

6. Analysis of research on the factors of war's impact on marketing communications

PREFACE

Our research material presents the opinions of experts, consumers and other representatives of society on the impact of war on marketing communications in the context of the current situation in Ukraine. The authors explore various aspects of this issue, including the impact of the war on consumer preferences, changes in brand perceptions and attitudes toward advertising, and the evolution of approaches to integrated marketing communications in the face of war and the tragedy of our Worldview.

Our goal is to summarize theoretical approaches to the study of the relationship between war and marketing, as well as to determine the role of practical methods of marketing communication in the context of war and killing.

The article analyzes the consequences of the war for the consumer market, including a decrease in demand for goods and services, changes in pricing policy, exchange rate instability, and increased propaganda costs. The article also examines the impact of the war on marketing communication, including changes in the subject matter and style of advertising messages, reduced advertising budgets, and changes in channels of communication with consumers.

We draw readers' attention to the fact that war can be an obstacle to business development and marketing, but it can also create new opportunities for certain industries and companies. The section provides examples of companies that have managed to adapt to the war and succeed in the market.

So, we are going to analyze the results of research on the impact of war on the market and marketing communication, consider the consequences for business and opportunities for companies in the real conditions of devastation, suffering and war.

We also consider the importance of social responsibility and ethics in marketing communications during wartime, as this can affect consumer perceptions of the brand.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

concludes that in times of war, marketers should be especially attentive and sensitive to the needs and feelings of consumers.

You will gain valuable insights into the impact of war on marketing communications, including the need to adapt marketing strategies to conflict and to maintain ethical principles and social responsibility of marketing during war.

This section also covers topics such as changing the subject matter and style of advertising messages, using positive emotions and optimism in marketing campaigns, and the impact of advertising budgets and communication channels on marketing effectiveness in times of war 3

Finally, we will provide our partners and friends with tips on how to effectively organize marketing campaigns in times of war, including how to use modern technologies and tools, improve the quality of customer interaction, and maintain a positive company image.

In general, we aimed to provide useful information and practical advice on how to effectively conduct marketing campaigns during the war, which can be useful for businesses and marketers.

RESEARCH RESULTS

The war has a significant negative impact on the economy, business and marketing, and may also create new opportunities for some industries and companies. The analysis of the war's effects on the market shows, among other things, a decrease in demand for goods and services, changes in pricing policy, currency instability and an increase in marketing costs. The war also affects marketing communication, including changes in the subject matter and style of advertising messages, reduced advertising budgets, and changes in channels of communication with consumers. This raises the question of what effects the war may have on the market and marketing communication, and how businesses can adapt to the war to ensure their success.

There is also the problem of the war's impact on marketing communications due to a sharp change in the emotional and psychological state of consumers, as well as changes in their needs and values. In such a situation, companies have to adapt their

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

marketing campaigns, advertising budgets, and communication channels to adapt to the new market conditions and positively influence consumers. As modern technologies ensure a rapid flow of information, the positive image of a company may change during the war, which may negatively affect its operations. Therefore, the Monograph is devoted to studying these aspects and providing recommendations on how to adapt marketing communications in times of war.

The problem that this chapter explores is the impact of war on marketing communications, in particular, the need to adapt marketing strategies to the conditions of conflict and to preserve ethical principles and social responsibility in marketing during war. The chapter also discusses other issues, such as changing the subject matter and style of advertising messages, using positive emotions and optimism in marketing campaigns, and the impact of advertising budgets and communication channels on marketing effectiveness in times of war. The main challenge is how to maintain the effectiveness of marketing communications and compliance with ethical and social standards during a war that can affect consumers and their emotional state, as well as the company's image.

Researching the impact of war on marketing communications is a challenging task, although this issue is not new. Many studies have already been conducted on this topic. For example, the study by V. I. Linchevska (2016) investigated the consequences of the war for the economy and business in Ukraine, including the impact on marketing communications. Another research study on the impact of the war on marketing communications and business in Ukraine: "Impact on Business and Development Prospects" by Iryna Bilenko and Valeriy Chumachenko was published in the journal "Scientific Papers of Kirovograd National Technical University. Economic Sciences" in 2015. This monograph explores the impact of the war on Ukrainian business and offers recommendations on how to adapt to the war conditions and maintain the competitiveness of enterprises.

And the study by K. A. Krasnopolska (2019) investigated the effects of war on marketing communications in the context of the current war in Syria.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

Of particular scientific interest on this topic is modern marketing research conducted during the war in Ukraine in 2022.

The study was based on the data from the Analytical Report "Trends 2022 in Marketing Communications Management" prepared by Factum Group in partnership with the Ukrainian Advertising Coalition. The purpose of the study is to assess the impact of the war on marketing communications, to understand the existing challenges facing marketing teams and plans for the future.

Due to the lack of experience in marketing communications during the full-scale Ukrainian-Russian war, the topic of factors of influence and adaptation to these conditions remains insufficiently considered by the Ukrainian scientific community.

There is no generalized algorithm for marketing communications during wartime in the scientific and professional literature. A study of the factors that influence them would be applicable to all types of enterprises in Ukraine that need to use consumer communications during the war.

Based on the assessment of the factors of influence of the war, the modern guidelines in the management of marketing communications of domestic enterprises will be determined. The strategies that marketers can use to adapt to these changes and maintain their relevance in the wartime economy are also explored.

When studying this issue, you should also pay attention to the Kantar Ukraine study "Brands in Ukraine: One Year Later" conducted in September 2022.

The following foreign scholars have been engaged in theoretical research on the impact of war on marketing communications, as well as the adaptation of marketing strategies during military conflicts in the 21st century: Shon Mackin, 5 Christin Goulding, Nizar AbuAli, Saleh Abu-Sitta, John Philip Jones, Rajat Roy, Abhijit Gangopadhyay, Banu Akdenizli, Morris P. Healy.

For a more in-depth analysis of the impact of war on marketing communications, we should pay attention to the following global studies.

- "The impact of war on marketing communication and business: A conceptual framework" by Imran Ali, Amir Manzoor, and Nasir Mahmood was published in the International Journal of Business and Management in 2011. The

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

monograph offers a conceptual model of the impact of war on marketing communication and business and explores the effects of war on advertising, promotions, and customer relations.

- "The impact of war on businesses" by Mohammed N. Alomari and Adnan M. Almohaimmeed, published in the International Journal of Economics, Commerce and Management in 2016. The monograph examines the impact of war on business using questionnaires and interviews with entrepreneurs in Syria and Iraq. The study found that the war has led to significant changes in the business environment, such as reduced demand and increased production costs.

- "Marketing Communication in the Context of War: A Study of Palestinian Newspapers during the 2014 Gaza War" by Mohammad Ayish, Ibrahim Abu Hammad and Abdallah Abu Sheikh, published in the International Journal of Communication in 2016. The monograph explores how the war affected marketing communication in Palestinian newspapers during the 2014 conflict. The study showed that the war led to a change in style and language in newspapers, an increase in demand for military news and a decrease in advertising.

- "The impact of war on marketing communication and business: An exploratory study of small firms in Lebanon" by Mahmoud K. Abou Hamdan and Suhair S. Saba, published in the International Journal of Business and Social Science in 2015, is a research article that explores the impact of war on marketing communication and business in small businesses in Lebanon.

