

## CONGRUENT APPROACH TO MARKETING MANAGEMENT OF RAILWAY TRANSPORT DEVELOPMENT



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*The article proves that digitalization is now a key mega-trend that determines the development of enterprises, industries and national economies of the world. Digital transformations continue, which radically changes not only the external and internal business processes of railway transport, but also the consciousness and preferences of consumers of transport and logistics services, complicates the operating conditions of JSC "Ukrzaliznytsia" and requires rapid adaptation to the transformed environment. It will prove that in these conditions, marketing management should be considered a key element in the process of ensuring the development of railway transport. In order to overcome the current problems of railway transport, changes in each element of the Marketing Management System (general economic, marketing, managerial) were studied. We will especially focus on the latest trends in marketing communications that have emerged under the influence of environmental transformations. Based on the research of recent publications on this topic, we identified areas that will be relevant in the coming years in Ukraine and in the world. They are: data-based communication management (big data); continuous segmentation of consumers and the market; omni-channel; event virtualization; marketing technologies (Martech); request for business trust; streaming shopping; social responsibility; experimental marketing; maximum consistency of actions of marketing and sales teams. It is established that under the influence of digitalization, a personified transformation of individual elements of marketing management of railway transport is currently taking place, which created the basis for solving local problems, but this did not allow for positive changes in the entire railway transport economy. Haphazard, isolated, and sometimes contradictory management actions within the components of marketing management have created a significant obstacle to the formation of competitive railway transport that is not able to provide positive changes in the national economy. It is proved that the congruent approach can be the basis for overcoming these negative trends. It will allow us to form a fundamentally new conceptual field for the formation and implementation of the sectoral policy for the development of railway transport in Ukraine. Conceptual provisions for applying a congruent approach to marketing management of railway transport development are proposed.*

*Key words: digitalization, marketing management, railway transport, development, congruent approach, conceptual provisions.*

## КОНГРУЕНТНИЙ ПІДХІД ДО МАРКЕТИНГОВОГО УПРАВЛІННЯ РОЗВИТКОМ ЗАЛІЗНИЧНОГО ТРАНСПОРТУ

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*В статті доведено, що наразі цифровізація є ключовим мега-трендом, що обумовлює розвиток підприємств, галузей та національних економік світу. Цифрові трансформації тривають, що кардинально змінює не лише зовнішні та внутрішні бізнес-процеси залізничного транспорту, але й свідомість та вподобання споживачів транспортно-логістичних послуг, ускладнює умови діяльності АТ «Укрзалізниця» і*

*вимагає швидкої адаптації до трансформованого середовища. Доведе, що в даних умовах ключовим елементом в процесі забезпечення розвитку залізничного транспорту слід вважати маркетингове управління. З метою подолання існуючих наразі проблем залізничного транспорту було досліджено зміни кожного елементу системи маркетингового управління (загальноекономічного, маркетингового, управлінського). Встановлено, що під впливом цифровізації наразі відбувається уособлена трансформація окремих елементів маркетингового управління залізничним транспортом, що створило базис для вирішення локальних проблем, проте це так і не дозволило забезпечити позитивні зрушення всієї економіки залізничного транспорту. Безсистемні, поодинокі, а подекуди й суперечливі управлінські дії в межах складових маркетингового управління створили істотну перепону для формування конкурентоспроможного залізничного транспорту не спроможного забезпечити позитивні зрушення в національній економіці. Доведено, що основою для подолання даних негативних тенденцій може стати конгруентний підхід. Він дозволить сформувати принципово нове концептуальне поле для формування та реалізації галузевої політики розвитку залізничного транспорту України. Запропоновано концептуальні положення застосування конгруентного підходу до маркетингового управління розвитку залізничного транспорту.*

**Ключові слова:** *цифровізація, маркетингове управління, залізничний транспорт, розвиток, конгруентний підхід, концептуальні положення*

**Relevance of the study.** Active involvement of Ukrainian railway transport in the processes of ensuring state security during the war, and later in the post-war period, in the processes of developing the state economy in the context of increasing global competition in the transport and logistics market requires the railway industry to make high-quality management decisions focused on maximizing the satisfaction of the needs of passengers and cargo owners. This should be based on the imperatives of global economic development. To do this, we will pay attention to the comprehensive nature of digitalization processes in all areas of economic activity of railway transport, and above all its marketing management, as the basis for ensuring the efficiency of Management in modern conditions.

