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1.2. Changes in the management paradigm in the post-pandemic period

The management process serves the implementation of the activities of enterprises and organizations to achieve the ultimate goal. The management process is the sum of the direct implementation of all functions, principles and methods in this area. The management process covers all aspects of the enterprise. There is no area that is out of control. Otherwise, the problems in this area will not be analyzed, they will not be prevented, shortcomings will not be eliminated, and this will lead to undesirable results in the activities of the enterprise (Babayev:2012).

The history of management practice is very old. However, governance in the past was very different from today. Despite the fact that management is very old, it is relatively new as a field of science, economics and research. Management established itself as a free science and field of activity in the early twentieth century.

The concepts of management and administration act as synonyms that are not exactly the same. Management is the ability to achieve a goal by directing people's activities and laying the foundations for their

behavior. The concept of management can be applied to all areas of human activity. Although administration is used in the sense of management, not all administrators are considered managers. For example, a minister is a person who administrates, but is not considered a manager. The head of the family manages the family, but is not considered a manager. If we look at the forms of governance, we see this clearly. The forms of management are as follows:

- Management of the living world.
- Management of the inanimate world.
- The management of the living world consists of social management and the management of the biological world.
- Social management, in turn, is classified as follows:
 - Management of society.
 - Management of staff working in enterprises and organizations.
 - Management of social groups.
 - Self-management.
- The features of the management process are as follows:
 - The management process is a conscious and purposeful activity;
 - The management process is an activity aimed at the implementation of the planned work;
 - The management process is the activity of exercising power (Babayev:2012).

Most employees want to be rewarded for their work and to be promoted to the managerial level. They think that what is less tiring than doing a job and reporting to the manager is to be in a position to do the work.

When viewed from the outside, being an employee is more stressful than being a manager. Because managers hold meetings and plan their work, coordinate and make decisions. Those who work are the ones who suffer from stress and do their jobs. And it is always thought that managers have more privilege. But in reality, the situation is different from what it looks like from the outside. Management is a task that brings with it many responsibilities at the same time. The more responsibility a manager takes, the more stress increases. Because management is an endless task. When the employee fulfills his / her duties, the job ends, but the manager is responsible for whether or not he / she succeeds in the end. Because it is always possible to do better, the manager's work and stress will always continue.

No matter how much theoretical knowledge and experience a manager has, there are some challenges he will face in the management process (Göral: 2015).

Not being able to form a good team. In the books on business management, while explaining the theoretical aspect of the work, it is said that management is a process of rationality, a process of collaboration and formation, a process of specialization, a process of a group. Accordingly, the manager must act rationally, know which job, which person to choose, look for experts in that field and bring together people who are not only experts, but also compatible and have group consciousness... When you do not make the effort to find the right person, it means that you will have a headache during the upcoming events.

Human Perception Differences: Every person's perception is different. This is a very natural situation. Every event can be interpreted with different perceptions in each person. There are many factors that cause this situation; factors such as people's educational infrastructure, family perceptions, values of life, perspectives, levels of intelligence. How can a manager guide them? Very difficult. However, if a strong institutional philosophy can be initially embodied and felt in the element, at least a set of events can be taught and accustomed to the fact that management needs to perceive them in terms of their goals. For this, a healthy organizational culture, punishment and reward systems, and rules must be instilled in the elements.

Human Addiction Levels: Addictions are behaviors that cannot be easily abandoned. A well-educated person continues that habit in his work, for a mischievous person it is useless to look for a consciousness like turning off the light in his work, or he uses phones without thinking, he does not know the value of machines and tools. People also resist some things when they want to continue their habits. These resistances lead to serious shortcomings, and such situations are a really big problem for management and the manager. Habits continue until you make a new habit. For this; new habits can be gained with warning signs, bulletin boards announcing the desired behavior, information notes, written statements such as rewards. Writing has the power to make.

