

Ministry of Education and Science of Ukraine
National University «Yuri Kondratyuk Poltava Polytechnic»
Educational and Scientific Institute of Finance, Economics, Management and Law
Department of Management and Logistics

Qualification work

for a bachelor's degree

in specialty 073 "Management"

on the topic: " IMPROVING THE MANAGEMENT OF MARKETING ACTIVITIES OF THE
ENTERPRISE "

Completed:

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Poltava – 2022

АНОТАЦІЯ

Одех Ежовок. Удосконалення управління маркетинговою діяльністю підприємства. Кваліфікаційна бакалаврська праця на правах рукопису. Спеціальність 073 «Менеджмент».

Національний університет «Полтавська політехніка імені Юрія Кондратюка». У роботі узагальнено сутність управління маркетинговою діяльністю підприємства; досліджено вплив конкурентної боротьби на управління маркетинговою діяльністю підприємства; проведено аналіз об'єкта та суб'єкта системи управління ТОВ «Ворскла Стиль»; проведено аналіз фінансово-господарської діяльності ТОВ «Ворскла Стиль»; проведено дослідження маркетингової діяльності ТОВ «Ворскла Стиль»; запропоновано напрями підвищення ефективності управління підприємством на основі маркетингової діяльності. Робота включає вступ, три розділи, висновки, список використаних джерел, додатки, загальний обсяг роботи становить 94 сторінки і включає 22 таблиці, 4 рисунки, список літературних джерел - 37 найменувань.

Мета роботи - наукове обґрунтування концептуальних засад формування системи управління маркетинговою діяльністю на ТОВ «Ворскла Стиль». Об'єкт дослідження – процес менеджменту управління маркетинговою діяльністю. Предмет дослідження – особливості управління маркетинговою діяльністю на ТОВ «Ворскла Стиль». У першому розділі кваліфікаційної роботи досліджені принципи, методи і функції маркетингової діяльності; розкритий вплив конкурентної боротьби на управління маркетинговою діяльністю підприємства. Другий розділ кваліфікаційної роботи містить аналіз суб'єкта та об'єкта системи управління ТОВ «Ворскла Стиль», аналіз фінансово-господарської діяльності ТОВ «Ворскла Стиль»; досліджена маркетингова діяльність ТОВ «Ворскла Стиль». У третьому розділі запропоновано шляхи удосконалення організаційних аспектів маркетингової діяльності ТОВ «Ворскла Стиль»; напрями підвищення ефективності управління підприємством на основі маркетингової діяльності.

Ключові слова: маркетинг, менеджмент, ефект, ефективність, підприємство, організаційні аспекти.

ANNOTATION

Ejovwok Odeh. Improving the management of marketing activities of the enterprise. Qualifying bachelor's thesis on the rights of the manuscript. Specialty 073 "Management". Yuri Kondratyuk Poltava Polytechnic National University.

The essence of management of marketing activity of the enterprise is generalized in the work; researched the impact of competition on the management of marketing activities of the enterprise ; the analysis of the object and the subject of the management system of Vorskla Style LLC was carried out; the analysis of financial and economic activity of Vorskla Style LLC was carried out; a study of the marketing activities of Vorskla Style LLC was conducted; the directions of increase of efficiency of management of the enterprise on the basis of marketing activity are offered. The work includes an introduction, three sections, conclusions, list of sources used, appendices, the total volume of work is 94 pages and includes 22 tables, 4 figures, list of references - 37 titles .

The purpose of the work is a scientific substantiation of the conceptual foundations of the formation of the marketing management system at Vorskla Style LLC. The object of study - the process of managing marketing activities. The subject of the research is the peculiarities of marketing activity management at Vorskla Style LLC. In the first chapter principles of methods, methods and functions of marketing activity are investigated in qualification work; the influence of competition on the management of marketing activities of the enterprise is revealed . The second section of the qualification work contains an analysis of the subject and object of the management system of Vorskla Style LLC, the analysis financial and economic activity of Vorskla Style LLC; researched marketing activity of Vorskla Style LLC. The third section offers ways to improve the organizational aspects of marketing activities of Vorskla Style LLC; directions of improving the efficiency of enterprise management on the basis of marketing activities.

Key words: marketing, management, effect, efficiency, enterprise, organizational aspects.

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INTRODUCTION

In modern economic conditions, namely in the conditions of transformation processes of market economy, to ensure the profitability of enterprises it is necessary to constantly develop and implement a system of measures aimed at increasing the competitiveness of products. An important role in these processes is played by marketing activities.

The transition from administrative-command to organizational-economic means of management requires the head of all levels not just to perform their functions as a form of human management, but to achieve this goal, using the work of intelligence and motives of other people. In this regard, mastering the basics of enterprise management becomes especially important. The successes or failures of market transformations in Ukraine's economy will largely depend on the people who will carry out these transformations and manage this process.

In a difficult situation, studying the basics of theoretical principles, mastering technology and management techniques, designing organizational systems, performing scientific work, will further in practice to develop new and reconstruct existing management systems in enterprises of various forms of ownership.

Effective marketing requires a correct and clear understanding of its essence. A significant number of errors in the modern domestic economy arises from the lack of a clear and unambiguous definition.

Marketing activity (from the English "market") is a complex system of organization of production and sale (sale) of products, goods, focused on meeting the needs of specific consumers and making a profit based on market research and forecasting, studying the internal and external environment, development of strategies and tactics of behavior in the market with the help of marketing programs.

The main goal of marketing is to increase the company's profits. The study of markets, determining the range of products, pricing and other issues of marketing research are aimed at finding the optimal (in terms of maximum profit) conditions for the sale of marketable products.

The study of the main forms and methods of sales is aimed at identifying promising means of promoting goods from producer to end consumer and organizing their retail sales based on a comprehensive analysis and evaluation of the effectiveness of used or planned channels and methods of distribution and sales, including those used by competitors.

The criteria for the effectiveness of the choice in this case are: the speed of movement of goods, the level of handling costs and sales. It is believed that the effectiveness of the forms chosen by the firm, and methods of distribution and marketing is higher the shorter the period of time spent on bringing goods from place of production to the place of sale and selling them to the final consumer; less costs for their organization; more sales and net profit. The main goal is to reduce the total value of sales costs, which largely, if not mainly, depends on the level of commercial work and sales service.

In our country there is a misconception that in the leading foreign countries sales are carried out by the companies themselves - manufacturers. In fact, this is not the case. In the vast majority of even the largest firms offer their products to the market through intermediaries. Each of them seeks to form its own distribution channel.

Analysis of sales and methods of product promotion is an integral part of the organization of sales at enterprises. This topic, relevant to modern market conditions, is the topic of this course project "Promotion of goods".

Every society with a specialization of production requires exchange and daily faces problems of distribution and finding answers to the question: what and how much to do, how to inform consumers about it, what price level should be set?

We will assume that marketing is the process of planning and implementing the plan, pricing, promotion and implementation of ideas, products and services through exchange that meets the goals of individuals and organizations.

However, marketing in itself is not a panacea for failure. Here are just a few of the reasons that can lead to them:

underestimation of the need for start-up capital - a consequence of errors in estimating the speed of turnover of funds, unjustified understatement of costs, too optimistic forecast of future sales;

insufficient market research, which leads, in particular, to incorrect and insufficiently complete requirements for consumer properties and technical parameters of products;

lack of competence and lack of experience in the case you have decided to do;
ignorance of the basics of financial management, which leads to the freezing of funds in receivables, non-compliance with cost estimates, unjustified access to credit;
poor mastery of the art of interpersonal communication and other management skills.

The marketing process is multifaceted: it begins with the embodiment of consumer desires in a particular product and the organization of its production, after which it is necessary to bring products to market to attract sustainable attention to the consumer, which requires good service and after-sales service.

Each company must conduct marketing research in two directions: the search for a market segment for a specific product and the assessment of the possibility of its release.

Focusing on market demand involves addressing the following issues:

The range of products that customers are interested in,

The range of goods that the company can make and sell at a profit,

Specific situations in the sale of goods,

The volume of market demand for certain goods,

The amount of resources needed to sell the product.

The nomenclature and range of products are one of the main indicators of the production program of the enterprise.

The product range is a systematic list of product groups adopted in planning and accounting in kind.

Product range is a quantitative ratio of certain types of products by measurements, varieties, profiles, sizes, articles, etc.

The correct definition in terms of production of the range in demand, provides a stable position of the company in the market.

The relevance of the chosen topic of the thesis is due to the importance of forming a marketing strategy of the enterprise to ensure a stable position in the market.

The purpose of the work is a scientific substantiation of the conceptual foundations of the formation of the marketing management system at Vorskla Style LLC.