A qualitative study is also being conducted, using interviews with small business owners and managers in Lebanon to explore the impact of the war on their business operations and marketing strategies.

The study used structural and systematic approaches based on current marketing research, which include methods of analysis and synthesis, comparison and generalization.

The theoretical basis was the research of world scientists published in scientific journals.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

War is one of the most vulnerable points for any country. It affects all aspects of people's lives, including the economy, politics, social relations and marketing communications. War can significantly change the way companies conduct their advertising policy, their branding, and their perception of consumers.

One of the main factors of war's impact on marketing is the change in the social climate. War can create destruction and helplessness among the population, leading to uncertainty and stress. This can affect people's attitudes towards the products and services they buy. Companies that follow an image policy should understand the changes in the social climate and adapt their marketing strategies accordingly.

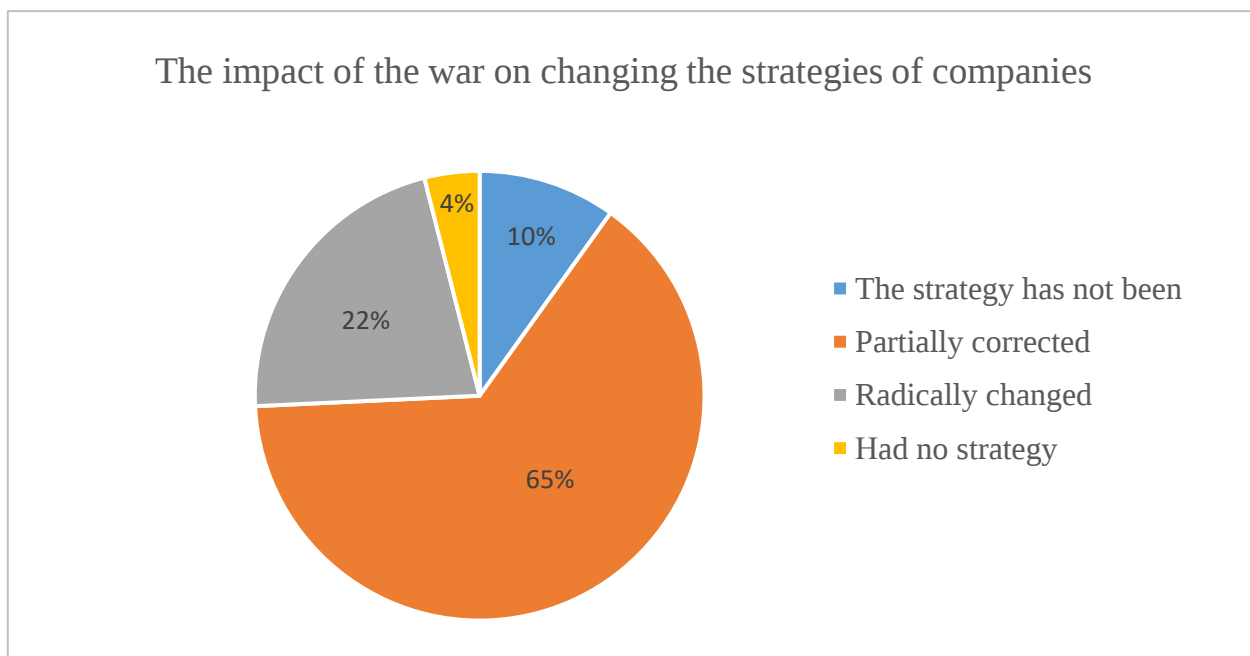


Figure 1. Adaptation of marketing strategies in Ukraine in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68].

In addition, war can affect consumer habits. In times of war, people tend to buy less and prioritize basic needs such as food and shelter. This can lead to a decrease in sales for most companies and, consequently, a decrease in their profits.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

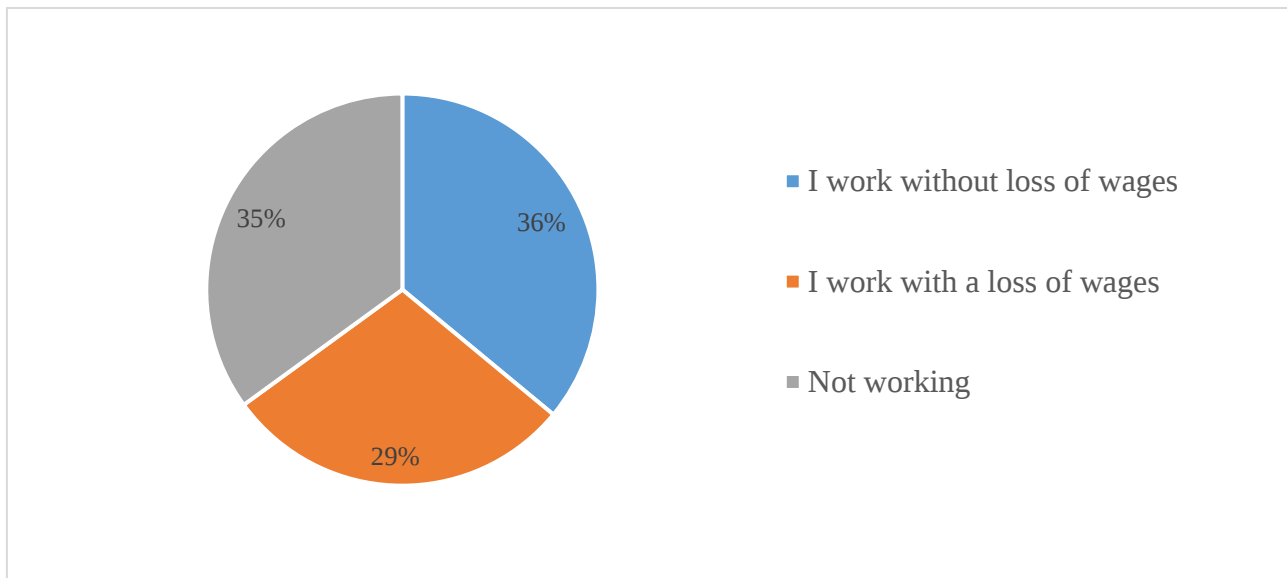


Figure 2. Loss of jobs and wages in Ukraine in 2022

Source: compiled by the author based on the data from the Kantar Ukraine study "Brands in Ukraine: One Year Later" [69].

The war is forcing companies to review their product portfolios, reducing the range of products and leaving the most profitable positions (profit is more important than leadership and volume). At the same time, new products and services are being launched, sometimes in related areas, diversifying business activities. Companies are leaving the aggressor's markets, focusing on exports and finding new markets.

In addition, war can change consumers' requirements for products and services. Companies must be prepared to adapt their products and services to changing consumer demands to remain competitive in the market.