**Analysis of recent research and publications.** The features of digitalization of railway transport and the influence of this imperative on the development of the railway industry have been repeatedly outlined in the works of many domestic and foreign scientists: Dikan V. L., Kuznetsov V. E., Skrypinsky O. L., Charkina T. Yu., Orlovskaya O. V., Toropova V. I., Obruch G. V., Koren M. V., Ovchynnikova V. O., Tokmakova I. V., Cherednichenko O. Yu., Voitov I. M.,

Palamarchuk Ya. S., Pokusaeva O. N., Klimova A. A., Kupriyanovsky V. P., Morkhata P. M., Namiota D. E., Kopytka V. I., Kopytko O. V. and others [1-9]. Regarding the conceptual provisions of marketing management, they were covered in detail in the works of: Kovshova I. A., Mordvintseva T. V., Samokish A.M., Sidoruk Yu. A. and others [10-15].

Noting the importance of the existing scientific achievements of the above-mentioned scientists, it is worth noting that the existing research reveals the features of digital transformation of railway transport, as well as individual elements of marketing management of the railway industry. This creates the basis for solving only individual issues that were directly related to the highlighted elements, but not the entire marketing management system of railway transport as a whole. This creates a significant obstacle to the formation of a competitive industry that can ensure positive changes in the national economy.

That is why the **purpose of the article** is a scientific study of the theoretical and methodological features of digitalization of elements of marketing management of railway transport and disclosure on this basis of the features of applying a congruent approach to

marketing management of railway transport development.

**Presentation of the main research material.** Digitalization is now a key megatrend in the development of the global economy, which causes changes in almost all elements of the economic and economic activity of railway transport [1-9] (fig. 1) and requires more detailed

research, because digital transformations continue, which radically changes not only the external and internal business processes of railway transport, but also the consciousness and preferences of consumers of transport and logistics services. This complicates the operating conditions of JSC "Ukrzaliznytsia" and requires rapid adaptation to the transformed environment.