Achieving the goal of the thesis necessitated the formulation and solution of the following tasks:

definition of principles, methods and functions of marketing activities;

study of marketing policy of the enterprise;

consideration of market features of legal support of joint-stock company management;

analysis of the object and subject of management and financial and economic activities of LLC "Vorskla Styl";

to offer the main aspects of improving the organizational aspects of marketing activities of LLC "Vorskla Styl".

The object of the study process of managing marketing activities.

The subject of the study the research is the peculiarities of marketing activity management at Vorskla Style LLC.

The information base of the thesis is: Laws of the Verkhovna Rada of Ukraine, Decrees of the President of Ukraine, Resolutions of the Cabinet of Ministers of Ukraine, annual reports of LLC "Vorskla Styl", regulatory calculations, literary sources of Ukrainian and foreign authors.

The following research methods were used in the thesis: monographic method, methods of economic analysis (comparison, grouping), methods of mathematical statistics, graphic method.

The structure of the thesis includes: introduction, three sections and conclusions. The work contains 22 tables, 4 figures, 1 appendix and 37 references.

SECTION 1

THEORETICAL ASPECTS OF MARKETING ACTIVITY OF THE ENTERPRISE

1.1 The meaning, principles, methods and functions of marketing activities

Marketing (from the English market – market) – a comprehensive system of organization of production and marketing, focused on meeting the needs of specific consumers and making a profit based on market research and forecasting, studying the internal and external environment of the exporting company, developing strategies and tactics through marketing programs. These programs include measures to improve the product and its range, study customers, competitors and competition, ensure pricing, demand, stimulate sales and advertising, optimize channels of movement of goods and sales, organization of technical service and expanding the range of services. are presented. Marketing as a product of a market economy is in a sense a philosophy of production, fully (from research and development to sales and service) subject to the conditions and requirements of a market that is in constant dynamic development under the influence of a wide range of economic, political, scientific technical and social factors. However, this becomes real when the manufacturer has the opportunity to systematically adjust their scientific, technical, production and marketing plans in accordance with changing market conditions, maneuver their own material and intellectual resources to provide the necessary flexibility in strategic and tactical tasks, based on the results of marketing research. Under these conditions, marketing becomes the foundation for long-term and operational planning of production and commercial activities of the enterprise, drawing up export programs of production, organization of scientific and technical, technological, investment and production and sales work of the enterprise, and marketing management - the most important element of enterprise management [28].

Marketing activities should provide:

reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of customers, ie information about the external conditions of the firm;

creation of such a product, a set of products (range) that more fully meets the requirements of the market than the products of competitors;

the necessary impact on the consumer, on demand, on the market, which provides the maximum possible control over the sphere of sales.

The motto of manufacturers working on the basis of marketing principles is based on the motto: do only what the market and the buyer demand. The starting point that underlies marketing is the idea of human shortages, needs and demands. Hence, the essence of marketing is very briefly as follows: you should do only what is sure to find sales, and not try to impose on the buyer "uncoordinated" in advance with the market products.

From the essence of marketing follow the basic principles, including:

Focus on achieving the final practical result of production and marketing activities. Effective sale of goods on the market in the planned quantities means, in essence, mastering its share in accordance with the long-term goal set by the company [31].

Concentration of research, production and sales efforts on crucial areas of marketing activities.

The focus of the company is not on the fast, but on the long-term result of marketing work. This requires special attention to forecast research, development based on their results of products of market novelty that provide highly profitable economic activity.

Application in unity and interrelation of strategy and tactics of active adaptation to requirements of potential buyers with simultaneous purposeful influence on them.

Methods of marketing activities (Fig. 1.1) are those that are carried out [22]:

analysis of the external (in relation to the enterprise) environment, which includes not only the market but also political, social, cultural and other conditions. The analysis identifies factors that contribute to or hinder commercial success. As a

result of the analysis the data bank for an estimation of environment and its possibilities is formed;

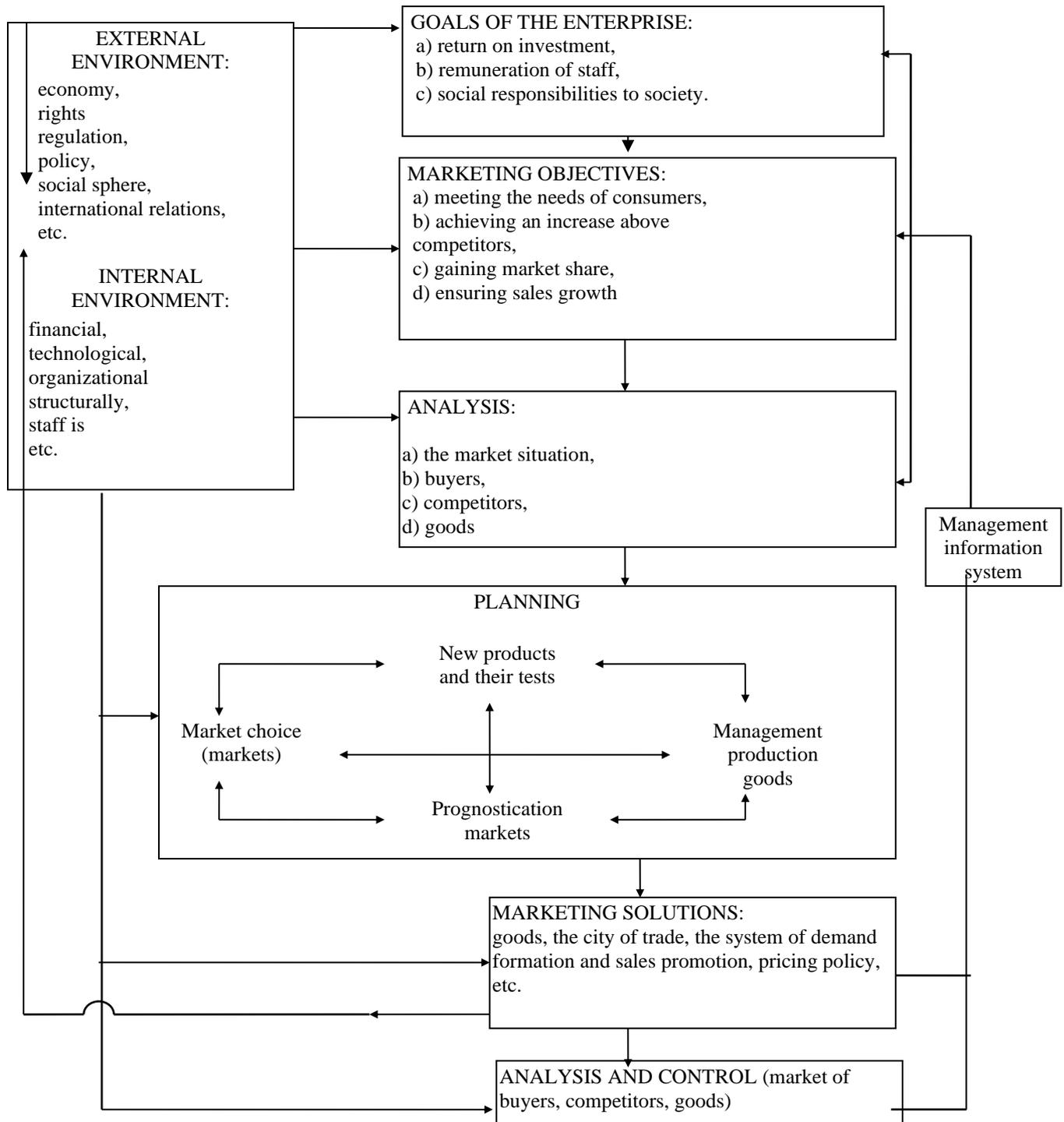


Figure 1.1 – Scheme of marketing activities of the enterprise (developed by the author on the basis of [16])

analysis of consumers, both real and potential. This analysis is a study of demographic, economic, social, geographical and other characteristics of people who make purchasing decisions, as well as their needs in a broad understanding of this concept and the processes of purchasing goods from both enterprises and competing organizations;

study of existing and planning of future products, ie development of concepts for the creation of new products or modernization of old ones, including their range and parametric series, packaging, etc. Obsolete goods that do not give an estimated profit are removed from production and the market.

planning of the movement of goods and sales, including the creation, if necessary, of their own sales networks with warehouses and shops or agency networks;

ensuring the formation of demand and sales promotion through a combination of advertising, personal sales, non-profit prestigious events ("public relations") and various types of material incentives aimed at buyers, agents and specific sellers;

ensuring pricing policy, which consists in planning systems and price levels for goods supplied, determining the "technology" of prices, loans, discounts, etc.

satisfaction of technical and social norms of the region where the products are sold, which means the obligation to ensure proper safety of use of goods and protection of the environment, compliance with moral and ethical rules, the appropriate level of consumer value of goods;

management of marketing activities (marketing) as a system, ie planning, implementation and control of the marketing program and individual responsibilities of each participant in the enterprise, risk and profit assessment, the effectiveness of marketing decisions.