War has a major impact on the economy and business, and businesses should be prepared for the possible consequences. For example, war can lead to reduced production and higher prices for raw materials and other resources, which can increase the cost of producing goods and services. This may force companies to reduce their costs, including reducing the number of employees, which may lead to increased unemployment and reduced consumption spending.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

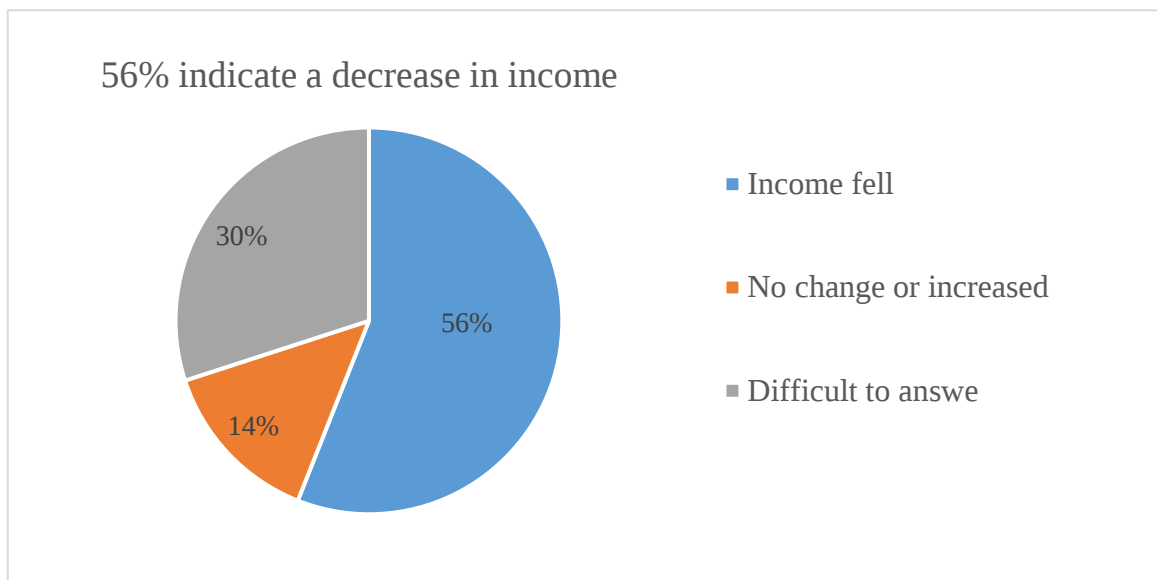


Figure 3. Reduction of revenues and staff of Ukrainian companies in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68].

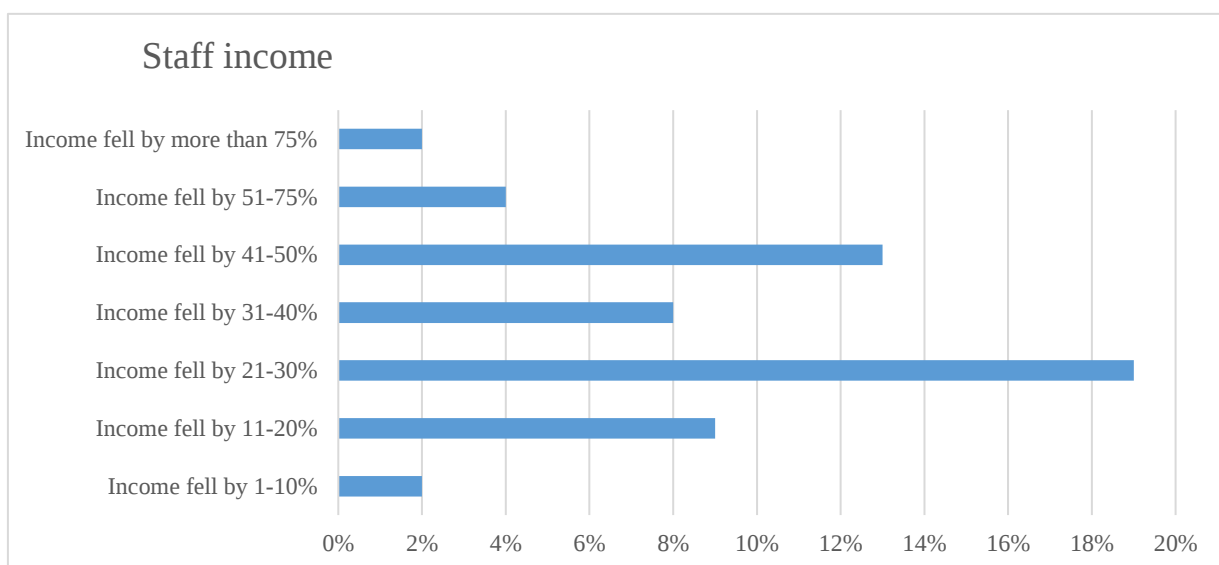


Figure 4. Reduction of revenues and staff of Ukrainian companies in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68].

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

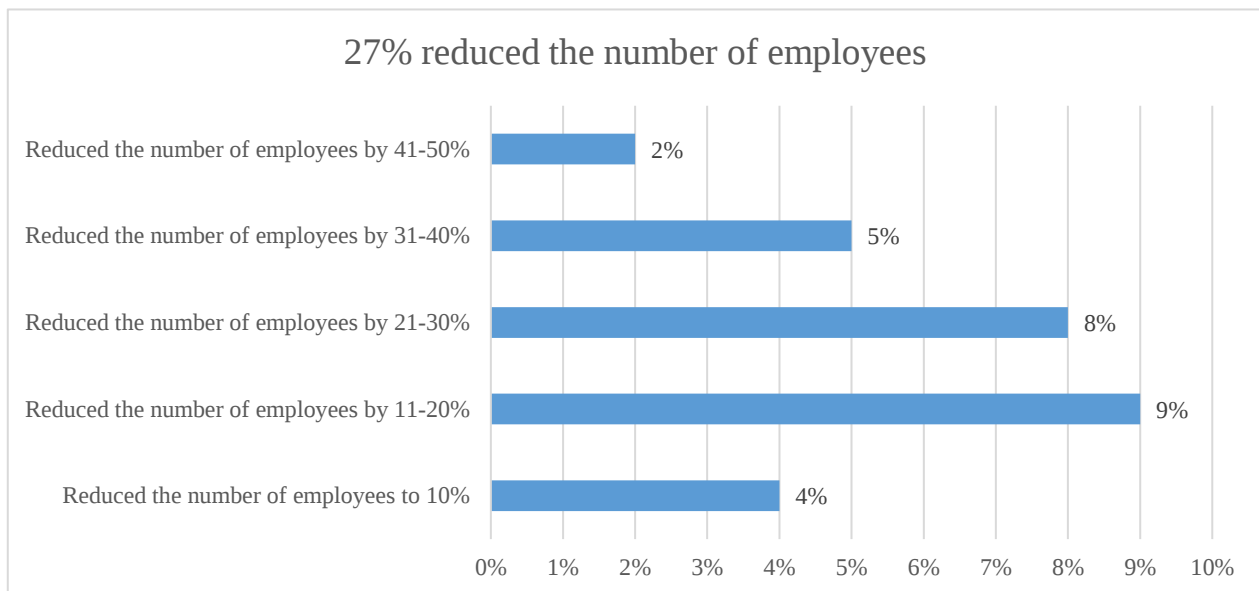


Figure 5. Reduction of revenues and staff of Ukrainian companies in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68].

In addition, war can affect consumer attitudes toward certain brands and products. For example, if a company supports the war or has direct ties to military operations, it may result in a decrease in sales and a negative image in the eyes of consumers.