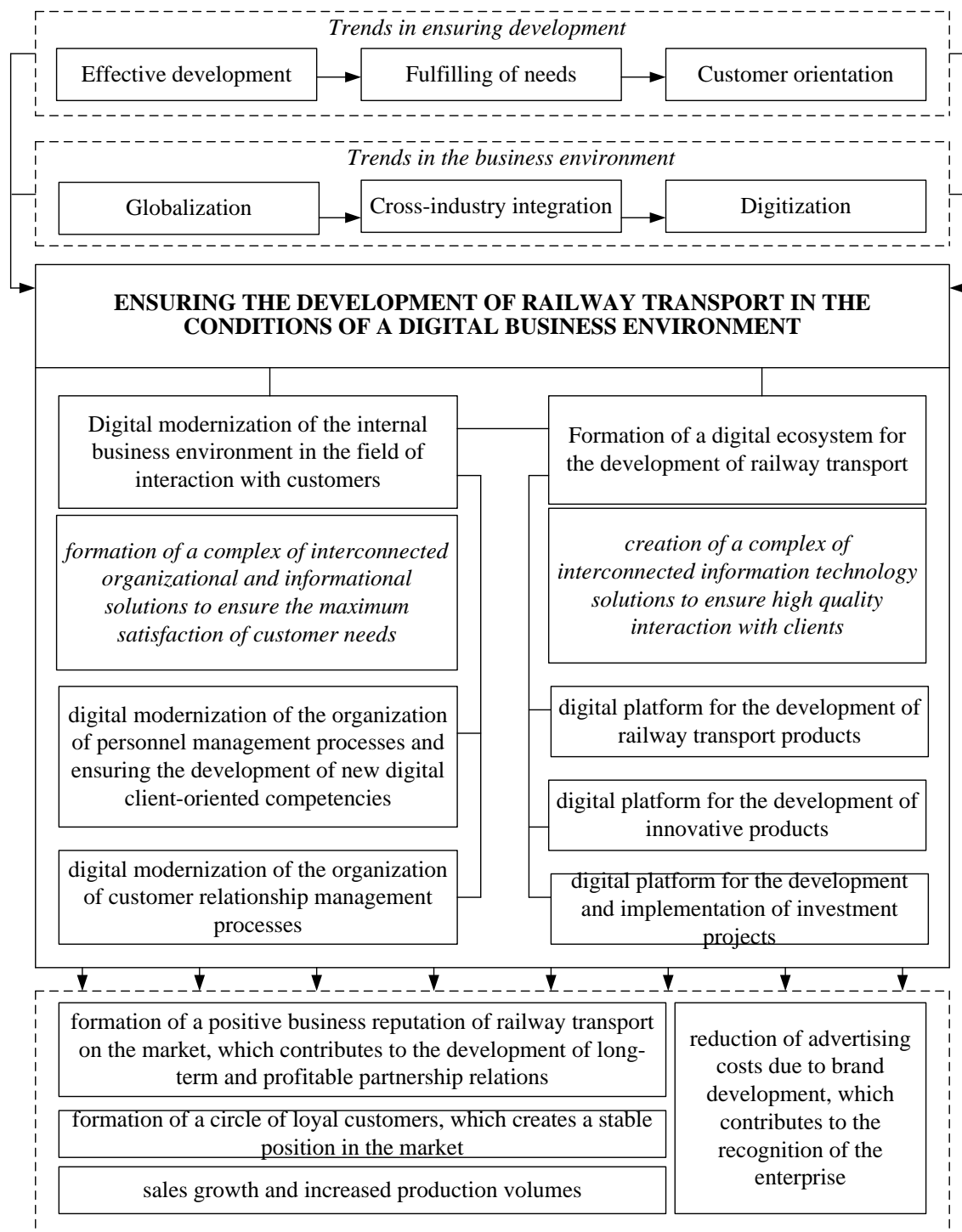


Fig. 1. Ensuring the development of railway transport in a digital business environment (formed by the author on the basis of [1-9])

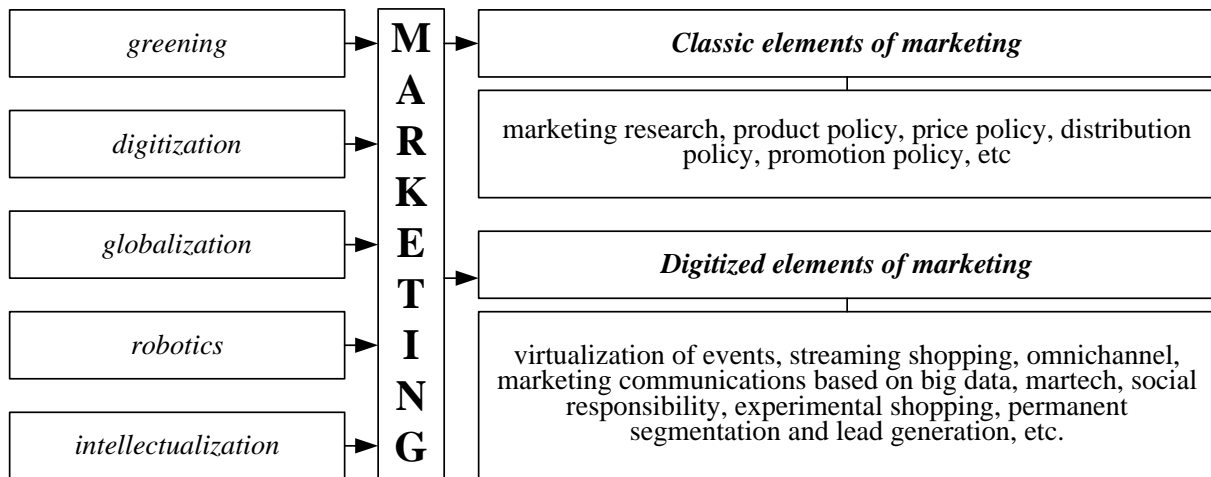
Having found out that now the modern economic world operates in the conditions of transformations, which affected the activity of railway transport, we will proceed to the study of the features of changing the components of marketing management, as a key element in the process of ensuring the development of railway transport in modern economic conditions [16]. Taking into account the existing and well-established statements in science, marketing management contains three elements: general economic, marketing, and managerial [16]. In order to study the empirical material in detail, we investigate the changes of each of these elements. First of all, let's pay attention to the marketing component.

