

impacts across industries, forecasting tools, and ways to respond to associated risks are important areas for further research.

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SALES MANAGEMENT IN TIMES OF CRISIS

Abstract. The study examines the essence of the sales management process. The publications of Ukrainian and foreign specialists in this field are analysed. The basic concepts and principles of sales management are identified. The general conditions of the crisis and its consequences for the enterprise are described. The study suggests ways to manage sales in a crisis. The essence of Internet commerce is considered.

Keywords. crisis conditions, sales management, product sales, competitive environment, marketing, consumers, e-commerce, online sales.

Crisis situations in the economy have a significant impact on the company's operations and

financial results. Strategies and approaches to sales management of companies during financial, political, and social turmoil in society are changing. The study of the sales management process in a crisis is relevant and important.

Numerous Ukrainian and foreign experts have studied the problems of sales management. Akoff R. [1] considered the possibilities of crisis prevention. Andruschak provided recommendations on how to stimulate sales in a crisis [2]. A. Myroniuk developed a model of business growth in a crisis [3]. E. Mikhailova proposed approaches to the formation of crisis management strategies [4]. Modern problems of sales management were analyzed by O. Dyachun [5]. The works of Claire McConnachie [6] and Kashyap Trivedi [7] are also worthy of attention. However, the peculiarities of enterprise sales management during military events and unstable demand remain insufficiently studied. Today, in the context of the economic, political, and financial crisis, work in this area continues.

The theoretical and methodological foundations of sales management include several basic concepts and principles that determine the strategic and tactical approach to organizing and executing sales of an enterprise's products.

Sales management in a crisis is a challenging task, as a business must adapt to changes in the external and internal environment and ensure effective development even in uncertain conditions. The goal of sales management during a crisis remains practical: to maximize sales and ensure business stability. The main goal of sales management is to create and maintain mutually beneficial relationships with customers and ensure stable sales volumes. The specifics of sales management during a crisis may vary depending on the type of business, industry and specific conditions. A crisis for an enterprise is a serious threat to its viability and stability. It can arise due to various factors and lead to serious problems in management, finance, production and other areas of activity. The conditions for the emergence of a crisis for an enterprise can be diverse and vary depending on the industry, market conditions, internal management and other factors. The general conditions for a crisis for an enterprise are:

- economic instability;
- financial difficulties;
- changes in the market;
- unfavourable production conditions;
- management and governance;
- political and legal risks;
- social factors.

Each business may face unique challenges depending on its context and specifics. Successful crisis management requires the study and consideration of all these factors.

The consequences of a crisis for a company are reflected in all areas of its operations: A crisis creates financial, managerial, production and marketing problems for an enterprise. A real crisis of an enterprise is characterised not only by the presence of these problems, but also by their interaction and deepening. To overcome the crisis, it is necessary to react in time, develop effective strategies to overcome the situation and take effective measures in the management, financial and production aspects of the enterprise.

Sales management in a crisis is influenced by: economic indicators; consumer behaviour; changes in market competition; financial stability of customers: inventory and supply chain; changes in marketing strategies; political and regulatory changes; changes in the technological environment; risk and uncertainty factors.

The study of the sales management process in a crisis should be conducted in the following areas: changes in consumer behaviour; pricing, sales channel efficiency, customer relations, marketing, competitors

Sales management in a crisis requires a special approach and strategy. Ways to manage sales in a crisis can be as follows:

- 1) price optimisation;
- 2) effective communication;
- 3) Increasing sales efficiency;
- 4) development of new sales strategies;
- 5) cost management;
- 6) analysis of changes in consumer demand;
- 7) customer retention.

Sales management is a dynamic and ever-changing process, as it responds to changes in the market and responds to customer needs. Effective sales management needs to be constantly updated and adapted to changing market conditions, and this process requires the use of various methodological approaches and strategies. Sales management is a key aspect of the successful operation of any business

Recently, e-commerce has gained particular importance. E-commerce is the process of buying and selling goods and services via the Internet. It involves the use of electronic payment systems, e-shops, mobile applications and other online platforms to conduct trade transactions.

The main characteristics of e-commerce are: e-shops, electronic payment systems, e-marketplaces, mobile commerce, e-marketing. E-commerce has become an important component of modern business, enabling companies to expand their markets and provide more convenient ways for consumers to buy.

Managing sales in a crisis requires flexibility, creativity and rapid response to changes in the economic environment. This process requires special attention to changes in consumer demand, the competitive environment and economic conditions

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