However, war can also lead to an increase in demand for certain goods and services, such as basic necessities that become scarce or services related to infrastructure repair and rebuilding. War can also lead to changes in consumer behavior, such as increased attention to socially responsible companies that try to help warring countries and those affected by war.

Thus, war has a major impact on business and the economy, and businesses should be prepared for the possible consequences. This means that companies should be ready to adapt to changes in the market, change their strategies and market positions, depending on how the war will unfold and what consequences it will bring.

It is also important to pay attention to the needs of consumers and their habits in times of war, to adapt products and services to the changing needs of consumers, and

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

to be prepared for the fact that consumers may reduce their spending on unnecessary or non-essential products and services.

Finally, it is worth remembering that war can have different consequences for different industries and companies, so it is important to research the impact of war on your own industry and analyze its consequences for your own business. This will allow companies to be prepared for possible changes in the market and respond quickly to them. At the same time, it is worth staying active in marketing communications with your consumers.

War can be an opportunity for companies to show their social responsibility and compassion for those affected by conflict. Companies can use marketing communications to support charitable projects and sponsor aid to war victims. Also, companies can use marketing communications to show their support for peace processes and call for peace.

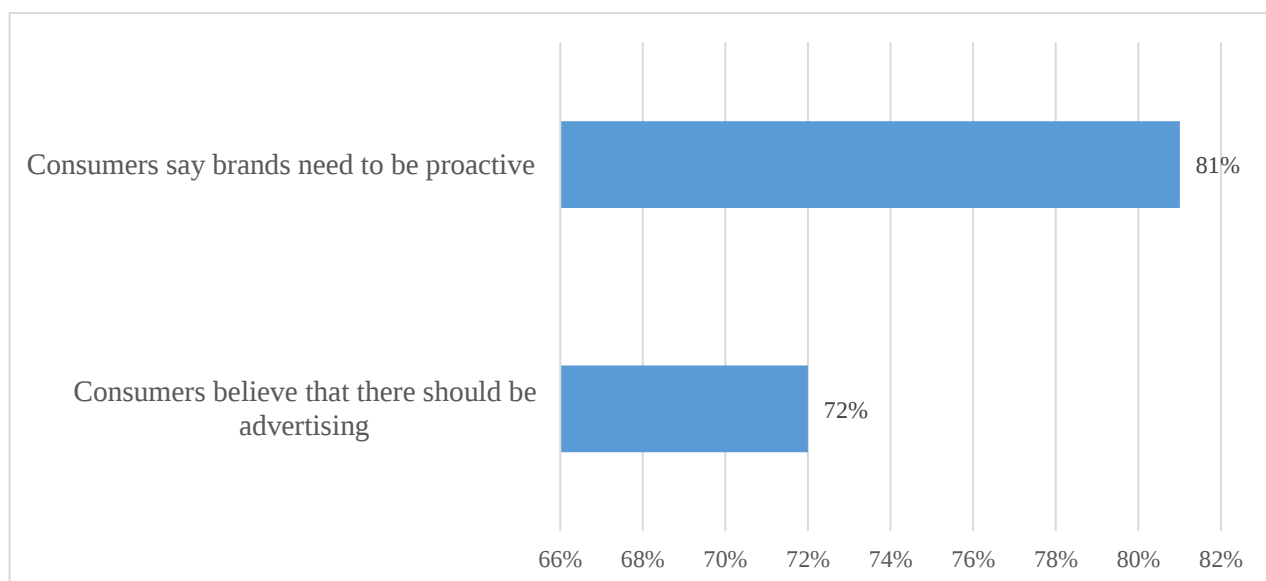


Figure 6. Consumer attitudes toward marketing communications during the war in Ukraine in 2022

Source: compiled by the author based on the data from the Kantar Ukraine study "Brands in Ukraine: One Year Later" [69].

The following principles are worth highlighting in the marketing communications of Ukrainian companies during the war:

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

- Social responsibility. Business should be socially responsible. And not only in difficult times for the country and its citizens. However, Ukrainians are now primarily interested in whether a company supports the Armed Forces, cares about the safety of its staff, volunteers, has ties to the aggressor country, and how it positions itself. At the same time, society is interested in real actions and projects, not slogans. This is the way to increase stakeholder trust and attract a loyal audience for the future.

- Media presence. The company's presence in the media space, including online, allows the business to stay in the public eye and introduce its corporate culture, services, and activities to all stakeholders. This reassures partners and customers, as they see that the business has adapted to the new environment and continues to operate. Openness of all processes increases the trust and loyalty of the team and provides an example for other companies to follow or is a source of uniting efforts for a common goal.

- Consistency in words and actions. Businesses should have a clear position on the choice of partners and contractors. Volunteerism and social projects to support the country's economy and population should be publicized. This is important because it brings people closer to the brand emotionally

- Be useful. A company operating in the market should be useful. And it's not just about meeting customer needs, which is always important. Today, many Ukrainians are looking for a new job, mastering new skills or vectors of development. It is appropriate for companies to help them. Social media and company websites are well suited for this purpose. For example, you can create posts or videos with free consultations to support small and medium-sized businesses. This is also a good advertisement for the professionalism of your team, because users often share such links and thus advertise both your brand and your web resource.

Marketing is always relevant, but you can promote your company and services in different ways. As a rule, unique and professional services, quality goods, individual approach and loyal attitude to customers become the best advertising in society than any loud slogans or banners around the city.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

When building communication with the audience, it is important to remain honest and consistent. Values and responsibility have become the markers that show whether a company can be trusted or not.

How to advertise your product effectively during the war.

It would be a mistake to completely stop marketing activities until the victory. Right now, most Ukrainians are willing and ready to support Ukrainian brands. Today's realities leave little room for classic marketing planning. Digital marketing is coming to the fore with its inherent flexibility: marketers can see and analyze consumer reactions in real time, which allows them to quickly adjust their strategy. And everyone got used to working with small planning horizons during the acute phase of the coronavirus pandemic.

Actively integrate artificial intelligence technologies. One of the opportunities available today for marketing and advertising is the use of deep learning algorithms to analyze the target audience.

Such algorithms allow you to collect detailed information about consumers. In addition to identifying what consumers are interested in or could potentially be interested in, it is also possible to determine which sites are best suited to place advertising banners on. As a result, businesses attract customers who are most likely to respond to a product or service, the number of clicks on advertising banners will increase, and advertising campaigns can be optimized and fine-tuned.

An important advantage of using deep learning is that this technology is able to collect information without using cookies, which is relevant in light of the global rejection of the use of third-party cookies.

Contextual targeting has been known for a long time, but the latest technological advances are taking it to a new level. According to RTB House's internal statistics, the use of artificial intelligence capabilities improves the effectiveness of advertising campaigns by up to 47% without additional costs.

To increase efficiency, contextual advertising is also combined with programmatic - automated ad buying.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

Both approaches are effective, and the result depends on how well these tools are integrated into the programmer's ecosystem.

Chatbots are becoming more and more relevant for communicating with users. The importance of online friendships is evident in recent global surveys: more than 70% of users rely on information from their social networks when making decisions about purchasing a product or service.