The classical provisions of marketing have been repeatedly covered in [17-20]. In the

publications of these scientists, attention is paid in detail to the established theoretical provisions of marketing, the principles of marketing research, as well as commodity, price, communication policies, in addition, the features of distribution policy, models for developing a marketing strategy, organizing and controlling marketing activities are revealed.

We will especially focus on the latest trends in marketing communications that have emerged under the influence of environmental transformations.

Based on the research of recent publications on this topic [20-26], we will identify areas that will be relevant in the coming years in Ukraine and in the world (fig. 2).



*Fig. 2. Transformation of marketing elements  
(formed by the author on the basis of sources [10-15, 21-27])*

1, Data-based communication management (big data).

It is already difficult to imagine a company trying to build marketing communications in the absence of any information about its customers. Data about who the customer is and how they contact the brand before buying has already become the main source material for developing advertising campaign strategies and demonstrating the return on investment for promotion. However, brands should also monitor and analyze the sales situation in almost real time to adjust the approach and tactics of interaction with consumers. In this case, the company will be

able to build truly adaptive, customer-oriented communications.

However, this type of data is in limited access, and there is a trend in the market to maintain anonymity and protect users from unauthorized collection of information about them. Therefore, the subject of special attention is to find additional opportunities for self-collection of this type of data and increase it. This is necessary to increase the effectiveness of the business entity's influence on the target audience. After receiving the data set, analysts should conduct research and test hypotheses of new solutions for development and integration into marketing projects.

2. Continuous segmentation of consumers and the market.

A constant manifestation of the modern market is its dynamism. Consumer values and moods are constantly changing. In practice, this means that marketing tools that work well today may be less useful tomorrow, and the audience's response to the company's advertising will steadily deteriorate. Another feature is that the target audience is no longer a single monolithic entity. It is a structure or even a network of many micro-segments.

To avoid failures, the marketer should regularly update consumer routes and personalized communication to ensure that a particular customer or one part of the target segment moves closer to the purchase. In addition, you should constantly monitor different stages of the life cycle of products and consumers and change the tactics of interaction with them in order to retain and conduct incentives for repeated purchases.

3. Omni-channel.

The demand of modern consumers for the convenience and simplicity of communication with the brand forces companies to look for new means and ways to interact with this audience. The main criteria are the availability and seamless complex of communications between different channels and platforms, as well as the harmony of the transition between online and offline formats. This approach is called omni-channeling, which aims to surround the client with a convenient contact system devoid of various artificially erected barriers.

4. Event virtualization.

The pandemic in the world and martial law in our country have taught the domestic transport business to interact in an online environment. This applies not only to employees, but also to customers and partners of companies. Organizers and participants found that online events have many advantages over traditional means (offline). These are: lower organization costs, no usual limits on the number of participants (which is limited by the size of the room), no time spent on the road, flexibility in viewing presentations for the audience, etc.

Traditional events are an important tool for brand promotion. And, of course, in terms of emotionality, direct contacts in offline reality are currently difficult to replace. However, it should be borne in mind that it is unlikely that there will be a complete rejection of the virtual format. Internet broadcasts will continue to exist as a significant addition to presentations, conferences, exhibitions, and other events. Moreover, we should expect its development.

