer behavior and led to corresponding transformations in the management and marketing activities of business entities. The theoretical and analytical basis of the article includes fundamental works of scientists, statistical data of the State Statistics Service of Ukraine and leading consulting agencies. Methods of abstract-logical generalization, systematic and historical analysis and synthesis, monographic and survey-analytical, graphic methods were used in the research. It was determined that significant macroeconomic imbalances appeared in the conditions of the coronavirus crisis, the way of life changed, and society became less cohesive and mobile. Destruction of added value chains, logistics networks, decrease in total business activity of business entities led to a general deterioration of the population's living standards and the parameters of their consumer confidence. It is shown that the COVID-19 pandemic contributed to changes in the hierarchy of consumer needs of Ukrainians, shifting the focus to physiological and safety needs. Therefore, most of the marketing trends during the coronavirus crisis in Ukraine are related to social distancing, seclusion of people and fear of disease. It has been established that the main tools of marketing

management in the conditions of the COVID-19 pandemic have become personalized digital technologies aimed at meeting the consumers' needs in conditions of social distancing and isolation. These technologies are managed as adaptively as possible, based on risk management, constant monitoring of feedback from focusing on social networks and services. It has been determined that the promising tools for the development of management, marketing and logistics in the post-pandemic world include the robotics of industry, trade and delivery of goods, the development of innovative technologies for air disinfection, household items and equipment, mass non-contact medical diagnostics, and home entertainment services.

**Keywords:** *government, marketing, management, coronavirus crisis, COVID-19 pandemic*  
**JEL classification:** *D91, M10, M31, I15*

Метою статті є узагальнення та систематизація теоретико-методичних засад трансформації підходів в управлінні і маркетингу, обумовлених пандемією COVID-19. Актуальність теми полягає в тому, що в умовах коронакризи зросли ризики провадження більшості видів економічної діяльності, які мали наслідками не лише зміни у поведінці споживачів, а й відповідні трансформації управління й маркетингової діяльності суб'єктів господарювання. Теоретичною і аналітичною базою статті є фундаментальні праці вчених, статистичні дані Державної служби статистики України та провідних консалтингових агентств. Під час дослідження було використано методи абстрактно-логічного узагальнення, системного й історичного аналізу та синтезу, монографічний й оглядово-аналітичний, графічний. Визначено, що в умовах коронакризи виникли значні макроекономічні дисбаланси, змінився уклад життя, суспільство стало менш згуртованим і мобільним. Деструкція ланцюгів створення додаткової вартості, логістичних мереж, зниження загальної ділової активності суб'єктів господарювання призвели до загального погіршення рівня життя населення і параметрів їх споживчої впевненості. Показано, що пандемія COVID-19 сприяла змінам ієрархії потреб українців, зміщенню акценту на фізіологічні й безпекові потреби. Тому більшість маркетингових трендів періоду коронакризи в Україні пов'язана з соціальним дистанціюванням, усамітненням людей та страхом захворювання. Встановлено, що основними інструментами маркетинг-менеджменту в умовах пандемії COVID-19 стали персоналізовані цифрові технології, спрямовані на задоволення потреб споживачів в умовах соціального дистанціювання й ізоляції, управління якими здійснюється максимально адаптивно, базуючись на ризик-менеджменті, постійному моніторингу зворотного зв'язку з орієнтацією на соціальні мережі й сервіси. Визначено, що перспективними інструментами розвитку управління, маркетингу й логістики у постапандемічному світі будуть роботизація промисловості, торгівлі й доставки товарів, розвиток інноваційних технологій знезараження повітря, побутових речей і обладнання, масова безконтактна медична діагностика, сервісів розваг на дому.