Another factor that reinforces the importance of constant brand communication with consumers is the new realities of a full-scale war.

User interaction with chatbots and AI-powered virtual assistants increased by 250% during the acute phase of the pandemic.

Experts predict that the trend will continue to grow, covering more and more messengers, including Messenger, WhatsApp, and Slack.

What's important is that using such a tool doesn't require any excessive budgets or staff expansion. You can start by testing at least the well-known ChatGPT, which will be able to communicate with users with little or no brand intervention.

Combining retargeting with artificial intelligence algorithms (deep learning) This solution solves two problems: it reduces the frequency of "one-size-fits-all" ads and improves the accuracy of targeting. As a result, the level of fatigue and irritation from advertising decreases, and the likelihood that users will see ads that really meet their needs at a particular moment increases.

A creative approach to advertising formats to increase the effectiveness of ads. Experts estimate that between 6,000 and 10,000 ads are shown to active users of the Internet and gadgets every day. Digital progress has long since made static banners a thing of the past, and artificial intelligence allows you to experiment with interactivity and precisely target ads to the right audience at the most favorable time.

It is vital for brands to keep abreast of current trends and explore new opportunities and technologies to engage their customers and stand out from the competition.

There are various ways to add creativity to campaigns for users who are tired of uninteresting, static ads - from banners that encourage active engagement with content

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

to dynamic video optimized in real time, which provides extreme flexibility to your campaign.

It is vital for brands, especially in highly competitive markets, to stay on top of current trends and explore new opportunities and technologies to engage their customers and stand out from the competition.

Alternatively, you can outsource this work to reliable retargeting partners with a relevant portfolio of the types of ads you want to display and the markets you want to reach with your campaign to optimize costs.

Values are a priority. Today, the patriotic theme in communications has gained particular importance, so if a business is socially active, it is worth talking about it. Brand communications that have a wider reach

will now cost less: CPMs have dropped significantly due to a decrease in the number of advertisers in the market.

At the same time, it would be completely inappropriate to include military or patriotic themes in product communication. This will be perceived as hype and speculation on emotions and the topic of war for mercenary purposes.

Assessing the factors of war's impact on marketing communication and business is an important task for any company operating in the market. This will help companies to be prepared for the possible consequences of the war and adapt to changes in the market, maintaining a competitive advantage and achieving business success.

In addition, it is important to understand that war can have both a negative and a positive impact on business. For example, a war can lead to an increase in demand for products and services related to security, defense and military operations. In addition, businesses that manufacture military products or provide services for military needs may receive more orders and increase their profits.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

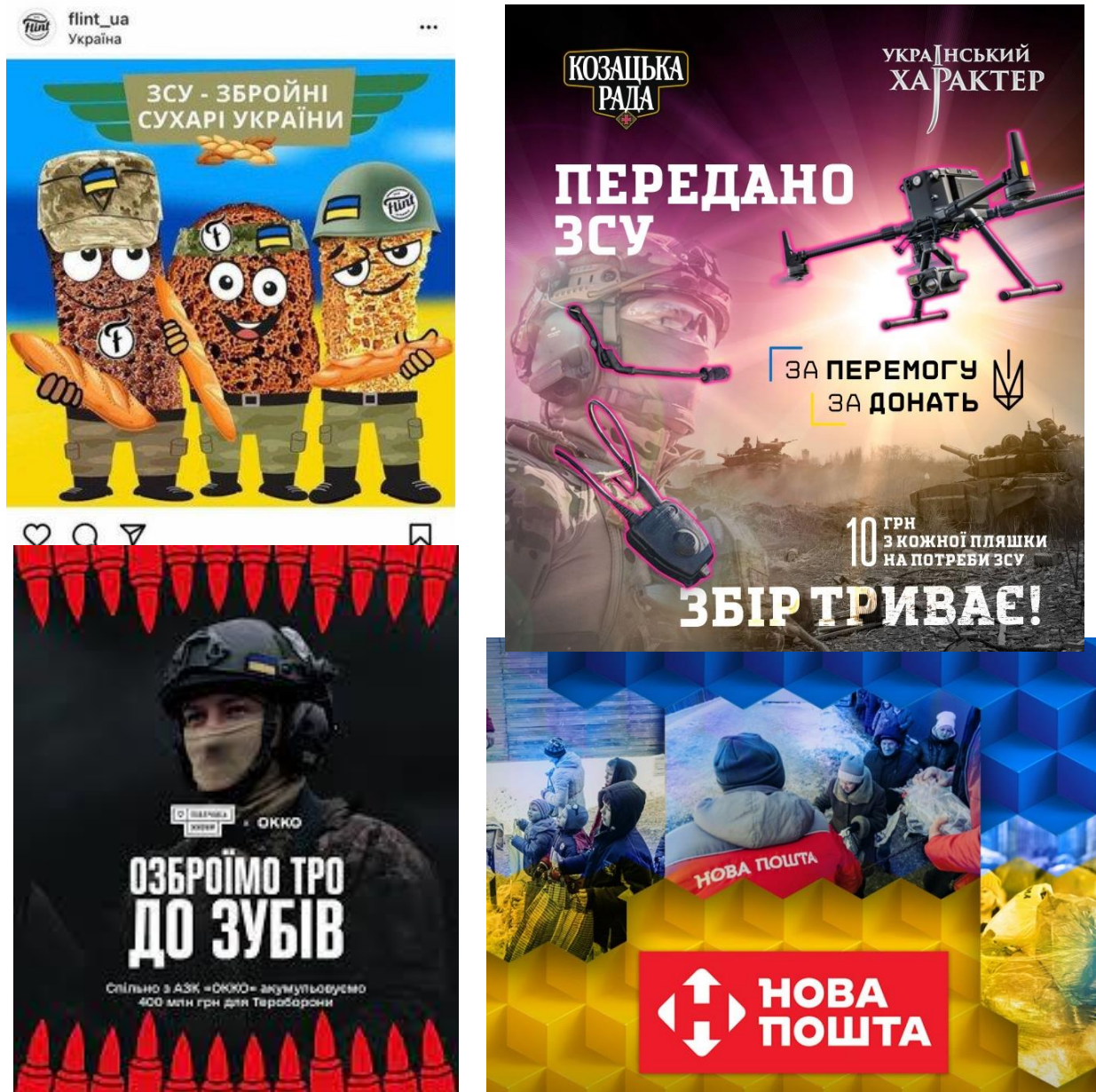


Figure 7. Examples of marketing communications during the war in Ukraine in 2022.

Therefore, it is important not only to assess the negative effects of the war on marketing communication and business, but also to know how to use the opportunities that arise during the war. Companies must be prepared for any changes in the market and adapt to them to remain competitive and successful. To do so, they need to constantly monitor the news and analyze the market situation, develop strategies and action plans, and be ready to respond quickly and effectively to any changes.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

It can be added that another factor of the war's impact on marketing communication is the reduction of advertising and marketing budgets. In times of war, many companies are forced to cut costs in various areas, including advertising and marketing, and look for new, more effective methods of marketing communication to attract customers.