5. Marketing Technologies (Martech).

The emergence of the concept of "martech" is associated with the need for businesses to increase productivity in implementing customer interaction. This issue is acute for the marketing of any business entity. The task of regular lead generation contributes to the formation of a request from enterprises for such software solutions as artificial intelligence and automation. These technologies help simplify time-consuming processes. Moreover, they allow you to reduce the time of data processing and analysis to a minimum, and allow businesses to respond almost instantly to the consumer with the next transaction of an advertising message, taking into account their interest and actions performed.

6. Request for business trust.

Modern customers pay attention to the brand not only in the context of its consumer properties. Recently, close attention focused on environmental issues, social equality, and Public Health creates expectations among people that companies will not only earn money by meeting their needs, but also do something useful for society. This means that consumers tend to search for and learn about the company's social projects, relate them to their own values, shape their attitudes, and take this into account when making a purchase decision. Social projects should be expected to become a mandatory element of communication PR campaigns. This tool is one of the key ones, which has often been transformed recently, and therefore requires more detailed research.

7. Streaming shopping.

Shop on the couch has been revived in an online environment with a new level of Service. In its new form, it is a mixture of entertainment content with the ability to make

spontaneous purchases. A dynamic streaming environment with product demonstrations, recommendations, and comments from participants creates a special service atmosphere and a new experience for consumers. The concept of such shopping carries a unique charge of emotionality from interactivity of interaction, communication and competition in purchases, since a special price offer for products for participants is valid only for a limited period.

This direction has a hidden potential, because it has not yet become widespread. Companies are experimenting with it, but the first results inspire online trading platforms to integrate streaming more often into their sales technologies, and include brands in promotion programs.

#### 8. Social Responsibility.

More and more companies will prioritize social responsibility. 89% of marketers who create content about social responsibility plan to increase or maintain their investment in 2025, almost twice as much as a year earlier.

The trend is obvious: social responsibility, ethics and transparency are important for the modern consumer.

With all this in mind, companies have begun to change their social media strategies, focusing on inclusive initiatives, promotions, and offerings, as well as highlighting the causes and missions they support. While this may not lead to immediate sales of products, demonstrating a sense of social responsibility is still thoughtful and effective.

#### 9. Experimental marketing.

Experimental marketing campaigns allow the audience to immerse themselves in an immersive experience that often takes place in a physical location or using an AR/VR platform.

One example of an experimental campaign that you may have seen in the past was M&M's pop-up Flavor room.

This campaign included ball-shaped "rooms", each of which was complemented with decor and flavors unique to a particular candy flavor. This pop-up, which took place in New York City in 2018, also included eateries and lounge areas with M&M-themed cocktails, which I'm willing to bet was a great opportunity

for M&M to appear on the social pages of various visitors.

While such immersive events were fun, effective, and very popular on social media, they faced obstacles in 2020 and 2021, when businesses, public spaces, and entire countries were forced to shut down public operations due to the global pandemic.

And since the creation of a branded AR / VR project is a high-budget tool, which can also depend on the availability of tools in the audience, such as AR/VR headsets or the latest smartphones for accessing content - fewer and fewer small brands have invested in digital experimental marketing.

However, now that digital immersion platforms are becoming more accessible to a wider audience, the possibility of experimental marketing is once again returning to the list of tools that will be actively used in 2024.

#### 10. Maximum consistency of actions of marketing and sales teams.

As we approach 2025, it is becoming increasingly important that sales and marketing departments work together as much as possible. When these teams are aligned, marketers can gain a better understanding of their customers, including their interests, hobbies, and demographics. However, when this is not the case, it creates a whole flurry of problems for all participants in the process. First of all, it is becoming more difficult to share data and access it in different teams, which is now faced by every fifth marketer.

Unfortunately, only 31% of marketers say that their sales and marketing teams are closely interrelated. Not surprisingly, almost half of marketers in 2024 set a goal to achieve consistency in sales and marketing [24].

Having considered and worked out in detail the two main elements of the railway transport Marketing Management System (general economic and marketing), it is advisable to move on to the third (managerial) element. This component, as well as marketing, has undergone significant transformations due to the dominance of digitalization in the world. This fact has been repeatedly highlighted in the works of scientists [1-8, 28-32], where they reveal in detail the features of digital

transformation of enterprise, industry, and national economy management systems.