Marketing affects many people in so many different ways that it inevitably creates controversy. Some actively dislike modern marketing activities, accusing it of destroying the environment, bombarding the public with advertising, creating unnecessary needs, infecting young people with feelings of greed and a number of other sins. Others fiercely defend marketing.

Global marketing regulation raises a very important question: what is the real purpose of the marketing system? There are four alternative answers: Achieving the highest possible high consumption; achieving maximum consumer satisfaction; presentation of the widest possible choice; maximum improvement of quality of life.

Consider achieving the highest possible high consumption. Many business leaders believe that the purpose of marketing is to facilitate and stimulate the highest possible consumption, which in turn creates the conditions for maximum growth in production, employment and wealth. This view is highlighted in typical headlines: "Opticians introduce fashion for glasses to stimulate demand", "Steel industry outlines sales growth strategy", "Automakers are trying to inflate sales" [22].

Achieving maximum consumer satisfaction. Accordingly, the goal of the marketing system is to achieve maximum consumer satisfaction, not the maximum possible level of consumption. Consuming a lot of chewing gum or owning a larger wardrobe means something only if it ultimately leads to fuller consumer satisfaction.

Unfortunately, the degree of consumer satisfaction is difficult to measure. Therefore, it is difficult to evaluate the marketing system on the basis of the indicators of satisfaction it brings to the public.

Providing the widest possible choice. Some market leaders believe that the main goal of the marketing system is to provide the greatest possible variety of goods and provide the consumer with the widest possible choice. The system should give the consumer the opportunity to find the products that best suit his taste. Consumers must be able to improve their lifestyle as much as possible and, consequently, get the most pleasure.

Unfortunately, maximizing consumer choice is costly. First, goods and services will become more expensive, as great diversity causes an increase in the cost of their production and maintenance of stocks. Higher prices will lead to a decrease in real consumer incomes and consumption. Secondly, increasing the variety of goods will require the consumer more time and effort to get acquainted with different products and their evaluation. Third, increasing the number of products does not mean for the consumer to expand the real choice. There are many brands of beer in the United States

and most of them have the same taste. When within the product category there are many branded goods with slight differences from each other, this situation is called branded wealth and the consumer is given an imaginary choice. Finally, consumers themselves do not always welcome a great variety of goods. Some, experiencing a surplus of goods in certain product categories, will experience feelings of confusion and anxiety.

Maximum improvement of quality of life. Many believe that the main goal of the marketing system should be to improve the "quality of life". This concept consists of:

- quality, quantity, range, availability and cost of goods,
- the quality of the physical environment,
- the quality of the cultural environment.

Proponents of this view tend to evaluate the marketing system not only by the degree of direct consumer satisfaction it provides, but also by the impact that marketing activities have on the quality of the physical and cultural environment. Most agree that a quality of life is a noble goal for a marketing system, but recognize that it is not easy to measure qualitatively, and its interpretations sometimes contradict each other.

The main functions of marketing are:

- environmental analysis market research,
- consumer analysis,
- product planning (services),
- sales planning,
- product promotion planning,
- price planning,

ensuring social responsibility and marketing management. Although many transactions require the same type of functions, such as consumer analysis, product promotion, and pricing, they can be performed in a variety of ways.

Marketing entities include manufacturers and service organizations, wholesale and retail trade organizations, marketing professionals and various consumers. As shown in Figure 1.2, each has its own role. It is important to note that although the

responsibility for the implementation of marketing functions can be delegated and distributed in different ways, they can not be ignored in most cases, they must be performed by someone.

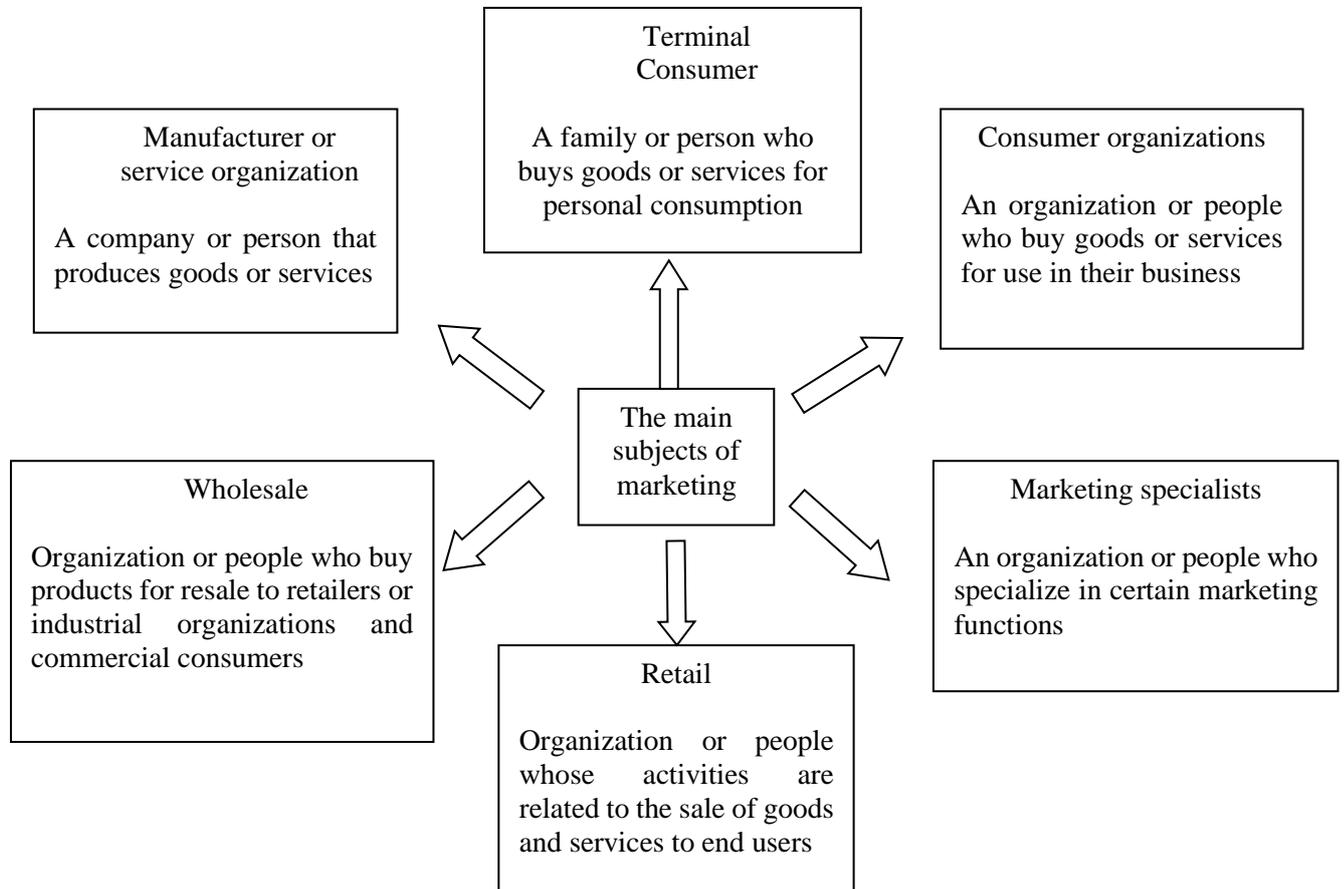


Figure 1.2 – Performers of marketing functions (*developed by the author on the basis of [7]*)

For many reasons, one entity usually does not take on all marketing functions: many manufacturers do not have sufficient financial resources for direct marketing (even General Motors, one of the largest corporations in the world, cannot afford to perform all marketing functions) [16];

direct marketing often requires manufacturers to produce relevant products or sell relevant products from other companies;

the organization may be unable or unwilling to perform certain functions and is looking for marketing specialists (so many companies use the services of special

advertising agents; use research organizations to develop questionnaires, collect and analyze data.);

many organizations are too small to perform certain functions effectively;

for many goods and services there are already well-established methods of implementation, and it is difficult to bypass them;

many consumers in order to save money can shop in large quantities, pick up the goods yourself, use self-service, etc.

The long period of marketing development, features and conditions of its use in different countries, industries, organizations and enterprises have led to the emergence of its various types.

Yes, a distinction is made between product- or service-oriented, consumer-oriented and mixed marketing. Product marketing aims to use a product or service as the main tool of production activities, and therefore the main focus is on improving their characteristics and qualities. Consumer marketing claims that the consumer, firstly, is always right, and secondly, he prefers goods with higher quality, but tries to buy not so much the product itself as a thing, but the consumer value, which embodied in it. In this regard, the main task of marketing is to study the consumer, his wishes, priorities, as well as conditions and factors of their formation and development. Mixed marketing, namely it occurs mainly in business activities in the conditions of developed market relations, uses the approaches and tools of both previous types of marketing. Its structure is determined by the purpose and objectives of entrepreneurship, the influence of environmental factors.