Communication Mistakes: It is also stated in management books that effective coordination in their workplaces will take place with good communication. In the harmonization of human relations, communication must be healthy. In other words, a topic that goes from the top-level should go to the points where it will reach, without wasting time, in the same way,

information that will go from the bottom steps to the top, and in the actions, attention should be paid to the topic, purpose, time, method. Communication errors that occur in vertical or horizontal communications create one of the main difficulties for management. People who see religions and do not listen well, those who do not see and understand the moments, those who do not care about the messages given, those who forget, those who reduce the message or add to the message, always lead to accidents in communication. This type of error can be prevented with verbal and written reports, periodic face-to-face meetings, sections and interpersonal notes.

Strengths in Control: It is known that planning at one end of the control plane should be controlled at the other end. Although the plans are strange, a good organization is established and harmony is ensured, but when it is not controlled enough, resolutions begin after a while. The manager competes with «time», planning, meetings, travel, etc. When we consider that he is engaged in such activities, and when the presence of units in other places, that is, the "distance" factor is added to them, it is clear that not enough time is allocated to the control mechanism. For this reason, effective management, accustoming people to self-control, the formation of control groups, will in any case significantly alleviate this kind of power in management (Göral: 2015).

Historical experience shows that every global event that has taken place so far, especially large-scale disasters, has led to significant changes in the socio-economic and political landscape of the world in the following period.

The world is going through a pandemic called COVID-19, which has shaken the health of billions of people physically and spiritually, and has greatly affected their social life and economy. On 31 December 2019, the World Health Organization (WHO) reported cases of pneumonia of unknown etiology in the city of Wuhan, Hubei province of China. Fever, shortness of breath, and radiological findings consistent with pneumonic infiltration in the lungs were detected in the cases. On January 7, 2020, the agent was identified as a new coronavirus (2019nCoV) that has not been detected in humans before. The name of the disease was accepted as COVID-19, and the virus was named SARS-CoV-2 due to its close resemblance to SARS CoV. The World Health Organization classified the COVID-19 outbreak as an «international public health emergency» on January 30, and defined it as a global epidemic (pandemic) on March 11 due to the spread and severity of the virus to other countries (Şimşek).

The COVID-19 pandemic is a global health crisis that is defining our era. Since its emergence, it has spread to all continents except Antarctica.

The COVID-19 pandemic is much more than a health crisis. This global epidemic, which has shaken every country it touches, has the potential to cause social, economic and political crises that will leave devastating and deep scars (UNDP Türkiye).

The SARS-CoV-2 coronavirus pandemic has shattered the lifestyles of millions of people. In just a month or two, the things that were important in previous decades have become worthless before our eyes: the consumer society has become a security society.

During the Pandemic Period, companies urgently made new applications for employees. Perhaps the transition to digital applications, which will be passed in later years, has been rapidly passed. The vast majority of white-collar workers have switched to working from home or remotely.

There are still companies that continue this system and even direct many of their units to work remotely, and there are companies that declare that they will continue this working system in the future.

In this process, employees quickly adapted to this digital transformation. Even experienced employees who are older and have not yet been active in the virtual world have begun to benefit from the ease, speed and efficiency of the internet world.

Distance work is currently expanding the opportunities of the labor market around the world. One of the advantages of remote management for enterprises and companies is that there is no need to rent an office for staff and save a number of costs. In this process, it is even possible to work with a specialist living in another city. In a pandemic, such attitudes of labor seem optimal in terms of maintaining jobs, wages, and the ability of the enterprise to work (Məhərrəmov:2020).

For this reason, some companies think that future employees can work remotely and there will be no loss in their efficiency, that they can even be converted into smaller offices instead of big offices, that there will be drop-in office departures, and that they have lost time on roads.

The COVID-19 pandemic is, above all, a global health crisis. At the same time, its impact on the global economy is growing exponentially with short- and long-term business outcomes. Businesses need to deal with this crisis appropriately. Every step of the institutional structure has a role in ensuring the adoption of the best applications. Running a company in the middle of a pandemic must have been an unprecedented period of hardship

for most board members and managers. In order to cope with the COVID-19 outbreak, many of the restrictions imposed by governments need to be taken into account, given the significant problems in the business process, there is a lot of pressure from the point of view of institutional governance in the business world (Türkiye Kurumsal Yönetim Derneği:2020).

After traditional work environments and formats, it is not easy for managers, to evaluate the factors that guide remote work and build new systems. There are many factors in the case that need to be understood. In this process, there may be a decline in the performance of high-performance and productive employees. Management and analysis of this situation requires a new management approach.