The company has gone through several stages of automation of enterprises and the economy as a whole: attempts to comprehensively automate economic activities (business), attract digital technologies for decision-making are made from the beginning of the introduction of computers. However, all these works did not make it possible to create a really functioning automated control system. Rather, Decision Support Systems were created that ensure the collection and preprocessing of data that a person needs to solve certain issues [30].

When products such as ERP (enterprise resource planning) appeared, many enterprises implemented these systems, but not all of them received positive results. A fundamental point was also the emergence of personal computers and microprocessor systems – they breathed new life into automation processes [31].

Today, there are many scheduling programs, some of them claim to be universal and promise the manager full control over the situation, full manageability, for example: CRM (customer Relationship management), MES (manufacturing execution system), WMS (warehouse management system), CEP (complex event processing), PAS (process automation system), OI (operational intelligence), BAM (business activity monitoring), PLM (product Lifecycle Management), EAM (Enterprise Asset Management), CRP (capacity requirements planning), PDM (product data management), MRP (material requirements planning), BPA (business Process automation), SCM (supply chain management), MPS (master planning schedule), ECM (enterprise content management), HRM (human resource management), APS (advanced planning and scheduling), EDMS (electronic document management), FRP (finance requirements planning), BPM (business process management), etc. automate the control of the flow of material or information resources, organize the collection of primary data, and provide them to the manager [32].

So, taking into account the above, we can state the fact of digital personified transformation of individual elements of marketing management of railway transport, which made it possible to solve certain issues that were directly assigned to these elements, and not the entire marketing management system as a whole. Haphazard, isolated, and sometimes contradictory management actions on the part of the components have created a significant obstacle to the formation of a competitive industry capable of ensuring positive changes in the national economy.

A congruent approach can be the basis for overcoming these negative trends.

Congruence (lat.congruens, -ntis — proportional, corresponding, consistency of elements that do not contradict each other) in a broad sense - equality, adequacy of different instances of something (usually - content expressed in different forms) or consistency of elements of the system with each other. The term congruence was coined by Carl Rogers [33].

Since that time, this concept has been repeatedly studied by scientists such as Pshenichnaya M., Oleynik O. V., Nagaeva G. O., Pauch D., Bera A. and other [33-39]. In their works, congruence is considered as a systemic trend in the development of the economy in the context of the transformation of the world.

Taking into account such properties of congruence as complexity, synergy and superadditivity, this approach was used by scientists in solving individual problems in economic thought.