**Ключові слова:** *управління, маркетинг, менеджмент, коронакриза, пандемія COVID-19*  
**JEL classification:** *D91, M10, M31, I15*

**Introduction and problem statement.** At the beginning of 2020, like other world countries, Ukraine was affected by the pandemic of the coronavirus disease COVID-19, caused by SARS-CoV-2. In Ukraine, for almost three years, the pandemic has infected about 5 million people, of which 108 thousand have died. In December 2022, People's Republic of China recorded a new large-scale outbreak of the disease, when in 20 days the disease was found in almost 250 million people, or 18% of the country's population. Despite the anti-epidemic measures, epidemiologists and government officials

predict further outbreaks caused primarily by mutations of the SARS-CoV-2 virus.

During the pandemic the Government of Ukraine has adopted and implemented a number of measures to prevent the spread of COVID-19 on the basis of the World Health Organization's recommendations. At the beginning of the pandemic, the national economy was actually stopped by the nationwide lockdown. Later, the Government implemented the division of regions into quarantine zones, organized operative COVID testing, mass vaccination of the population (for certain categories of workers it became mandatory) and the

circulation of internal and international COVID certificates. The Government also created the “COVID fund” and changed the procedure of funding the purchase of medicines and equipment.

In the conditions of economic recession and significant unpredictability, the risks of most economic activities increased. It was accompanied by a decrease in the level of income and welfare of Ukrainians, rising prices and increase in deprivation of certain components of social activity. In turn, such strategic challenges led not only to changes in consumer behavior, but also to relevant transformations of management and marketing activities of business entities.

**Literature review.** The large-scale spreads of COVID-19, the priority of finding ways to prevent the pandemic and to overcome its socio-economic effects, have intensified scientific research in this area. In particular, the studies by Y. Bazylyuk, L. Benovska, O. Bochko, N. Bugas, V. Geiets, T. Geiko, B. Danylyshyn, Y. Zhalilo, T. Krushelnytska, E. Libanova, O. Matveeva, V. Naumov, N. Patyka, M. Pugachov, E. Stepaniuk, I. Storonyanska, Y. Ter-Karapetyants, O. Sharov, O. Shpykuliak, V. Yurchyshyn and many others were devoted to the problems of overcoming the coronavirus crisis in Ukraine and particular economic sectors, the transformation of public and corporate management and marketing.

For instance, the studies by B. Danylyshyn and E. Stepaniuk proved that quarantine measures introduced in Ukraine, the institutional crisis of management deepened the negative trends in the economy and caused the total decline in the real sector [1]. According to I. Storonyanska and L. Benovska, the decline in economic and investment activity of business entities, the reduction in household consumption expenditure can be considered as a delayed effect of the slowdown in economic growth in the short term [2].

Moreover, H. He and L. Harris proved that not only the macro- and micro-environment of entrepreneurship changed during the pandemic, but also globalization processes actually stopped. It caused the

localization of business, the refusal of traditional client-open business operations, almost complete shutdown of international tourism, academic exchange [3], etc.

American scientists A. Vaccaro, C. Getz, B. Cohen, B. Cole and C. Donnally, using the example of healthcare system management, show that the pandemic will result in a new wave of mergers and acquisitions, consolidation in most economic sectors, and office closures [4]. Strategic management decisions are deferred payments on rent and mortgage, the introduction of content management systems (CMS), optimization of the number of staff and work schedules, the implementing of distant diagnostic methods, telemedicine, etc.

In a review of scientific works on the management in the context of the COVID-19 pandemic, scientists K. Bailey and D. Breslin concluded that network organizations with flexible management structures are the most adaptable to survival and development. They are ready for rapid changes in production specialization, market diversification and promotional tools for goods and services to final consumers [5].

In the global practice of logistics development, scientists consider logistics to be one of the most important areas in the risk management system of the post-pandemic economy. According to S. Chai, governments should now prioritize the development of transport infrastructure. It will allow businesses to build long-term relationships between suppliers and consumers, helping to ensure food security [6]. Therefore, O. Kobyliukh, O. Hirna and L. Hayeva say that for the effective development of logistics in Ukraine today it is necessary to develop outsourcing, implement the latest IT technologies for managing goods turnover, and expand the sphere of contactless courier delivery and online orders [7].