There are difficulties in not being in the same environment physically in terms of both management and employees in the control of employees and jobs. Management, in general, states that the fact that employees are far away, especially in terms of high performance, indicates problems. Employees think that there will be no management support. The inconveniences of being physically inaccessible are expressed in many ways.

It is stated that remote work creates inadequacies in the field of information sharing and feedback among employees. Research shows that remote work takes place at the lowest level of shared knowledge.

Distance from social structure and systems, loneliness, is seen as one of the most important difficulties of working remotely. Employees lose the social influence they have as informally in the work environment. For this reason, long-term work, especially by long-term employees, increases the risk of dismissal because it weakens the sense of belonging to the workplace and the company. It should not be forgotten that remote work, in particular, will have an effect on teamwork and the weakening of institutional consciousness. Managers need to consciously support employees and take these types of factors into account when directing processes.

It is a distressing situation for an employee to try to work in a family environment while sitting in a chair at home. An employee who works remotely or digitally needs a place to work and a distance from the family environment in order to be able to carry out their work properly. In these situations, there may be paradoxes between the possible demands of the house and the needs of the job (Kasımoğlu:2020).

For remote work to be effective, it must be based on dialogue and collaboration between managers and employees. This becomes even more important when it is necessary to work remotely and in a full-time format.

The studies show that the best way to manage home-based staff is a process called Result Basic Management, in which both the team and the employee agree on a common productivity measurement mechanism. This process, which provides flexibility and autonomy for the manager to organize the work of the staff without the need to constantly monitor the status of progress, reports in a way that will not be too burdensome to determine the target, task, milestones and recorded progress (Uluslararası Çalışma Örgütü:2020).

The remote working model, which came into our lives with the COVID-19 crisis, seems to be one of the elements that will shape the future of the working world. It is obvious that the use of this new working model in the long term brings with it some difficulties.

Implementation of remote working in a structured way: The rapid transition of institutions to the teleworking model without making structural adjustments carries the risk of loss of productivity among employees and stakeholders. Ensuring infrastructure security for teleworking: The teleworking model has drastically changed and digitized our working world. This digital transformation has brought with it some security issues. Organizations are more vulnerable to cyberattacks than ever before, as most interactions take place online. In this context, it has become indispensable to increase cyber security in order to avoid attacks and reduce risks (EY Belgium:2020).

Balancing the work and private lives of employees: With the rapid introduction of remote work into our lives, the border between work and private life has become blurred for employees. The decrease in the time spent in the office, on the one hand, pushed the employees to establish an order at home, on the other hand, it caused the loss of business and private lifelines (Çalışma Dünyasının Geleceği: COVID-19 ve Yeni Normal).

The negative effects of working from home in terms of work-life balance continue for busy sectors and especially for couples with children and large families.

Although we complained about the time spent on the road to go to work before Covid-19, the rituals of going to work and leaving work created a sense of order and satisfaction in people. These clear boundaries during the day ensured that home and work were balanced with home. However, physically doing business within the confines of the home

required involvement in private life. Personal areas in the house were reserved for work, the top of the dining tables, the balcony and even the kitchen became the work area.

However, the sense of synergy and collaboration provided by being under the same roof at work could not be captured from homes; Working has turned into an individual and lonely experience. This experience both disrupted some people's perception of integrity, thus their motivation and concentration, and decreased their sense of satisfaction with the work done, due to the inability to receive face-to-face feedback (eye contact).

With the disappearance of face-to-face communication, communication lost its naturalness and turned into a procedural workload. Although online communication techniques were quickly adapted, the effect of face-to-face and spontaneous communication provided by being in the same environment all day in the office could not be fully grasped.

The fact that communication mostly turned into the language of correspondence, even though people are at a distance from a phone call or a «click» to connect, the distance between people created by communication technologies caused the loss of spontaneous communication and instant interaction, and communication turned into a procedural workload. This negatively affected the operations and productivity of the company.

The quarantine period came with its own intensity, especially to service sectors such as banking and communication; Some sectors have intensified even more with the effect of differing demands and new regulations during the epidemic period. On the other hand, working from home led to the prolongation of work processes and the subjection of simple tasks to procedures.