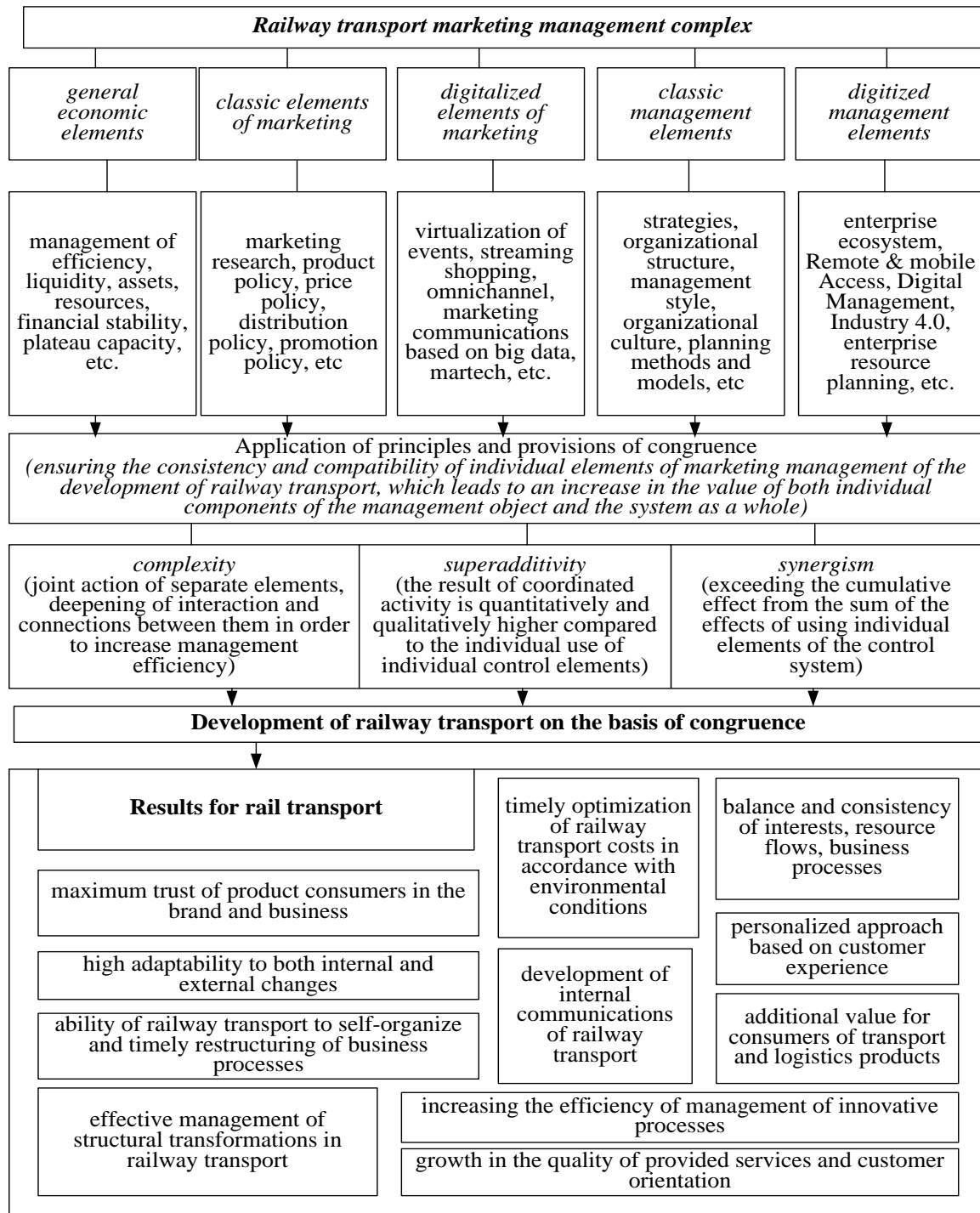
Thus, Oleynik O. M. examines the congruence of institutions. Under this concept, he understands the proximity of general trends in the development of institutions, which can lead to their convergence — the convergence (up to the coincidence) of the trajectories of institutional development [33].

Kovbasyuk S. V., studying the institutional basis and defining the main institutional conditions and factors of building an integral and stable modern state, identifies congruence as a basis for economic growth [35]. The same opinion is supported by Peters B. G. [36]

Sapozhkova O. M. considers congruence as a basis for the development of a strategic partnership formed to obtain synergistic effects and as a result to obtain strategic advantages [37].

Kovalev V. V. in his work examines the congruence of enterprise goals, the level of correspondence of enterprise managers [38].

So, congruence is a state of integrity and absoluteness of the system, when all parts of the whole work in concert and are aimed at achieving one common goal as comprehensively and quickly as possible. This created the basis for reformatting the railway marketing management system (fig. 3).



*Fig. 3. Conceptual provisions for applying a congruent approach to marketing management of railway transport development (developed by the author)*



The application of the principles and provisions of congruence will create a basis for ensuring the coherence and reciprocity of individual elements of marketing management of railway transport development, which leads to an increase in the value of both individual components of the management object and the system as a whole.

Conclusion. Digitalization of the economy has led to a change in the forms and methods of socio-economic relations in Ukraine and in the world. This led to a rethinking of the laws of technical and technological reproduction of railway transport, its economic development and methods of conducting operational activities, organizing marketing activities, as the basis for the formation of an effective railway transport management system. Conducting a detailed study of the components of the marketing management system allowed us to form a fundamentally new conceptual field for the formation and implementation of the sectoral policy for the development of railway transport in Ukraine.

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