The change in consumer preferences is also closely related to the food security of Ukraine. Scientists of the NSC “Institute of Agrarian Economics” concluded that during the COVID-19 pandemic and the coronavirus crisis, the decrease in incomes and violation of the principle of equivalence of commodity

exchange operations in foreign economic relations, as well as the unpredictability of the behavior of logistics operators have a crucial impact on food security [8, p. 16].

The study of consumer behavior in the context of COVID-19 and the impact of marketing trends on them, conducted by O. Bochko and N. Kozhushok, showed that the hierarchy of Ukrainians' needs has changed during the coronavirus crisis. In particular, compared to A. Maslow's classical hierarchy of needs, the consumers now tend more towards physiological needs and the maximum possible safe consumer behavior [9, p. 68]. At the same time, self-expression, creativity and human morality recede into the background, which creates threats to the future of civil society.

As F. Rahmanov, M. Mursalov and A. Rosokhata note, the impact of COVID-19 has accelerated the progress of consumers in the digital era. The major innovations in customer behavior are their focus on social media, messengers, online communication, ordering goods and contactless delivery, increasing advertising in social media, providing video support and technical support to users [10, p. 249], etc. The research of J. Hoekstra and P. Leeflang shows the same changes in marketing, the rapid switching from offline to online promotion and sales technologies [11].

**Identification of unresolved parts of the main problem.** Summarizing the scientific contributions of researchers, it should be noted that they have comprehensively analyzed the socio-economic impact of the COVID-19 pandemic, especially on the tourism and transport sectors, assessed changes in fiscal policy, studied consumer behavior in a pandemic, as well as the risks of guaranteeing state food security. At the same time, transformation processes in management at all levels of the hierarchy of the economic system, marketing of enterprises in the main commodity markets, as well as scenario modeling of consumer behavior require further research.

**The aim of the paper.** The aim of the article is to summarize and systematize the theoretical and methodological principles

of transformation of management and marketing approaches in the conditions of the COVID-19 pandemic.

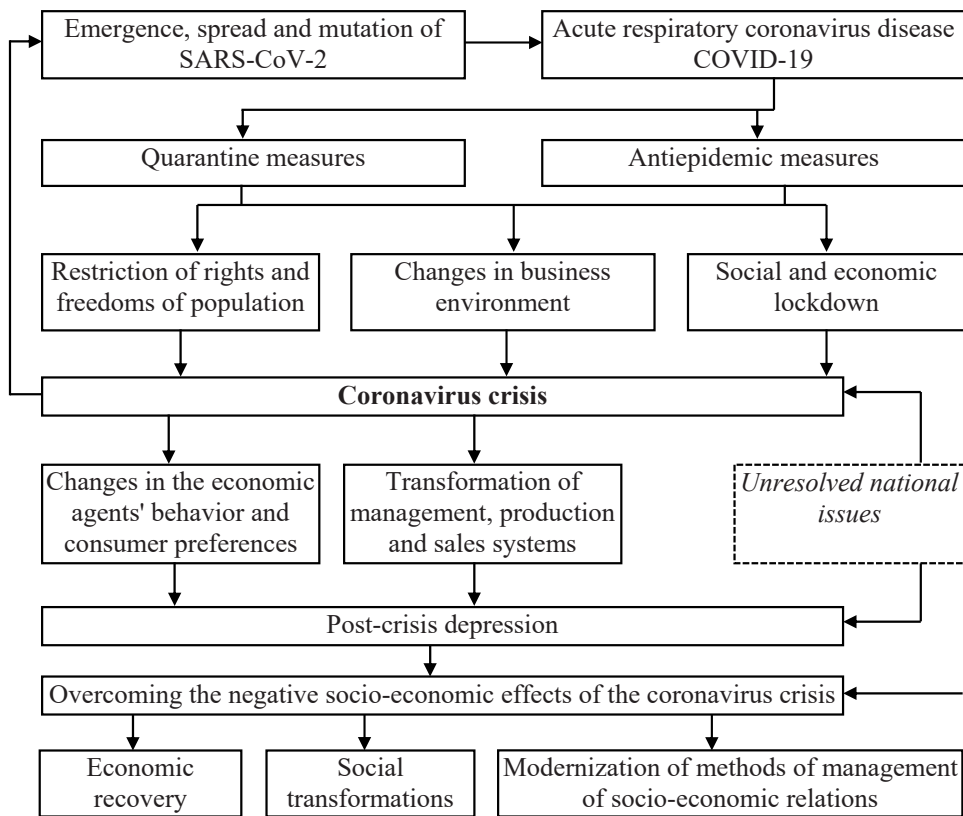
**The main material of the study.** The COVID-19 pandemic, along with often unreasonable and irrational measures to control and overcome it, ineffective public administration in critical conditions, caused negative trends in socio-economic development and deepened the coronavirus crisis (Fig. 1).