Depending on the field of marketing activities (Table 1.1) distinguish between marketing of consumer goods (consumer) and industrial and technical purposes (industrial).

According to the period for which the company's marketing policy is developed, there are strategic and operational marketing. Strategic marketing is the development and implementation of medium – (2-5 years) and long-term enterprise policy. Within these limits the purpose and tasks are defined, the strategy of development of the enterprise is created. The most important principle of strategic marketing is the analysis

and forecasting of existing and potential needs based on the interests of the consumer. Essential in strategic marketing is the identification and maintenance of existing and possible for the development of markets for goods (services) and consumer groups (market segments), monitoring the dynamics and conditions of market development, various aspects of marketing strategy, ensuring and planned increasing the competitiveness of the enterprise, focusing on the most promising deals. Against the background of economic, socio-cultural, technological, competitive and other changes taking place in the modern economy of Ukraine, it is strategic marketing that needs to be given the most careful attention.

Table 1.1 – Comparison of marketing of consumer goods and industrial and technical purposes [13]

Sign comparison	Marketing of consumer goods	Marketing of goods for industrial and technical purposes
Products	Standard form. The service is of average importance. Low cost, large quantity	More technical in nature. The specific form often changes at the request of consumers. High cost, small quantity. Ancillary service is very important
Price	Price list	For standard goods – according to the price list, for special – according to the results of negotiations
Promotion	Emphasis on advertising	Emphasis on personal sales and technical consulting
Distribution	Through intermediaries	Channels are shorter. Specialized suppliers and distributors are more often used
Relationships	The relationship is not long, the contacts are temporary	The relationship is long and multilateral
Customer decision making process	Decisions are made individually or at the family level. Motives for buying are often irrational (tastes, fashion, influence of other people)	Decisions are made collectively with the participation of many members of the organization. Specifications, various technical and economic information are used
Markets	A significant number of consumers. Demand is direct, largely dependent on prices. Buyers are end consumers who buy goods for personal, home or family use	Consumers are concentrated in specific regions. Demand is derived from the demand of final consumers, varies in a significant range, less dependent on prices. The number of consumers is insignificant. Buyers - commercial firms, institutions that set a goal to make a profit.

This will allow companies to succeed in the market, to prove the benefits of their product or service to the consumer, to increase the level of their competitiveness.

Operational (tactical) marketing is the development of short-term (up to 2 years) enterprise policy. It is based on timely response to the dynamics of needs and demand, based on the existing capabilities of the enterprise. The most important element of operational marketing is the use of various forms and tools of marketing tactics, the implementation of active marketing of goods. Depending on the degree of differentiation of marketing activities, there are global and differentiated marketing. The meaning of global marketing is that the world is increasingly "growing", the desires of consumers are becoming more and more similar. Therefore, the marketing strategy must be global (common to all consumers), and the goods offered to the market as standardized as possible, designed for the mass buyer. In contrast, differentiated marketing uses the thesis that any business is local in nature. Hence - the need for market segmentation, ie its division into parts, based on the relevant classification features, purposeful activities in one or more segments, depending on the characteristics and features of the latter. According to the types of demand, there are marketing:

- conversion – contributes to the creation of active policy in its negative value;
- stimulating – promotes the creation and development of demand at zero value of the latter;
- remarketing – prevents the decline in demand;
- synchro marketing – smooths seasonal fluctuations in demand;
- developing – turns potential demand into real;
- supportive – maintains the balance between supply and demand in the presence of full demand;
- demarketing – restrains undesirable in some cases the growth of demand;
- tactical ("short-sighted") – defines and implements tactics enterprises in conditions of uncertainty of demand;
- counteracting – reduces undesirable from a socio-ethical point of view demand;
- individual – provides demand for unique (vintage) goods.

Depending on the main objects of attention, the ultimate goal and ways to achieve it, there are marketing:

production – making a profit by increasing production, reducing the cost of production, efficient use of available resources;

commodity – making a profit by improving quality, properties, characteristics and competitiveness of goods;

trade (sales) – making a profit from active sales, the use of progressive methods of trade;

market – making a profit through consumer orientation, coordination of production and marketing activities;

developed (modern) – making a profit by meeting the needs and desires of consumers, the use of integrated systems of elements (tools) of marketing.

According to the degree of coordination of marketing functions performed at the enterprise, there are integrated (performed functions are organized into one complex, subordinated to the existing development strategy) and non-integrated (marketing functions at the enterprise are performed separately).

Based on the level of marketing activities, there are macromarketing (business activity at the state level) and micromarketing (business activity at the firm level), depending on the purpose - commercial (main goal - profit) and non-commercial, or metamarketing. In turn, metamarketing includes the marketing of organizations, individuals, places, ideas: it is an activity that aims to create, maintain or change the perceptions, positions or behavior of the public in relation to these entities.

By types of products distinguish marketing of goods and services. Services are actions that result in either products or beneficial effects. Marketing services requires the study and use of the features of these products. Among them [9]:

intangibility – services can not be tried, tasted etc. early;

qualitative instability – possible inconsistency with the needs and wishes of consumers, as services are provided by people with different abilities and at different times;

inseparability from the service provider (environment);

features of inventories of services - non-services it is possible to store and accumulate.

Recently, several other types of marketing have emerged, including management, international, and socio-ethical.

The essence of managerial (internal) marketing is to spread marketing principles and methods at all levels of management.

This term is used to describe the measures taken to increase motivation by establishing an effective internal connection between the vision, mission, purpose and strategic course of the firm. Vision is an idea of the future state of business activity, which can be achieved due to the existing conditions and efforts of the company's management. The mission is the company's guidelines for its business (what it is, why it exists, where its place in the market, what is its value to consumers and society, whose needs it must meet) taking into account market opportunities, consumer behavior, features products and available competitive advantages.

International (export and import) marketing is a business activity of the company in foreign markets (purchasing or marketing).

Socio-ethical marketing is a business activity of a firm, the subject of which is not only the market, but also socio-political activities. Its purpose - the creation, implementation and control over the implementation of social ideas, the formation and education of specific norms and rules of conduct in society.

1.2. Marketing policy of the enterprise

As you know, the company's marketing policy includes product, pricing, sales policy, as well as product promotion policy. According to this scheme we will consider the marketing policy of the enterprise: from the choice of goods, determining its price, various sales methods to the final stage - promotion of goods, the stage at which the company's profit from selling goods increases [24].

At this stage, marketers, using market research, competitors and consumers, develop a program of action in the field of production (assume which product will be most in demand, meet customer needs, determine its quality compared to competitors), set rules for new products, predict the life cycle of the product. So, in more detail about product policy.

The value of goods in marketing. In everyday terms, a commodity is understood to mean a thing intended for consumption, or final, or consumption for the production of another commodity. The marketing essence of a product is slightly different from the conventional one, because what is commonly called a product in the general sense is called a product in marketing. The product is an integral part of the product, which carries the basic qualities for which the product was purchased. For example, making saccharin (a sugar surrogate) cannot be called a commodity without proper support. Product support is a set of measures for transportation, packaging, storage and use of the product. The product support group includes the following measures: everything that helps the product to maintain its consumer qualities for sale (preservation, packaging, storage), measures for proper use of the product (instructions, method of preparation) accompanying products (adapters, batteries, cords).

Finally, the product becomes a product with the use of marketing tools, which include design, advertising, well-established sales, strong public relations.

Creating a new product. Marketing depends entirely on the consumer, his needs and requests, so the company is forced to change its product strategy, creating new products. First of all, it is necessary to determine which product can be called new.

A product that has no analogues on the market, which is a practical embodiment of a scientific breakthrough, is naturally called a new product. There are very few such goods on the market, for example, copying and scanning machines and direct mobile communication.

A product that has a qualitative difference from its predecessor, the analogue product. Examples are floppy disks of smaller size, larger capacity and strength (3.5 inches vs. 5.25 inches).

The product is new to a specific market.

An old product that was already on the market, but found a new application.

Of course, the entrepreneur takes a risk by starting research on a new product, because he does not know whether its costs will pay off. In this case, there is a marketing department that helps the entrepreneur to reduce risk to a minimum, offering rules for creating a new product and thus increasing profits and efficiency of the enterprise.

Thus, we can formulate the basic law of new products: while one new product is sold and actively purchased, in parallel there should be a process of developing the next new product to keep the company idle, and to increase its profitability and efficiency.