Online meetings held from platforms such as Zoom and Teams left their mark on the working from the home period. Normally, weekly team meetings were held online, so that both the work program was managed and the teams came together, the continuity of communication and motivation were tried to be ensured.

On the other hand, many simple business processes that were completed quickly in the office and together took longer to work from home; Queued in departments, expected returns could not be made instantly («Pandemiden geriye kalan soru: şirketler için yeni çalışma düzeni nasıl olmalı?», 2020).

The pandemic revealed the fundamental relationships between the levels of commitment and dedication of employees with physical,

emotional, social and financial wellbeing. Working wellbeing should now be considered in a broader context than just offering wellbeing programs.

It now represents the mentality woven through culture and Total Rewards programs. For example, companies want to create a culture of Diversity, Equality and Capacity (DEI) in addition to recognizing the importance of fair pay, fair career opportunities and inclusive health and well-being in the well-being of employees. Total Personalization is becoming more and more important in order to meet different needs, with more personalization and digitalized sharing and training. The basic points you need to keep in mind can be listed as follows:

- COVID-19 vaccine - return to work and develop business travel strategies.

- Wellbeing, diversity, equality and inclusion culture - to assess the levels of wellbeing and inclusion in organizational culture; Identify opportunities for greater equality in the company as a whole through remuneration, health and side rights

- Leader and manager development - identifying and implementing managerial listening strategies; to implement running utility programs (EAPs) to assist managers in developing the necessary new skills; Encourage leaders and managers to share personal experiences, and develop tools that will encourage them to listen actively and empathetically.

- Making wellbeing and social assistance programs compatible - gathering information about the effectiveness of existing wellbeing and social assistance programs; to understand the possible gaps / intersections of the programs and to develop a multi-dimensional approach that puts the employees and the people they are responsible for looking at in the center.

- Access to programs - to develop a communication strategy to strengthen the awareness, participation and timely access of employees to all programs; to consider navigation tools, communications and emerging sharing mechanisms.

- Continuous human resource measurement - update management and process around human resource measurement and applications; entered from stakeholders about a measurement framework and request participation; In addition to human resource factors, a wide range of ESG-related features can be developed (including, for example, walking in appropriate locations and preventations in broad-shouldered short and long-term incentive plans) (Pandemi sonrası bir dünyaya hazırlanmak için üç ana İnsan Kaynakları teması, 2021).

The COVID-19 pandemic, with its many innovations, seems to significantly change the way we work in the long run. In the long term, a new working world dominated by technology awaits us. In this context, it is now a necessity rather than a choice for institutions to take some actions in order to ensure business continuity and adapt to the new normal (Çalışma Dünyasının Geleceği: COVID-19 ve Yeni Normal).

It is considered that the remote working practice, which is considered among the most effective measures globally in the fight against COVID-19, will be more common in business life after the epidemic process, and many companies will reshape their working order and resources within the scope of the new normal. In this context, many companies have started to make remote working practices permanent.

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1.3. Трансформація підходів у маркетингу в постпандемічний період

Динамічний перехід на цифрові технології сприяє прискоренню цифрової трансформації економічної системи, що обумовлено розвитком технологічної інфраструктури, використанням великих баз даних, злиттям онлайн і офлайн сфер. Сучасний етап цифровізації національних економік характеризується інтеграцією широкого спектру цифрових сервісів, продуктів і технологій у кіберфізичну систему.

За оцінками експертів Forbes, 67% керівників компаній зі списку Global 2000 вибрали в 2018 р. цифрову трансформацію як пріоритетну мету своєї корпоративної стратегії. Відповідно до прогнозів The Boston Consulting Group, обсяг цифрової економіки до 2035 р. становитиме 16 трлн дол. США. Дослідження компаній Huawei та Oxford Economics показали, що інтелектуальна мережева взаємодія ініціює зростання цифрової економіки, яка досягне до 2025 р. значення в 23 трлн дол. США. Це збільшення складе 78,3% порівняно з 2017 р. (12,9 трлн дол. США). До 2025 р. планується збільшення питомої ваги цифрової економіки на 7,2 пункти або з 17,1 до 24,3% обсягу світового ВВП.