Unresolved national problems in the sectors of healthcare, public administration and financing, law enforcement, as well as low legal consciousness of the population also contributed to this. At the same time, a number of quarantine and anti-epidemic measures caused public resistance to restrictions on free movement, visits to public catering and recreation facilities, social distancing, mandatory wearing of medical masks, and vaccination. The shortage of personal protective items and medical equipment, speculation in the market, lack of rapid tests, a small number of certified laboratories, vaccination points, an imperfect logistics system, lack of qualified doctors, and interruptions in the functioning of electronic health systems contributed to the aggravation of the problems.

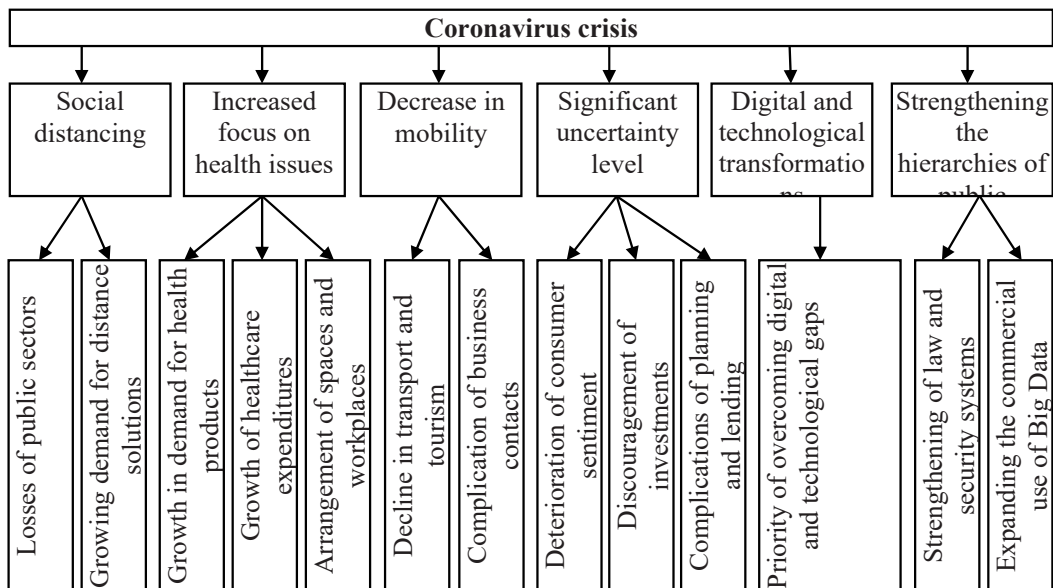
According to the research of scientists of the National Institute for Strategic Studies, the coronavirus crisis has become an objective reason for global changes in the conditions of economic activity and functioning of society as a whole (Fig. 2) [12].