Product life cycle concept. With the creation of a new product begins its life cycle, characterized by the following stages:

Research and development. At this stage, the origin of the product, its ideas. Sales of goods are still zero, profitability is negative.

Implementation. At this stage, the product begins its promotion to the consumer, there is an active advertising campaign, but with increasing sales, profits continue to grow in a negative direction.

Stage of growth. The most favorable stage for the manufacturer. The company makes a significant profit, sales continue to grow.

Stage of maturity. The goods are produced in large batches, sales are not growing so fast, profits are gradually declining because there is competition.

Stage of decline. Sales fall sharply, the company stops producing goods, profitability is very low.

Marketing accompanies a product throughout its life cycle. The law of new products can be considered in terms of life cycle as: the company will have maximum profits and efficiency only when the life cycles of different products overlap each other [31].

Commodity policy at the enterprise solves the problem of creating a new product related to the sphere of production. Development of marketing in this area helps the entrepreneur to avoid many mistakes that lie in wait for him at this stage of economic

activity. Therefore, we can clearly say that product marketing policy helps to increase the efficiency of the firm.

Pricing policy of the enterprise. The area of the company's pricing policy includes issues of wholesale and retail prices, all stages of pricing, tactics for determining the initial price of goods, tactics for price correction. Solving these questions, marketers set the most favorable price for the product, which helps increase the profitability of the firm. Types of prices. Depending on the sales chain, there are several types of prices. Wholesale prices of enterprises - the prices at which the enterprise sells products to a wholesale buyer. This price consists of the cost of production and profit of the enterprise. Wholesale trade prices are the prices at which a wholesaler sells goods to a retailer. The price includes the cost, profit and sales discount (wholesale supplier costs). Retail price - the price at which the product is sold to the final consumer. It also includes a trade discount (retailer's costs).

External factors of the pricing process, they include:

Consumers. This factor has always been dominant in modern marketing.

Market environment. This factor is characterized by the degree of competition in the market. Here it is important to distinguish whether the company is an outsider or a leader, or belongs to a group of leaders or outsiders.

Participants in the channels of movement of goods. At this stage, the price is influenced by both suppliers and intermediaries. And it is important to note that the greatest danger for the producer is the rise in energy prices, so this industry is trying to control the state.

The state influences the price through indirect taxes on business, the establishment of antitrust and dumping bans.

Determining the starting price of the goods. Although the price varies in the market, marketers identify four main methods of determining the starting price:

Expensive method. The method is based on the orientation of the price of production costs. In this method, the price consists of cost and a fixed percentage of profit. This method takes into account the goals of the entrepreneur than the buyer.

Aggregate method. This method calculates the price as the sum of prices for individual items of goods, as well as the price of the general (aggregate) unit and allowances or discounts for the absence or presence of individual items.

Parametric method. The essence of this method is that the evaluation and ratio of quality parameters of the product determines its price.

Pricing based on current prices. From this method, the price of a particular product is set depending on the prices of similar products, it can be more or less.

Pricing strategy. Pricing strategy is the company's choice of strategy, which should change the starting price of the product with maximum success for him, in the process of conquering the market. It is worth highlighting different strategies depending on the product (new or existing).

The strategy of "skim pricing" involves first selling the product at a very high price for the part of society that does not care about financial collapse, then the price is gradually reduced to the middle class, and then to the level of mass consumption.

The strategy of raising the price is valid only if the demand for products is growing steadily, competition is minimized, the buyer learns the product.

There are also strategies for penetration pricing, slide-down pricing and preemptive pricing.

Price correction. The market undoubtedly affects the manufacturer and forces him to adjust the price by various methods. Marketers have identified eight basic methods for price adjustment that help the entrepreneur choose the most optimal one and reduce costs.

The method of establishing long-term and flexible (flexible) prices. The manufacturer can set a flexible price for the product depending on the time or place of sale. You can also set a standard price, but slightly change the quality of the product.

The method of setting prices by market segments. According to this method, prices vary by market segment, mainly by consumer segment.

Psychological method of pricing. When using this method, the entrepreneur (mostly a retailer) relies on the psychology of the buyer. The simplest example is the price of TV shops (9790, which is almost 100).

Step differentiation method. Marketers find such steps (intervals) between prices within which consumer demand remains unchanged.

The method of redistribution of assortment costs. This method takes into account the diversity of the range of the same product, which leads to low costs, but a significant increase in price.

Method of redistribution of nomenclature costs. In this case, the entrepreneur sets a low price for the main product in advance, but higher for the accompanying goods.

Franking method. Franking - payment for transportation of goods from the seller to the buyer. Here the price consists of the cost of goods, real transport costs and profits.

Discount method. This method is used to stimulate sales. Discounts can be due to the quantity of goods purchased, and for prepayment.

Therefore, when determining the price, when forecasting its further change, when adjusting it, it is very important for the entrepreneur not only not to lose, but also to inflate the price, which can directly affect the demand and attitude to the firm of buyers. Therefore, marketers analyze all changes and develop strategies to set and adjust prices that help increase profitability and efficiency.

Sales policy of the enterprise

The system of sales of goods - one of the most important in the marketing policy of the enterprise. In sales policy, marketers address the issue of choosing the most optimal sales channel, method of selling goods, which, if used effectively, will undoubtedly increase the company's profits.

Channels of distribution of goods. One of the points of the sales policy of the enterprise is the choice of the optimal sales channel. The channel of sale (distribution) of goods - is an organization or person engaged in the promotion and exchange of specific goods (several groups of goods) in the market.

Sales of products in most cases are carried out through intermediaries, each of which forms a corresponding distribution channel. The use of intermediaries in the field of treatment is beneficial primarily for manufacturers. In this case, they have to deal with a limited number of stakeholders in the sale of products. In addition, provides

a wide availability of goods when moving it directly to the market. With the help of intermediaries it is possible to reduce the number of direct contacts between producers and consumers.

Suppliers and sales organizations, large wholesale bases, exchange structures, trading houses and shops can act as intermediaries. Among the main reasons for the use of intermediaries are the following:

organization of the movement of goods requires the availability of certain financial resources;

creation of the optimal system of movement of the goods assumes presence of the corresponding knowledge and experience in the field of a conjuncture of the market of the goods, methods of trade and distribution.

Through their contacts, experience and specialization, intermediaries make it possible to ensure wide availability of goods and bring them to the target markets.

Enterprises in a market economy pay considerable attention to the problems of optimizing the process of promoting goods from producer to consumer. The results of their economic activity largely depend on how well the channels of distribution of goods, forms and methods of their sale, the breadth of the range and quality of services provided by the company related to the sale of products.

The distribution channel takes over and helps to transfer ownership of a particular product or service to someone else on the way from producer to consumer. The distribution channel can be interpreted as a way of moving goods from producers to consumers. Participants in distribution channels perform a number of functions that contribute to the successful solution of marketing requirements. These include such functions as: research, sales promotion, establishing contacts with potential consumers, manufacturing goods in accordance with customer requirements, transportation and storage of goods, financing, acceptance of responsibility for the operation of the distribution channel.

Distribution channels can be of three types: direct, indirect and mixed. Direct channels are related to the movement of goods and services without the participation

of intermediary organizations. They are most often established between producers and consumers who control their own marketing program and have limited target markets.

Indirect channels are associated with the movement of goods and services first from the producer to an unfamiliar intermediary, and then from him to the consumer. Such channels usually involve companies and firms that, in order to increase their markets and sales, agree to abandon many sales functions and costs in accordance with a certain share of sales control, and are willing to slightly weaken contacts with consumers.

Mixed channels combine the features of the first two channels of movement of goods. Thus, the enterprises of the machine-building complex do not use the advantages of direct contacts with suppliers, they sell products through a system of intermediaries. There are other state and commercial intermediary organizations and enterprises that guarantee a much larger range of supply and marketing services.

In this way, it is clear that the company requires significant skills in conducting its sales policy. It is also worth noting when it is important to develop your own retail network. This is appropriate if the quantity of goods is large enough to justify the cost of organizing a retail network, if consumers are close enough to the company and their small number, because the cost of organizing a network will be small if the product requires highly qualified service, etc.

Methods of selling goods. The length of the sales channel is the number of participants in the sales process, ie the number of intermediaries in the entire sales chain. There are several levels of length, the simplest of which are as follows: manufacturer – retailer – consumer and manufacturer – wholesaler – retailer – consumer. This includes the concept of wholesale sales.

The width of the sales channel is the number of independent objects of the sales process at a certain stage, such as the number of wholesalers of goods.

