

CONSIDERATION OF RISKS IN THE MANAGEMENT OF MARKETING IT PROJECTS IN A CHANGING ENVIRONMENT

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Rapid changes in the technological environment, growing competition and changing consumer needs create significant challenges for the successful implementation of marketing IT projects. Effective risk management in such projects is a key factor in achieving goals and minimizing possible losses.

Keywords: marketing, project management, risk management.

Today, it is impossible to underestimate the role of marketing research in the company's activities. For any company that wants to achieve success, marketing research is the starting point and the final stage of each cycle of its advertising activities. Market research helps minimize uncertainty when making key marketing decisions, allowing you to use resources more efficiently and achieve new business goals.

Marketing research is a systematic process of collecting, analyzing and interpreting information that reflects the current state or prospects for the development of the research object. The purpose of such a process is to provide the necessary data for making effective marketing decisions aimed at solving specific strategic or tactical tasks related to the definition and solution of marketing problems. These studies also serve as a tool for assessing market opportunities, risks and consumer behavior. The main purpose of marketing research is the formation of the company's strategy and tactics, taking into account real and potential market conditions, as well as the position and development prospects of the enterprise itself. Such studies are not aimed at achieving the absolute truth, but at reducing the level of uncertainty regarding the market situation, especially in terms of long-term forecasting.

Competent analysis enables the company to reduce business risks, avoid possible losses and make more informed decisions. The role of market research becomes extremely important in surplus markets where the buyer has an advantage over the seller. In such cases, research helps identify consumer preferences, their expectations, and key criteria for choosing products or services. This helps the company to adapt its products, service and price policy to the actual requests of the target audience, which is very important for gaining a competitive advantage. In addition, marketing research plays the role of a kind of "router" for the company, helping to avoid the wrong allocation of resources and to choose the most promising directions of development. Thanks to this, the company can not only reduce risks, but also open new market opportunities, ensuring its stable position in a dynamic market environment.

Marketing analysis is an important tool for business, because it provides up-to-date information on the state of the market, evaluates the effectiveness of product promotion, and helps form optimal strategies for company development. In various situations, marketing research contributes to the adoption of key decisions, evaluates the results of the company's activities or helps to solve problems that arise in business. One of the main situations when marketing research is needed is the process of making strategic decisions. This applies to launching new projects, entering new markets or implementing large-scale advertising campaigns. In such cases, research provides the company with objective data about the market situation, competitors and the effectiveness of various promotion methods. Also, research is critically important in the development of new products and services, as it allows you to find new ideas, market niches and unsatisfied consumer needs.

The second common goal is to evaluate the company's performance. Such studies help to analyze the dynamics of sales, the level of brand popularity, consumer loyalty and competitive positions in the

market. This allows you to determine the company's strengths and weaknesses, as well as the effectiveness of its marketing strategy. Marketing research is also indispensable for solving business problems. In case of falling sales, loss of customers or increasing competitive pressure, such studies help to find the causes of these problems and develop an anti-crisis strategy. The table below lists the main situations in which marketing research is especially necessary, along with the goals and objectives they address.

Table 1

The main situations of application of marketing research, their goals and objectives

| Situation | The purpose of marketing research | Key tasks |
|-----------------------------------|---|--|
| Making strategic decisions | Obtaining objective data for launching projects, entering new markets, large-scale campaigns. | Analysis of the market, competitors, channels and methods of promotion, identification of ideas and unsatisfied needs. |
| Performance evaluation | Determining the effectiveness of the company's work in various aspects. | Assessment of sales dynamics, brand popularity, consumer loyalty, market positions, image perception. |
| Solving problems | Identifying the causes of negative changes in business and forming an anti-crisis strategy. | Analysis of sales decline, study of consumer behavior, assessment of competitive activity. |

Therefore, marketing research is an important tool for understanding the market, consumer needs and competitive advantages. They allow companies to collect and analyze data that helps them make informed business decisions. With the help of marketing research, you can determine the target audience, identify trends in the market, develop effective promotion strategies and improve interaction with customers. This contributes to achieving a competitive advantage, reducing risks and increasing the profitability of the enterprise.

Because marketing research allows you to identify consumer needs, assess market trends and the competitive situation. In this context, it is important to consider the main stages of marketing research, which help to collect, analyze and interpret data for the formation of the company's strategy.

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