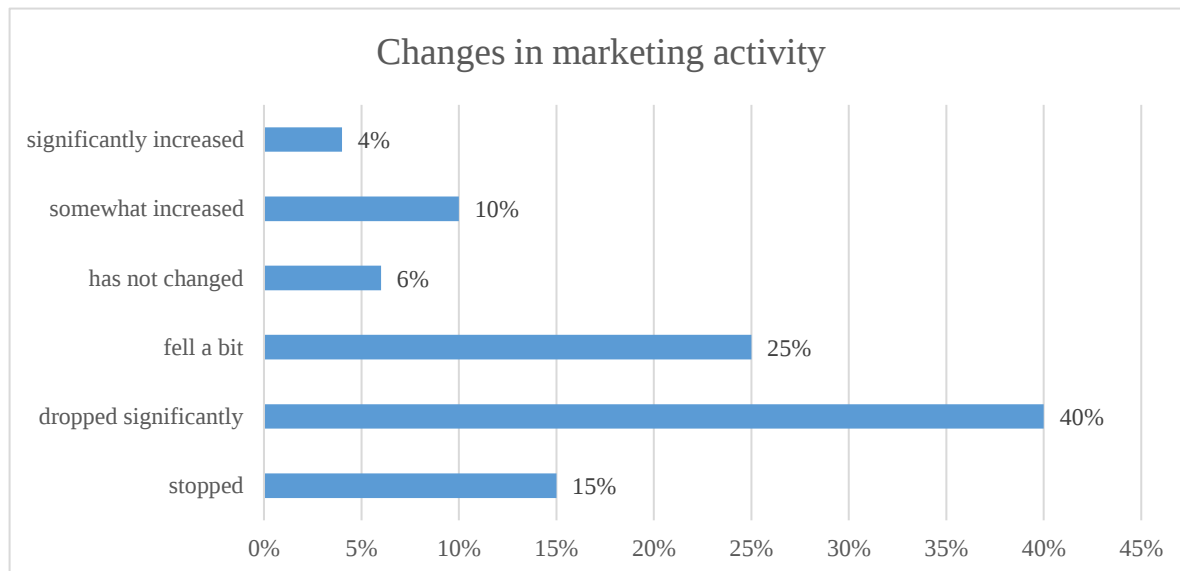


Figure 8. Decrease in marketing activity during the war in Ukraine in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68]

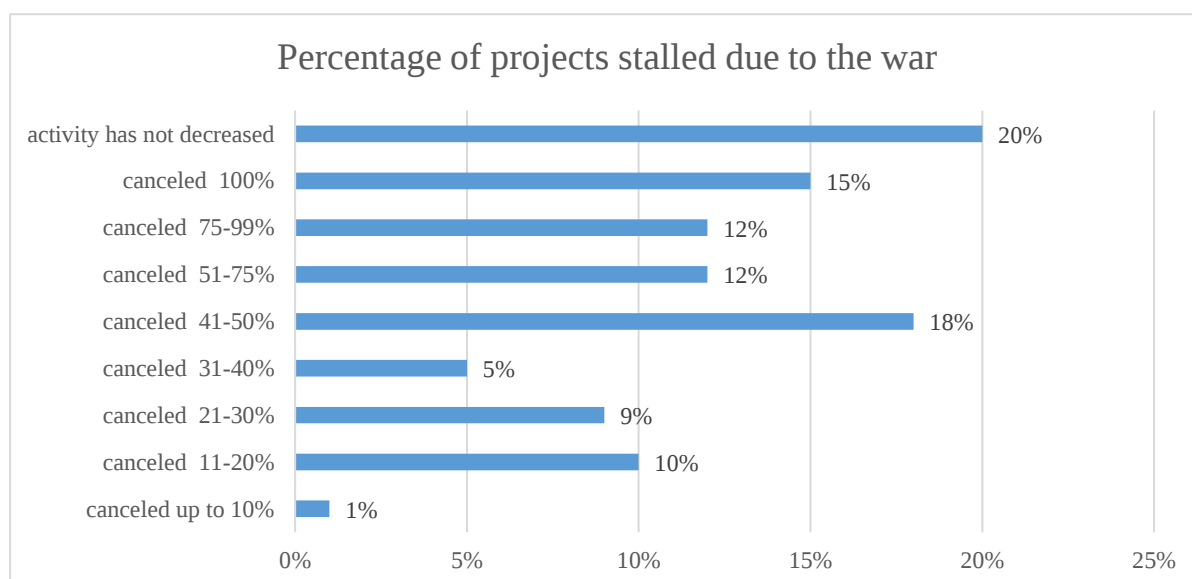


Fig. 9. Decrease in marketing activity during the war in Ukraine in 2022.

Source: compiled by the author based on the data from the Factum Group and the WCC study "Trends 2022 in Marketing Communications Management" [68]

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

In addition, war can affect the geography of markets. Demand for goods and services may decrease in the war zone, which may result in companies being forced to find new markets to maintain their market position.

It is also important to consider international sanctions that may be imposed on countries at war. This can lead to a ban on imports and exports of goods, which can negatively affect the business of companies that work with these countries.

Thus, assessing the impact of war on marketing communication and business is of great importance for the successful operation of enterprises in the market. Companies should be prepared for the possible consequences of the war, look for new markets, adapt their products and services to changing consumer demands, reduce advertising and marketing costs, and look for new, more effective methods of marketing communication.

One possible option for adapting to war is to focus on goods and services that consumers consider essential in times of war, such as food, healthcare, and personal care products. Companies can work to change the characteristics of goods and services in these categories, as well as increase their availability to consumers.

In addition, companies may consider tapping into new markets, such as military contracts, if possible. However, companies should be careful to consider the ethical and social implications of their actions in such cases.

To reduce marketing and advertising costs, companies can focus on more effective methods of marketing communication, such as the use of social media and network marketing. In addition, companies can focus their efforts on developing and maintaining customer loyalty, which can help maintain a stable customer base even in times of war.

To summarize, assessing the impact of war on marketing communication and business is an important task for businesses, allowing them to be prepared for the possible consequences of war and adapt to changes in the market. Companies should consider focusing on essential goods and services, attracting new markets, using more effective marketing methods, and reducing advertising and marketing costs. However, it is important to remember that the war may have different consequences depending

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

on the business sector and market in which the company operates. For example, an armed conflict can lead to a decrease in demand for goods and services in various industries, such as tourism, entertainment, and sports. However, demand for other goods, such as weapons and ammunition, may increase.