In particular, the social distancing has changed the way of life, society has become less cohesive and mobile, public and socially oriented economic sectors have incurred significant losses. At the same time, the demand for distant solutions has increased, primarily in the field of customer service, workplace equipment, and digital contracts. Increased attention to healthcare has led to an increase in demand for medical and hygiene products, created a booming demand for private oxygen concentrators.

Along with changes in society, the coronavirus crisis has contributed to significant macroeconomic imbalances. In



**Fig. 1. Mechanism of corona crisis formation and post-crisis socio-economic transformations**  
Source: developed by authors.



**Fig. 2. Factors of global changes in the conditions of economic activity and management in the coronavirus crisis [12, p. 102]**



particular, according to the State Statistics Service of Ukraine, during 2020-2021, there was a slowdown in economic development (Fig. 3), a significant decrease in industrial production and exports of goods, a drop in investment activity and gross consumption, an increase in unemployment and a decline in the welfare of the population.

Statistical surveys of the economic sentiment of the managerial staff of Ukrainian enterprises prove that the lockdown implemented in the second quarter of 2020 worsened managers' expectations by 22.7 percentage points (Table 1). In addition, business confidence significantly deteriorated in retail trade, services, and the real sector of the economy.

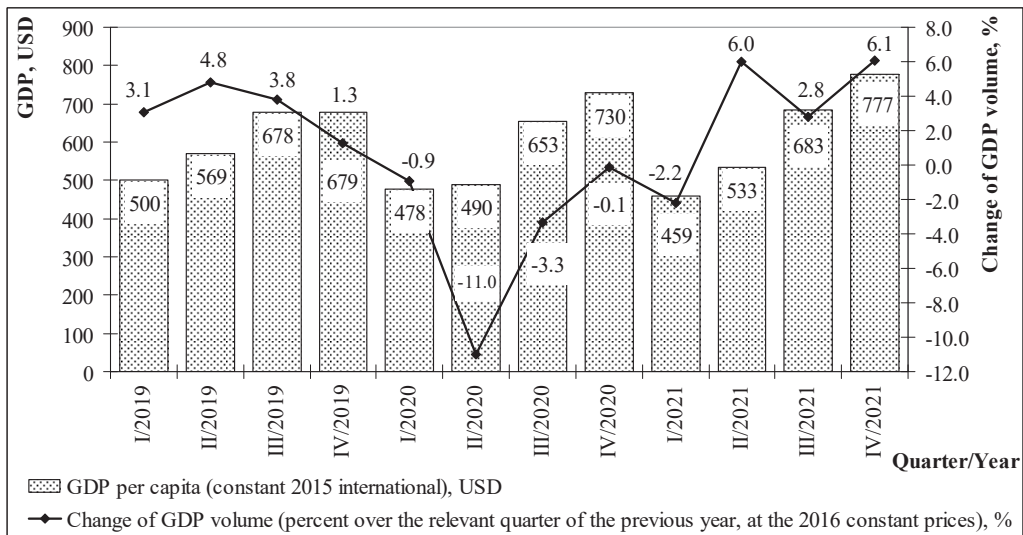
The destruction of value-added chains, logistics networks, and the decline in business activity of individual entrepreneurs contributed to a general deterioration in living standards and consumer confidence.

The dynamics of economic sentiment indicators in 2020-2021 in general had a direct correlation between the strictness of anti-epidemic measures and the quarantine zone of the region in the regional context. Therefore, according to the operational data of the catering networks joined to the Poster

system, during October 11-24, 2021, cafes and restaurants of the "red zone" lost about 34% of revenue per week; in the regions of the "orange zone" the decline in business profitability was 22%. Therefore, it is expected the deepening of the crisis in this sector on the one hand, and the transformation of the marketing and customer service system to work for takeaway and e-order delivery – on the other hand. The impact of the coronavirus crisis on the efficiency of sanatoriums and resorts in Ukraine is somewhat similar [13]. The results of the study by R. Zvarych and T. Tysh [14] indicate a high degree of probability of bankruptcy of most airlines due to a decrease in tourist flows and traffic in 2020.