Wholesale method of selling goods. Wholesale trade covers, in fact, the whole set of commodity resources, which are both means of production and consumer goods. As a rule, in wholesale trade the goods are purchased in large batches. Wholesale purchases are made by intermediary organizations for the purpose of subsequent resale

to grassroots wholesale organizations and retail enterprises. In most cases, wholesale is not related to the sale of products to specific end users, ie it allows manufacturers to sell goods through intermediaries with minimal direct contact with consumers. In the commodity market, wholesale trade is an active part of the sphere of circulation.

In addition, wholesale trade is an important lever for maneuvering material resources, helps reduce excess inventories at all levels and eliminate the trade deficit, participates in the formation of regional and sectoral commodity markets. Wholesale increases the consumer's influence on the producer, there are real opportunities to match between supply and demand, to provide each consumer with the opportunity to obtain products within their financial capabilities and in accordance with needs.

In turn, the manufacturer selects the consumer, so he must determine the range and volume of products produced for the market based on market conditions.

Wholesale trade is a form of relations between enterprises and organizations, in which economic relations for the supply of products are formed by the parties themselves. It affects the system of economic relations between regions, industries, determines the ways of movement of goods in the country, thereby improving the territorial division of labor, achieving proportionality in regional development. For the rational distribution of trade conditions, wholesale trade must have specific data on the actual state and future changes in the regional and sectoral markets. The main tasks of wholesale trade are:

- marketing study of the market, supply and demand for industrial and technical products and consumer goods;

- placement of production of goods in the necessary consumer range, quantity and quality.

- timely, complete and rhythmic provision of goods in a wide range of intermediary, retail businesses, consumers;

- organization of storage of inventories;

- organization of planned and rhythmic import and export of goods;

ensuring the priority of the consumer, strengthening its economic impact on the supplier depending on the reliability of economic relations, the quality of products supplied;

ensuring the stability of partnerships in economic relations;

organization of systematic delivery of goods from the regions of production to the area of consumption;

wide application of economic methods of regulation of the whole system of relations between suppliers, intermediaries. consumers: reduction of total costs associated with the promotion of goods from producers to consumers.

The concept of wholesale trade is closely related to the participants of the latter, such as: broker, commission agent, dealer, sales agent. The wholesale method of distribution of goods is widespread in many countries around the world. From all the above about wholesale trade, we can conclude that it belongs to the indirect method of sale, a method in which producers use the services of various intermediaries to reach consumers.

Retail. In the process of movement of goods from producers to consumers, the final link that closes the chain of economic ties is retail. In retail trade, material resources move from the sphere of treatment to the sphere of collective, individual, personal consumption, ie become the property of consumers. This is done through buying and selling, as consumers get the goods they need in exchange for their cash income. This creates the starting point for a new cycle of production and circulation, because the product turns into money.

Retail trade includes the sale of goods to the public for personal consumption, organizations, enterprises, institutions for collective consumption or economic deprivation. The goods are sold mainly through retailers and catering. However, the sale of consumer goods is carried out from warehouses of manufacturers, intermediary organizations, branded stores, procurement points, workshops, studios, etc. Retail performs a number of functions:

investigates the situation in the commodity market;

determines the supply and demand for specific types of goods;

searches for goods needed for retail trade;
selects goods, sorts them when compiling the required range;
pays for goods received from suppliers;
conducts operations on acceptance, storage, marking of goods, sets prices for them;
provides transport and forwarding, consulting, advertising, information and other services to suppliers, consumers.

Retail trade, taking into account the specifics of customer service is divided into stationary, mobile, parcel.

Stationary trade network - the most common, includes both large modern, technically equipped shops and stalls, tents, kiosks, vending machines. There are self-service stores, where the buyer has free access to goods. A variety of stationary trade are also shops such as "shop-warehouse"; goods in them are not displayed on shop windows, shelves, which significantly reduces the cost of loading, unloading, stacking, so they are sold at lower prices. Such stores usually operate on the outskirts of large cities.

Catalog stores are being set up. Such trade is based on pre-selection of goods. Catalogs can be issued to potential buyers who have visited this store, or sent to them by mail. The buyer, having studied the catalogs, selecting the goods, sends the order indicating their details to the store by mail (or by teletype, telephone).

Parcel trade deals with the provision of the population, enterprises, organizations with books, stationery, audio and video recordings, radio and television equipment, medicines. With this form of trade, consumers can receive some products for industrial and technical purposes (spare parts, tools, rubber products, etc.).

The structure of retail trade takes into account the assortment feature. Goods are usually combined into appropriate groups (subgroups) on the basis of production origin or consumer purpose. In this regard, there are different types of stores in retail.

Specialized stores sell goods of one specific group (furniture, radio products, electrical goods, shoes, fabrics, clothing, milk, etc.).

Combined stores sell goods of several groups (subgroups), reflecting the common demand or satisfying the relevant range of consumers (cult goods, books, etc.).

Department stores sell products of many product groups in specialized sections.

Convenience stores sell products of different groups, both food and non-food, do not form specialized sections.

Thus, the company's sales policy is also aimed at improving the efficiency of the company, because in the field of sales finally shows all marketing efforts to increase profitability, adapting the sales network to the consumer, the company has a better chance to compete, in this area.

Marketing promotion of goods. Promotion means a set of different activities to bring information about the merits of the product to potential consumers and stimulate their desire to buy it. Modern organizations use sophisticated communication systems to maintain contacts with intermediaries, customers, with various public organizations and layers.

Product promotion is carried out through the use in a certain proportion of advertising, methods of sales promotion (sales), personal selling and methods of public relations.

Advertising – any paid form of non-personal presentation and promotion of ideas, goods and services, carried out by a particular customer.

In the framework of marketing, advertising should: first, prepare the market (consumer) for a favorable perception of a new product; secondly, to maintain high demand at the stage of mass production of goods; third, to promote the expansion of the market. Depending on the stage of the product life cycle, the scale and intensity of advertising, the relationship between prestigious advertising (advertising of the exporting company, the competence of its staff, etc.) and product (ie advertising of a particular product); the ways of its distribution are also changing, its arguments are being updated, fresher, more original ideas are being selected.

Preparation of advertising materials is a complex and responsible business that requires special knowledge and considerable practice. We must learn the truth that the

skill of advertising, the quality of advertising texts and photos, the potential consumer makes a first impression of our company-exporter and involuntarily, subconsciously transfers his opinion about the quality of advertising to the product we produce. To change this idea for the better, you have to spend a lot of work and money. Therefore, advertising must be flawless, otherwise it turns into its opposite - "anti-advertising".

Sales promotion. Sales promotion is a short-term incentive that promotes the sale or sale of products and services. If advertising calls for "Buy our product", then sales promotion is based on the call: "Buy it now". You can consider sales promotion in more detail, but keeping in mind that it includes: consumer incentives, trade incentives and sales promotion of the organization itself.

Consumer incentives are aimed at increasing their purchases. The following main methods are used: providing samples for exams; use of coupons, refund of part of the price or trade discount; package sales at reduced prices; awards; souvenirs with advertising; encouraging regular customers; contests, sweepstakes and games that give the consumer a chance to win something - money, goods, travel; expositions and demonstrations of signs, posters, samples, etc. in places of sale of products. Exhibitions and fairs. Exhibitions and fairs occupy a prominent place in marketing. Their important advantage is the ability to present to customers the product in its true form, as well as in action. In any case, visitors come to the pavilions with a clear intention to learn something new for themselves, and this attitude actively promotes the introduction of new products and services. Personal contacts between stand-up representatives (seller's representatives) and potential buyers allow to create an atmosphere of trust and friendliness, which promotes the development of business relations.

Personal sale. Personal sale means an oral presentation of a product for sale in conversation with one or more potential buyers. This is the most effective tool for promoting the product at certain stages of its sale, especially to create a favorable attitude among customers to the products offered, especially to industrial products. However, this is the most expensive method of promotion. American companies spend three times more on personal sales than on advertising.

Public relations. Public relations involves building good relations with various state and public structures and strata by creating a favorable opinion about the company, its products and by neutralizing adverse events and rumors. Public relations also includes communication with the press, dissemination of information about the company's activities, lobbying in legislative and governmental bodies to make or cancel certain decisions, explanatory work on the situation of the company, its products, social role.

Thus, marketing also considers a promotion policy that promotes maximum sales of goods, which helps the entrepreneur to better understand the preferences of the buyer and choose the most effective type of promotion. Without knowledge of promotion techniques, a modern company can not survive, because without advertising (one of the ways to promote) simply no one will know about it.

1.3. The impact of competition on the management of marketing activities of the enterprise

Competition in marketing – competition for the consumer in a competitive market of goods and services, focused on maximum satisfaction of consumer needs and profit. There are price competition (impact on demand due to changes in prices taking into account factors of demand, costs or competition) and non-price (impact on consumer demand due to improved packaging, delivery, service, availability and other marketing factors, advertising certain features of its products). In modern conditions, the most common is non-price competition [29, p.348].