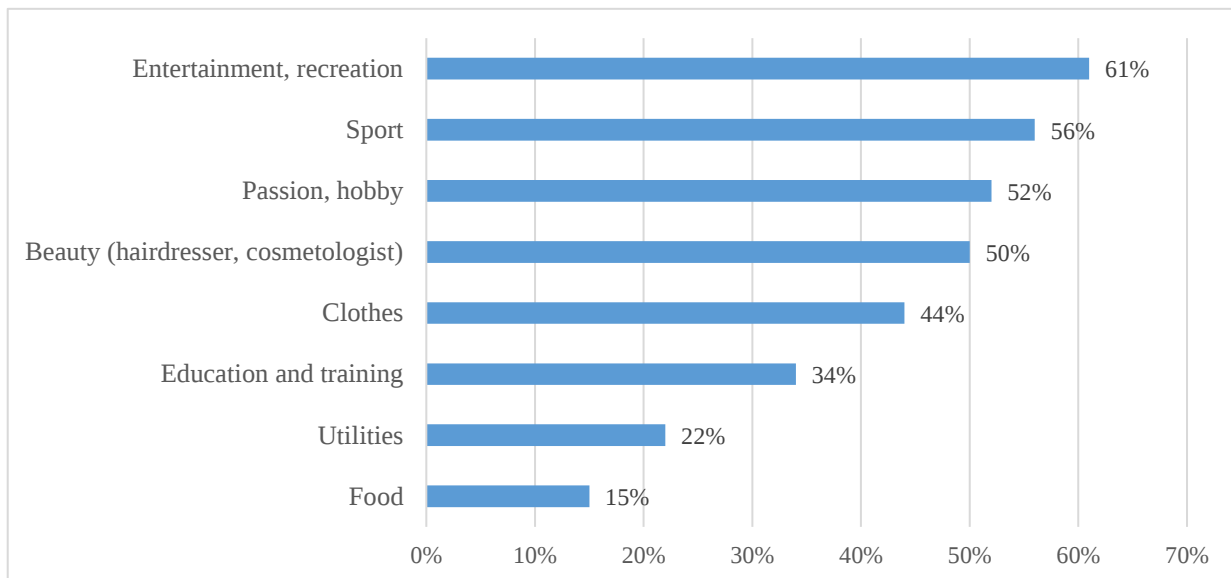


Figure 10. What Ukrainians save on during the war in 2022

Source: compiled by the author based on the data from the Kantar Ukraine study "Brands in Ukraine: One Year Later" [69].

Also, war can affect consumers, which can lead to changes in their requirements and preferences. Companies should be prepared for changes in the market and adapt their marketing strategy to remain competitive.

Finally, it is important to remember that businesses must adhere to the ethics of war and comply with international laws and norms. Companies should avoid using war as a means to advertise their products and services, and should not contribute to the financing of armed conflicts.

We will not be defeated, I believe in the Armed Forces of Ukraine! Population migration, reduced consumer solvency, plant destruction, logistics difficulties and investment restrictions have all contributed to a decline in company revenues. Despite all the difficulties and uncertainty, companies are trying to respond effectively to the existing challenges and are switching to short-term planning. By regularly adjusting

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

their strategies, companies are reviewing their product portfolios, entering new markets, and reallocating budgets in line with updated priorities. Despite significant losses, the priority is to help the country and the Armed Forces, where budgets and investments are directed.

Fight and you will overcome! Marketing activity declined significantly, especially in the first months, when the issue of ethical advertising communications was raised. Many planned activities were canceled or postponed. Meanwhile, marketing directors are forced to respond effectively to the situation in the face of limited budgets and sometimes team reductions. Companies are changing their communication strategy. Marketers are paying attention to the content of communications and checking almost every word, trying to formulate texts correctly and avoid touching on sensitive topics so as not to damage the company's reputation. Digital remains a key media channel, often the only one in the media mix. Marketing teams are focusing on operational analytics and monitoring the situation, although they lack information about the consumer and the market, as the number of studies has been reduced significantly and official statistics are quite limited. Product portfolios are being reviewed, companies are looking for new product niches, and sometimes entering new markets, diversifying activities, inviting consultants, and creating new partnerships for mutual benefit and business survival.

Everything will be Ukraine! As of now, most companies are beginning to allocate budgets for marketing activities and are working on updating their strategies based on short-term planning. Marketers say that the main challenges of the future relate to: 1) the consumer - how the target audience and its purchasing power have changed, how to build communication with the consumer 2) business management - how to keep your finger on the pulse and retain and motivate the team 3) the product - how to optimize the portfolio, minimize production costs and provide products to the shelves.

In the face of a significant decline in business revenues and a general situation of uncertainty, companies are switching to short-term planning and adjusting their strategy, revising their product portfolio, entering new markets and reallocating

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

budgets, with assistance to the country and the Armed Forces becoming an important item.

Different companies mastered this state for different periods of time - from 3-10 days to 2-3 months. During this time, important decisions were made and current plans and courses of action were developed. Some companies needed time to sever relations with partners and manufacturers from Russia or change their subordination. Service companies were quicker to get up and running and resume business, while some food companies suspended production for up to 3-4 months. "For the first few months, of course, we stopped everything. It was not a matter of the budget, it was a matter of the existence of the country, people, and service as such. Although I'm proud to say that when Kharkiv was bombed, we had 8 drivers who continued to work."

Key challenges faced by companies Population migration and problems with logistics and supply, destruction of infrastructure, plants and factories, lack of insurance, business risks "This is the biggest migration since World War 2 in Ukraine. They are trying to use services abroad, while the organization is working to restructure its processes." "All manufacturers faced a supply problem. Something did not arrive from abroad. We do not sell as much as we did before the war - there are not enough supplies." Representative of an FMCG company "We have a closed factory because it is in Kharkiv, and we care about our people and their safety. Some of our competitors' factories are also located in central Ukraine. But they were also closed for a certain period of time." FMCG company representative "Any business operating in Ukraine does not have insurance now. Insurance companies do not insure businesses."

To successfully counteract the impact of war on business and marketing communication, companies must be able to respond quickly to changes in the market and consumer demand. They need to research the market, collect and analyze data to understand what goods and services are needed by consumers in the difficult conditions of war.

In addition, companies may consider opportunities to reduce marketing and advertising costs, for example, by using free marketing communication methods, such as social media, mobile video, and others.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

Companies may also look for new markets outside of war-torn countries to increase their revenue. This may include looking for foreign partners and suppliers, as well as expanding operations abroad.

In general, assessing the impact of war on marketing communications and business allows companies to be prepared for possible consequences and maintain a competitive advantage in the market by adapting to changes in difficult conditions.

Analyzing studies on this issue that have been conducted during international conflicts in other countries, it can be noted that war has a significant impact on small businesses, in particular on their ability to attract new customers, sales and marketing.

The authors of these studies note that the war has led to a decrease in advertising and marketing spending, as well as a change in approaches to marketing communication, including the use of social media and online resources. There is a need to develop new marketing communication strategies and business plans to adapt to new market conditions. They believe that small businesses should look for new markets and focus their efforts on customer support and maintaining existing relationships.

An important strategy for small businesses in times of war is to focus on the development and sale of goods and services that are essential to people's lives and safety. In addition, the Monograph notes that an important aspect of successful marketing communication in times of war is the use of effective communication channels that can help businesses communicate effectively with their customers and provide information about available goods and services.

Our recommendations on how to adapt to the war and maintain the competitiveness of enterprises.

Taking into account these studies and other scientific sources, we can structurally formulate the factors of the war's impact on marketing communication and business as follows:

Political and economic conditions - Changes in economic and political conditions can affect the market, including the supply and demand for goods and services.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

- The state of the population - the state of the population, including health and safety, can affect consumer behavior by changing supply and demand in the market.
- Competition - war can lead to an increase or decrease in competition in the market.
- International relations - war can have an impact on international relations, which can affect business, including the export and import of goods and services.
- Brand and reputation - war can affect a company's brand and reputation, in particular through associations with conflict, instability and violence.
- Financial expenses - war can lead to an increase in the company's financial expenses for production and marketing.
- Media - The media can influence the perception of a company and its products, in particular by changing consumer attitudes and beliefs.
- Information security - the war may have an impact on the company's information security, including data confidentiality and protection against cyberattacks.