Moreover, medical masks and respirators, oxygen concentrators, antiviral medicines, disinfectants and sanitizers, etc. were in high demand at the beginning of the pandemic.

Due to anti-epidemic measures, many companies were forced to stop their business or significantly reduce their production volumes. At the same time, the institutional regulation of particular market segments and the government support of particular economic activities became one of the determining performance factors.



**Fig. 3. Dynamics of gross domestic product of Ukraine in 2019-2021**

Source: calculated by authors based on the data of the State Statistics Service of Ukraine.

Table 1

**Economic sentiment indicators of managerial staff in Ukrainian enterprises in 2020–2021, %**

Parameter	2020				2021			
	QI	QII	QIII	QIV	QI	QII	QIII	QIV
Economic sentiment indicators	107,4	84,7	90,8	96,7	94,4	99,6	104,1	102,5
Industrial confidence indicator	-6,6	-24,7	-12,3	-9,7	-10,4	-9,6	-8,0	-6,0
Construction confidence indicator	-24,3	-45,6	-36,8	-30,9	-29,1	-27,5	-23,1	-21,9
Retail trade confidence indicator	8,1	-15,7	-3,7	0,1	-3,6	1,4	9,0	-1,9
Services confidence indicator	-4,2	-39,7	-34,2	-20,7	-28,0	-24,0	-6,0	-8,8
Consumer confidence indicator	-7,3	-9,3	-18,7	-20,6	-20,8	-7,6	-18,4	-20,7

Source: compiled by authors based on the data of the State Statistics Service of Ukraine.

Most of the marketing trends during the coronavirus crisis in Ukraine are related to social distancing, seclusion of people and fear of disease. Therefore, according to a study by Buzzfactory Ukraine, the main marketing trends in 2020 were [15]: challenges to combat boredom, bad mood and depression, shared through the popular social media TikTok and Instagram; live broadcasts (“stream”), which are mainly run by bloggers, fitness trainers, psychologists and other famous people. The main content (mostly entertainment) of these live broadcasts contains product advertising and hyperlinks to online direct sales stores. At the same time, experts note a change in the popularity of influencer categories, as people have to spend more time at home, cooking, playing sports, taking care of their beauty and health, etc.

In 2020, experts of “Factum Group Ukraine” together with members of the All-Ukrainian Advertising Coalition conducted a comprehensive study of the impact of the COVID-19 pandemic on the system of marketing management and advertising business in Ukraine. In particular, among the surveyed companies, during the coronavirus crisis, 65% of respondents reported a decrease in marketing activity, 15% reported no changes, and 20% reported an increase. At the same time, 33 % of enterprises canceled up to 20 % of marketing activities, and 43 % of companies discontinued them due to inefficiency [16]. It is a positive fact

that 48 % of respondents found resources and competencies to transform marketing management and launched new projects.

Marketing management in the coronavirus crisis has its own specifics (Fig. 4).

The main changes in marketing management in 2020–2021 are total digitalization and a refocus on the consumer. In particular, promotional and SMM activities are significantly expanding, digital channels of personalized advertising and communication are developing, distant services are being launched, and new tools for interacting with consumers via the Internet are being implemented.

Marketing departments or outsourcing companies providing advertising services had to switch completely to distant work and online communicating system with staff and customers, increase the social benefits package, offering additional social protection.

According to “Factum Group Ukraine”, social projects and initiatives, media advertising and direct marketing currently dominate among marketing activities [16]. The main marketing tools were changed from the “face-to-face” format to “online”, and focus group research was replaced by depersonalized network surveys. Management of the marketing team in such circumstances switches to a “manual” adaptive mode with short-term strategy planning, daily monitoring of changes and regular anti-crisis measures.



**Fig. 4. The main trends in the transformation of marketing management in the context of the COVID-19 pandemic**

*Source:* summarized by authors taking into account [16].