Risks of price competition. In the context of competition, betting on price factors will be quite dangerous. Their long-term use leads to depletion of resources that companies need for their further development. There may be a risk of not calculating your own strength, giving way to an opponent who has more serious financial opportunities. A company that does not have enough funds to expand and modernize production, improve product quality, will later face defeat in the price struggle with a

competitor who uses for development and competition not only its profits but also other sources of money - cheap loans, funds of the founders, etc. According to supporters of the active use of price competition, the loss of profits due to lower prices is offset by increased sales. But in practice this statement is not entirely correct. This scheme will operate as long as there is sufficient production capacity, with the appropriate market and other factors. Effective price reduction is possible for tactical tasks - in particular, to eliminate inventories, weaken the financial position of its competitor, etc. [30].

The severity of competition is influenced by various factors [31]:

The struggle intensifies when the number of competing firms, enterprises or organizations increases and when they become relatively comparable in terms of size and capabilities. Quantity is an important factor, because the higher it is, the more likely it is that new strategic initiatives will be identified by the company.

Competition intensifies when demand for a product grows slowly.

Competition in certain market segments may intensify also because the demand for goods or services is characterized by significant seasonal fluctuations.

Competition intensifies when the company's products are insufficiently differentiated.

Rivalry grows according to the amount of return from successful strategic maneuvers.

The struggle tends to intensify when leaving the market is more expensive than continuing to compete.

Competition becomes acute and unpredictable during the deepening of differences between enterprises in approaches to strategies, staffing, overall priorities, resources.

Ways to counteract price competition [31]:

Rising prices. The first step that allows the company to gradually get out of price competition is to increase its prices.

Additional services. Conduct an analysis that may be of interest to buyers, in addition to your product itself. Understanding the deep needs of customers will be able to understand the list of relevant additional services. As a result, it will be possible to

achieve serious preferences for competition, even in the standard market. However, it is important to remember that it is important not only to offer additional services or goods, but also to convey information about their values.

We offer sets. Kits are designed for the main purpose of buyers - conveniently solving a specific problem. Therefore, thanks to well-designed and well-thought-out sets, the company gets the opportunity to distract its audience from the proposed prices.

Different prices for goods. A simple principle is to offer several prices for a product or service. A common practice abroad, which is still emerging in Ukraine.

Brand loyalty. This step cannot be considered the last, as it is necessary to work constantly to improve brand loyalty.

In conditions of growing competition in the market, the company's success is determined by the effectiveness of marketing management. Knowledge of relevant tools for marketing management and the ability to apply them in practice gives a competitive advantage to companies, helps to achieve the desired results in the market [32, p.86].

The use of marketing technologies in the enterprise allows to increase the efficiency of management, in particular, contributes to:

Rational use and specialization of management work, especially marketers;

Regular monitoring, which allows you to detect and eliminate deviations at each stage of activity;

Definition and division of standard and creative procedures;

Development of effective methods for solving specific marketing problems and dissemination of this experience;

Adaptations of scientific methods and management tools [33, p. 131].

The problem of finding customers has arisen for a long time, with the development of a market economy, probably in all industries there are if not a huge number, then at least a few competing firms whose activities are aimed at selling identical products or providing a range of services. Attracting and retaining customers is one of the most important tasks in the competition, so a large number of marketing

technologies have already been developed to solve it. Let's select and consider the most common and effective of them [34].

All the variety of marketing technologies can be divided into three: active - with the use of active sales, passive (creating such conditions that the client himself applies to the company) and combined. Consider them separately [35]:

Active involvement of clients. Basically, it is a team of so-called salespeople, whose task is to actively look for new customers. The solution to the problem is as follows: databases are created (usually by the sellers themselves), commercial proposals are prepared. There are calls from potential customers or personal meetings, tours, as well as sending business offers, information about companies and so on.

Passive customer engagement. The word "passive" means "without the help of sellers." First of all, we are talking about all kinds of advertising and means of Internet marketing.

Combined customer engagement. Obviously, in most cases, the maximum result can be achieved only by effectively using both methods - the sales team and various marketing tools to attract customers.

From the above it is clear that competition is part of the marketing environment of the firm, so it should always be the subject of thorough study and evaluation. The study of the set of market participants and their relationships, which are formed in the process of competition and which determine the intensity of competition, is a very important, from a practical point of view, the direction of marketing research [37].

For effective management of marketing activities in a competitive environment, the following areas should be identified:

The strategy of the blue ocean. Its essence is to create a new product, the formation of what was previously in demand, a new market where there are virtually no competitors. The "blue ocean" means just a new non-competitive market.

The project must create innovation of value for the consumer, not just value. New value is created for consumers through innovative products, innovative methods of production and fundamentally new ways of selling that the market has never offered before;

The project must have low costs, which is due to the fact that the innovative product does not require capital costs, a large number of workers, promotion costs, etc. That is, the reduction of costs is due to the abolition and reduction of factors that cause competition in the industry [38].

Table 1.2 – Directions of implementation of the blue ocean strategy [38]

1	Create a market space
2	Make the fight unnecessary
3	Create and win new demand
4	Create the principle of interchangeability of value / cost savings
5	Build the whole system of the company in the pursuit of differentiation and low cost

Social marketing:

Social marketing also acts as a socio-marketing, effective management technology that formulates the basic principles and approaches to building modern social management based on the theory of social, non-commercial exchange of services, ideas, values and the like.

Social marketing management is a complex process that requires companies to make significant conceptual, strategic and organizational changes: development of corporate plans for "sustainable development" and corporate reports on social responsibility, special PR events: negotiations and exchange of experience at global, European and national levels, presentations of companies abroad. The growth of capitalization and international image of the company will certainly pay off these investments if successful. Management of social marketing is carried out by analyzing, planning and monitoring the implementation of marketing programs aimed at the marketing business process (creating, maintaining and expanding profitable relationships with target consumers).

Management of social marketing of the enterprise should be carried out at three levels: corporate, functional and instrumental level [39].

Management of socially responsible marketing on the enterprise is carried out on three levels:

internal – the implementation of the company's social responsibility to employees of its organization by investing in creating the most favorable working conditions and psychological climate in the team, promoting its social development, staff training, employee participation in the management of the organization;

external – the implementation of social responsibility to consumers by forming and meeting the needs of people in convenient, safe and inexpensive goods and services;

social – the implementation of social responsibility to the territorial community by promoting its sustainable development through participation in solving priority social problems, supporting the weak and incapacitated, improving the culture of the population, stimulating its business activity, preserving the environment [39].

Multichannel marketing – simultaneous interaction of companies with target audiences (customers) through off-line (advertising, specialized publications, conferences, merchandising, etc.) and on-line channels of marketing communications (search engines, social networks, professional communities, e-mail, blogs, forums, webinars, mobile applications, etc.) [39].

It is worth noting an equally important tool for competition in the management of marketing activities – benchmarking.

The use of benchmarking involves a systematic study of all factors and causes that determine the position of the leader. Currently, benchmarking is a widely used technology for finding new examples to study and implement in business [30].

To surpass competitors to enterprises, regardless of size and field of activity, it is necessary to constantly study and apply world best practices in all areas of business activity, to adopt all kinds of effective technologies [31].

Benchmarking promotes openness and efficiency of business: provides organizations with early warning signals in case of lagging behind, finds out the level of the organization compared to the best in the world, leads to rapid implementation of new approaches with minimal risk, reduces costs for new projects [31].

Thus, the intensification of competition in the management of marketing activities encourages the search for new approaches to market – management.

Four groups of methods have been identified to assess the effectiveness of marketing management:

Quantitative – is to compare performance with costs.

Sociological – the use of tools of applied psychology.

Experts – based on expert assessments, based on experience of the effectiveness of marketing activities.

Qualitative – involves conducting an audit of marketing activities to verify the various environments of the enterprise or individual units.

Conclusions to section 1

Conducting a theoretical study made it possible to draw the following conclusions:

1. Marketing management and management of marketing activities at the enterprise should be distinguished. The first concept applies only to a special department that applies the principles and methods of marketing to analyze the market, improve sales and determine the market orientation of the enterprise.

2. Marketing management is a combination of different tools and sets of strategic measures aimed at maximizing profits and increasing competitiveness and customer satisfaction.

3. The management of marketing activities is influenced by the nature of competition, which has almost doubled in a few years. It is in these conditions that managers are forced to look for new ways to improve marketing efficiency, in order to maintain and improve market position and be sure that consumers are loyal to the company's products.

The second section of the qualification work will analyze the management system of marketing activities of LLC "Vorskla Styl".