These factors can interact and change depending on the specific conditions and context of the war. For example, in the case of an incomplete war, when the armed conflict does not cover the entire territory of the country, the impact of the factors may be less noticeable.

One of the key factors is the degree of violence and security threats. If the war has resulted in a large number of casualties and destruction, businesses may face significant challenges, such as changes in demand for products and services, loss of control over supplies, changes in operating conditions, etc.

Another important factor is economic circumstances, such as inflation, currency fluctuations and declining revenues. These circumstances may lead to a decrease in demand for certain goods and services, increased competition, reduced marketing and advertising expenses, changes in the cost of goods and services, etc.

Other factors include national and cultural characteristics, changes in consumer attitudes and behavior, technological and scientific changes, political and social changes, etc.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

All of these factors can affect marketing communication and business on different scales and can have both positive and negative consequences for businesses. It is important for businesses operating in a time of war to carefully consider these factors and adapt their marketing strategy to the changes in the market.

It is also worth noting that during a war, in addition to the impact on marketing communications and business, there are many other important aspects to consider. For example, the safety of employees and customers, ensuring an adequate supply of goods and services, the impact on public health, and so on. Therefore, before making decisions about business during the war, it is necessary to carefully analyze all aspects of the situation and take into account the possible consequences.

In general, it is important for businesses operating in a war zone to be prepared for possible consequences and changes in the market, look for new markets and reduce marketing and advertising costs. It is also worth paying attention to the social responsibility of the business and the possibility of providing assistance to those affected by the war.

The following important aspects should be considered:

- The importance of interaction with consumers: It is necessary to understand the needs and expectations of your customers, their attitude to the war and its consequences. It is important to use marketing communications that are consistent with the ethical and cultural norms of the country.
- Adaptation of the marketing strategy: Businesses should adapt their marketing strategy to the military actions taking place in the country. For example, advertisements can be changed to match the new situation and consumer sentiment.
- The need to respond to a crisis: Businesses must be prepared for possible crises and respond quickly to them. It is important to have a clear action plan to solve problems and reduce possible losses.
- Use of new technologies: It is important to use modern technologies and marketing communication tools, such as social media and messengers, to increase efficiency and reduce advertising costs.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

- Cooperation with other businesses: It is important to collaborate with other businesses and organizations to join forces and help those affected by war. Joint initiatives and programs can have a significant impact on the community and support a business's social responsibility. For example, businesses can cooperate with organizations that provide humanitarian aid, collect donations to help war victims, and hold charity events and campaigns.

It is also important to pay attention to interaction with local authorities and organizations. They can provide the necessary information about the market, help with business development, and support within their capabilities.

In a military conflict, it is important to comply with international and national laws and regulations to avoid possible legal issues. In addition, it is important to ensure the safety of employees and customers by taking the necessary health and safety measures and ensuring the safety of the workplace.

It is equally important to maintain a positive image of the company in times of war. To do this, you can communicate effectively with customers and stakeholders, demonstrate your social responsibility and willingness to help. It is also important to have a reputation management strategy in a crisis situation.

Thus, in the context of war and conflict, a successful business must be prepared for changes in the market, look for new markets, reduce marketing and advertising costs, cooperate with other businesses and organizations, ensure the safety of employees and customers, and pay attention to social responsibility and the possibility of helping those affected by war. Businesses should be flexible and respond quickly to changes in the context of war and conflict to seize opportunities and avoid risks. In addition, cultural, ethical and political factors that affect the perception of business by consumers and the public should be taken into account.

For example, Ukrainian companies can create joint initiatives and programs to support the military, ATO fighters, internally displaced persons and their families affected by the war. It is also important to adhere to ethical standards, such as avoiding the use of war and conflict in advertising campaigns or aimed at political manipulation.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

In addition, companies can explore new market opportunities, including markets that emerge as a result of war and conflict, such as in the areas of safety and security, technology and innovation, and construction and reconstruction.

Finally, companies should be mindful of the importance of employee and customer safety, consider possible risks and take the necessary measures to protect them. For example, war can lead to changes in working conditions and safety in the workplace, so companies should be prepared for such changes and adapt to new conditions.

In addition to taking certain actions to ensure business resilience in times of war, it is also important to have a clear strategy and action plan. This will allow businesses to respond quickly to changes in the market and make crucial decisions. You should also be open to innovation and use new technologies that can help reduce costs and increase efficiency. Finally, it is important to have patience and trust in your business, as results may not appear immediately in a time of war, but you should keep moving forward.

Below are some of the most important factors to consider.

1. The nature of the war: The nature of the war can have a significant impact on marketing communications. A war that is limited to a particular region or country may have a limited impact on global markets. However, a war that affects multiple regions or countries may have a significant impact on global markets.

2. The duration of the war. Another important factor to consider is the duration of the war. A short war may have a limited impact on marketing communications, while a long war may have a more significant impact. For example, a long war can disrupt supply chains and limit access to markets for a long period of time.

3. Type of product or service: The type of product or service being sold can also affect the impact of war on marketing communications. For example, demand for national defense-related products or services may increase during a war, while demand for luxury goods may decrease.

4. Target market: The target market is another important factor to consider. The impact of war on marketing communications can be different.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

The business tips that can be identified based on research on the impact of war on marketing communication and business are as follows:

- Be prepared for possible consequences of the war and adapt to changes in the market. Try to anticipate the possible impact of the conflict on your business and perform risk planning.
- Explore new markets. Conflict can lead to changes in demand for goods and services. Consider opportunities to expand your markets.
- Reduce marketing and advertising costs. In the event of war, advertising budgets may be reduced or suspended. Focus on efficient and more cost-effective methods of marketing and customer communication.
- Prioritize customer needs. In times of instability and conflict, clients may turn their attention to other needs. Constantly monitor their needs and try to respond to them.
- Create backup plans and strategies. Develop action plans in case of negative consequences of war and market instability. Have backup plans to respond to different scenarios.
- Provide support to your employees. In times of war and conflict, employees may experience stress and fear. Provide them with support and help them deal with the problems that arise.

CONCLUSIONS

War has a significant impact on marketing communication and business. It can lead to a decline in demand for goods and services, changes in relations between nations and countries, a deterioration in the economy, a decrease in consumer confidence, and more.

Businesses should be prepared for possible consequences of the war and adapt to changes in the market. Companies should consider focusing on essential goods and services, attracting new markets, reducing marketing and advertising costs, and using more effective marketing communication methods.

MARKETING ACTIVITIES OF ENTERPRISES OF THE AGRO-INDUSTRIAL SECTOR IN THE CONDITIONS OF WAR

Developing an effective marketing strategy in a time of war requires careful market and consumer research, as well as flexibility and speed in responding to changes.

For small businesses, it is especially important to have a flexible and effective marketing strategy to keep your company alive and remain competitive in the market.

Scientific research and recommendations can be a valuable aid for managers and business owners operating in a conflict and unstable market. They allow to understand the specifics of the impact of war on marketing communication and business, as well as to develop an effective strategy to adapt to changes in the market.