Taking into account the general trends in the development of “Industry 4.0”, digitalization of socio-economic activities, it can be claimed that promoting a healthy lifestyle, robotization of manufacturing, trade and delivery of goods, development of innovative technologies for disinfection of air, household items and equipment, mass contactless medical diagnostics, home entertainment services and digital antidepressants, etc. will be promising tools for the development of management, marketing and logistics in the post-pandemic world. In addition, such transformations are fully consistent with the concept of inclusive development of the national economy [17].

The obtained research results generally correlate with similar studies of foreign scientists. In general, we agree with the conclusions of H. He and L. Harris that the pandemic has caused changes not only in the philosophy of marketing, but also in the system of corporate social responsibility of business, reorienting it to the post-culture of consumer ethics [3]. In addition, according to the research of Jordanian scientists, anti-crisis offers, personalized digital communication, awareness of the company’s compassion, empathy are now the drivers for consumers in decision-making [18]. Therefore, it can be stated that the new trend in the management and market-

ing philosophy is the digital personalization of the offer with an individual smart approach.

**Conclusions.** As a result of the coronavirus disease spread and often ineffective managerial regulatory measures in Ukraine in 2020-2021, a coronavirus crisis affected both economy and society. This led to stagnation in most economic sectors, a drop in business and investment activities, and a decline in the welfare and psychological health of the population. The pandemic also actively contributes to changes in consumer preferences and behavior, lifestyle and economic activity.

The study of the theoretical and methodological principles of transformation of management and marketing approaches due to the COVID-19 pandemic has shown that the main tools of marketing management are personalized digital technologies aimed at meeting the consumer needs in conditions of social distancing and isolation, which are managed as adaptively as possible, based on risk management, constant monitoring of feedback with a focus on social media and services.

Prospects for further research in this area are the study of marketing trends and the development of strategic directions for the transformation of management and marketing in the post-pandemic period.



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## TRANSFORMATION OF APPROACHES IN MANAGEMENT AND MARKETING DUE TO THE COVID-19 PANDEMIC

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**DOI: 10.32342/2074-5354-2023-2-59-9**

**Keywords:** *government, marketing, management, coronavirus crisis, COVID-19 pandemic*

**JEL classification:** *D91, M10, M31, I15*

The article summarizes and systematizes the theoretical and methodological principles of the management and marketing transformation caused by the COVID-19 pandemic. The topic of the research is relevant because the risks of most types of economic activities have increased in the conditions of the coronavirus crisis. These factors caused changes in consumer behavior and led to corresponding transformations in the management and marketing activities of business entities. The theoretical and analytical basis of the article includes fundamental works of scientists, statistical data of the State Statistics Service of Ukraine and leading consulting agencies. Methods of abstract-logical generalization, systematic and historical analysis and synthesis, monographic and survey-analytical, graphic methods were used in the research. It was determined that significant macroeconomic imbalances appeared in the conditions of the coronavirus crisis, the way of life changed, and society became less cohesive and mobile. Destruction of added value chains, logistics networks, decrease in total business activity of business entities led to a general deterioration of the population’s living standards and the parameters of their consumer confidence. It is shown that the COVID-19 pandemic contributed to changes in the hierarchy of consumer needs of Ukrainians, shifting the focus to physiological and safety needs. Therefore, most of the marketing trends during the coronavirus crisis in

Ukraine are related to social distancing, seclusion of people and fear of disease. It has been established that the main tools of marketing management in the conditions of the COVID-19 pandemic have become personalized digital technologies aimed at meeting the consumers' needs in conditions of social distancing and isolation. These technologies are managed as adaptively as possible, based on risk management, constant monitoring of feedback from focusing on social networks and services. It has been determined that the promising tools for the development of management, marketing and logistics in the post-pandemic world include the robotics of industry, trade and delivery of goods, the development of innovative technologies for air disinfection, household items and equipment, mass non-contact medical diagnostics, and home entertainment services.

*Одержано 16.03.2023.*