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«МЕНЕДЖМЕНТ І МАРКЕТИНГ НА ТРАНСПОРТІ»
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**KEY PRINCIPLES OF MARKETING MANAGEMENT
IMPLEMENTATION AT RAILWAY TRANSPORT ENTERPRISES**

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In the current turbulent conditions, in order to ensure the sustainable development of railway transport in the near future and increase the efficiency of its business processes, it is necessary to introduce progressive methods and tools for managing the strategic maneuverability of the industry in the market environment, including marketing management. It should be borne in mind that the peculiarity of marketing management in railway transport is largely determined by the specifics of the industry, which is manifested in the dependence of the industry's volumes and performance indicators on industrial production and the state of the economy, mass and relative cheapness of transportation, cross-subsidization and the huge capital intensity of the industry, etc. The need to introduce the principles of marketing management into the railway transport management system is due to the following circumstances.

Firstly, the situation on the transport services market remains unstable and complex due to global transformations and socio-economic changes in the country. In addition, there is tension as a result of Russia's transport policy towards Ukraine, which is trying to exclude our country from the strategic map of international freight flows by any means necessary. This, in turn, complicates the marketing environment for JSC «Ukrzaliznytsia» and requires the latter to invest significant efforts in market research, search for new routes and partners.

Secondly, due to the decline in economic activity as a result of the global pandemic, competition between different modes of transport for cargo and passengers is growing, forcing transport and logistics operators to expand their service portfolio and introduce integrated transport and logistics services. In Ukraine, however, the foundations of a competitive market in the rail transport sector are only being laid, which complicates the operating environment for JSC «Ukrzaliznytsia» and requires rapid adaptation to the competitive environment.

Thirdly, there is a growing need to break down the psychological barrier to marketing for both management and railway transport employees, which is manifested in the underestimation of its capabilities and the importance of market research for the formation of effective anti-crisis scenarios for the

industry;

Fourth, digitalization has spurred the emergence of a huge number of innovative marketing technologies that allow influencing the subconscious of consumers and thus maintaining their loyalty to the company. In addition, the use of these technologies in marketing management ensures a holistic approach to solving such problems as studying consumer and partner behavior, market research, project management, and managing and maintaining effective service channels;

Fifth, increased requirements for the efficiency and effectiveness of marketing policy, which should ensure not only short-term profit but also sustainable development in the long term [1].

Accordingly, it can be argued that marketing management in railway transport should be based on the following key principles:

- providing consumers with transport and logistics services of the highest value. The higher value of railway transport and logistics services for the consumer will be manifested in the implementation of a personalized approach to the set of services that he or she needs;
- social responsibility, i.e. good faith and mutually respectful relations with stakeholders, seeing the latter as strategic partners whose level of trust determines the efficiency of the industry;
- market-oriented strategic planning, i.e. development of strategic plans for the company's development solely on the basis of market research of the market environment and taking into account the transformations that are characteristic of the market at a certain time;
- cooperation and partnership with consumers, which means not only studying the level of their loyalty to railway transport, but also finding out their expectations for the future;
- a combination of internal and external marketing, etc [2].

In general, it should be noted that improving the management system of JSC «Ukrzaliznytsia» by introducing the concept of marketing management will allow both to strengthen the brand and, on this basis, to expand the range of consumers by developing new market segments and providing attractive transport services for consumers, and to reduce losses from the provision of low-quality services through their unification and implementation of systematic control over the quality and loyalty of customers secondly, to optimize the service portfolio and implement a personalized approach to its content.

[1] Яневич М. Стратегічне управління підприємством на маркетингових засадах. *Українська наука: минуле, сучасне, майбутнє*. 2010. Вип. 14-15. С. 325-334.

[2] Менеджмент: інноваційний аспект: монографія / Т. Ю. Чаркіна, Л. В. Марценюк, В. О. Задоя, І. В. Токмакова, С. В. Жернова ; за заг. ред. проф. Л. В. Марценюк; Укр. держ. ун-т науки і технологій. Дніпро, 2022. 136 с.