SECTION 2

ANALYSIS OF «VORSKLA STYLE» LLC AS A MANAGEMENT SYSTEM

2.1. Analysis of the object and subject of management of LLC "Vorskla Styl"

Over the years, the staff of the garment factory has experienced many events - and the formation of the company, and evacuation, and resumption of work after the war, and construction, and re-equipment of the company. With the development of light industry at the Poltava garment factory production was renewed, the range of products changed.»»»

Founded in 1924 as the Poltava garment factory "Clothes". In 1991, Unionmatex (Germany) carried out a technical re-equipment of the enterprise. In 1993 the factory was corporatized and transformed into a Closed Joint-Stock Company "Poltava firm" Vorskla "Manufacture of clothing. Imports. Export."

Since 1994, the company has been producing toll products for foreign companies "Vera Mont", "Betty Barkley", "Henke", "Harry Weber", "Brax" – for Germany, the fashion house "Prada" - Italy, "Tara Germont" – France. Over the years, Europe has developed a positive image of our company, which is based on high quality manufacturing and compliance with deadlines for delivery of finished products.

In 2011-2012, the basic enterprise opened branches in the districts of Poltava region - Lohvytsia, Kobeliaky, Zinkovi.

Since 2016, the joint-stock company has been reorganized into VORSKLA-STYLE Limited Liability Company

Since 2009, the company is headed by Viktor Ivanovich Chmil, who began working in 1981 at Vorskla after graduating from the Institute of Light Industry and went from master to chairman of the board (director).

Today the factory is a highly efficient garment production with modern technologies and equipment. This is the entire top women's range of products: women's jackets, pants, dresses, skirts, short coats, coats, knitwear.

The applied technologies considerably facilitate work on creation, preparation and tailoring of models, and also provide high quality of a cut of details. All products undergo technological processing and thorough inspection of quality control. The company has a wide range of production capabilities - new high-performance equipment from the world's best manufacturers, and qualified staff is able to meet any customer requirements.

Poltava company "Vorskla Styl" in accordance with current regulations in Ukraine meets the requirements of DSTU ISO 9001-2001.

The company was established to realize the social and economic interests of shareholders on the basis of profit due to its efficient economic activities. The subject of the company's activity is: production and sale of garments, both for cash and non-cash and other consumer goods. Trade and trade and intermediary activities, provision of services to the population. Execution of domestic and international transportation by freight and passenger road transport and provision of freight forwarding services to legal entities and individuals both in Ukraine and abroad. Organization and carrying out of wholesale and retail trade in industrial products, consumer goods, real estate, means of production. Creation of profile, universal, commercial, commission and branded stores. Leasing activities, including financial leasing. Investment and financial activities. The Company has the right to make unrestricted decisions on areas of its activities that are not prohibited by the legislation of Ukraine. Certain types of activity, the list of which is established by law, the Company may carry out after obtaining a special permit (license). The company has the right to carry out foreign economic activity in any field related to the subject of its activities. In carrying out foreign economic activity, the Company enjoys the full range of rights of the subject of foreign economic activity in accordance with current legislation of Ukraine. The company has the right to manufacture outerwear, fur products and hosiery. Providing catering services, opening canteens, cafes, restaurants and other catering facilities. The Company has the right to lease its own real estate and movable property for non-industrial, industrial, technical and cultural purposes. In accordance with the purpose of its activity, the Company carries out other types of activities under contracts and

agreements that are not prohibited by the legislation of Ukraine. Certain works that require special knowledge from the executor and admission to work related to state secrets are performed by persons prepared in the manner prescribed for such works, if they have admission to the state secret of the appropriate form.

The mission of the organization is the main goal of the organization for which it was created and which characterizes a certain type of its activities. The mission details the status of the organization and activities to determine the main goal and strategy of the organization. The formulation of the mission usually includes: the purpose of the organization of goods and services, markets, technologies; characteristics of the culture of the organization; type of employees involved.

The mission of LLC "Vorskla Styl" is to provide the highest quality services to meet the needs of consumers.

Achieving this goal requires the organization and working conditions that attract the most worthy people, ensuring the fullest development of their talents, free and inspired work for the prosperity of the cause, preservation and development of historical principles of honesty and right action.

By successfully applying these principles, LLC "Vorskla Styl" will be able to achieve the leading position of its services in the market in terms of share and profit, which will lead to the prosperity of the business, workers and employees. Objectives of the company:

- Providing the highest quality services;
- Making a profit;
- Economic goals;
- Marketing goals;
- Personnel goals;
- Increasing profits from the provision of services;
- Reducing the cost of services;
- Reducing the cost of supplying material;
- Reduction of transport costs;
- Improving the quality of services provided;

Coordinating the activities of economic entities;

Maximizing the efficient use of resources;

The traditional method of SWOT - analysis allows for a detailed study of the external and internal environment. The result of rational SWOT - analysis, aimed at the formation of generalized information potential, should be effective solutions to the appropriate response of the subject in accordance with the signal of the external environment. For the effectiveness of the entire management system of LLC "Vorskla Styl", it is necessary to analyze the factors that affect it. To do this, use the method of SWOT-analysis, which involves the analysis of environmental factors, by identifying opportunities and threats, separately - internal, to identify strengths and weaknesses.

Table 2.1 shows an example of the application of this method for LLC "Vorskla Styl".

Table 2.1 – Matrix SWOT-analysis for LLC "Vorskla Style" (*author's development*)

Internal environment	
Strengths	Weak sides
1. Positive image 2. Availability of base and experience for the development of new equipment and products 3. Automation of production 4. Modern technology 5. High level of professional training and practical experience 6. Competent management and significant work experience 7. High (world) quality of goods	1. Lack of funds to identify potential consumer needs 2. Lack of funds for a large-scale advertising campaign 3. Focus research on current production needs 4. Higher costs than competitors 5. Insufficient system of payment and incentives
Environment	
External opportunities	External threats
1. Directing the company's policy to develop market relations 2. Liberalization of foreign economic relations 3. International scientific and technical cooperation 4. Expansion of the network of distributors, including abroad	1. The threat of high inflation 2. Decline in production 3. High tax rates 4. Instability of legislation 5. The difficulty of attracting financial resources 6. Slight growth in the market of mold accessories, as well as its possible reduction 7. Rising energy costs 8. Rising prices for materials

In the second stage, we compile a matrix of SWOT analysis.

Table 2.2 – Matrix SWOT - analysis for LLC "Vorskla Style" (*author's development*)

Opportunities + Strengths $4 + 7 = 11$	Threats + Strengths $8 + 7 = 15$
Opportunities + Weaknesses $4 + 5 = 9$	Threats + Weaknesses $8 + 5 = 13$

In the third stage, we determine the company's strategy based on the matrix of SWOT-analysis, which is used at the time of this analysis, namely the maximum possible sum of factors.

Table 2.3 – Enterprise strategies (*author's development*)

Growth strategy	Differentiation strategy
Position retention strategy	Liquidation or restructuring strategy

Thus, based on the SWOT analysis, we can conclude that LLC "Vorskla Styl" uses a growth strategy that involves developing strategies to support and develop the company's strengths to realize the opportunities of the external environment (the company is characterized by growth in sales, revenue, market share).

The highest governing body of LLC "Vorskla Styl" is the General Director, who controls and regulates the activities of the enterprise as a whole.

At the enterprise the linear-functional organizational structure of management functions. This structure is the most common type of bureaucratic structure, characterized by a large number of horizontal and vertical links and low participation of lower levels of government in decision-making. Managers in this system are divided into linear and functional. The basis for building such a system is:

linear vertical control;

specialization of managerial work by functional characteristics (engineering, economics, marketing, production, finance, etc.).

The head of the organization is directly subordinated to his deputies by function (marketing, finance, personnel, etc.). The general manager performs a linear action on all participants in the structure, and the heads of functional departments (economic, engineering, etc.) provide functional assistance to contractors. Linear-functional control structures are most effective because the control apparatus performs routine, often repetitive and rarely variable tasks and functions.

The Law of Ukraine "On Labor Protection" applies to any department at LLC "Vorskla Styl", according to which every employee must undergo this training.

All employees working at the company must have a health record book, which regularly records the results of medical examinations.

The company's activities are guided by the following normative and instructive documents: the Constitution of Ukraine, Laws "On Labor", Laws of the Commercial Code of Ukraine, Law of Ukraine "On Labor Protection" and job descriptions and guidelines.

"Vorskla Styl" has implemented international standards of environmental management of the ISO 14001 series, created a system of continuous monitoring of environmental safety at the company.

The subject of the company's activity is: production and sale of garments, both for cash and non-cash and other consumer goods. In more detail, the organizational management structure of LLC "Vorskla" is shown in Fig.2.1.

Thus, the gradual development of a market economy necessitates, first of all, improving the efficiency of management. In the implementation of new management methods, world practice gives a significant place to reengineering. It is thanks to the management tools that companies can flexibly adapt.

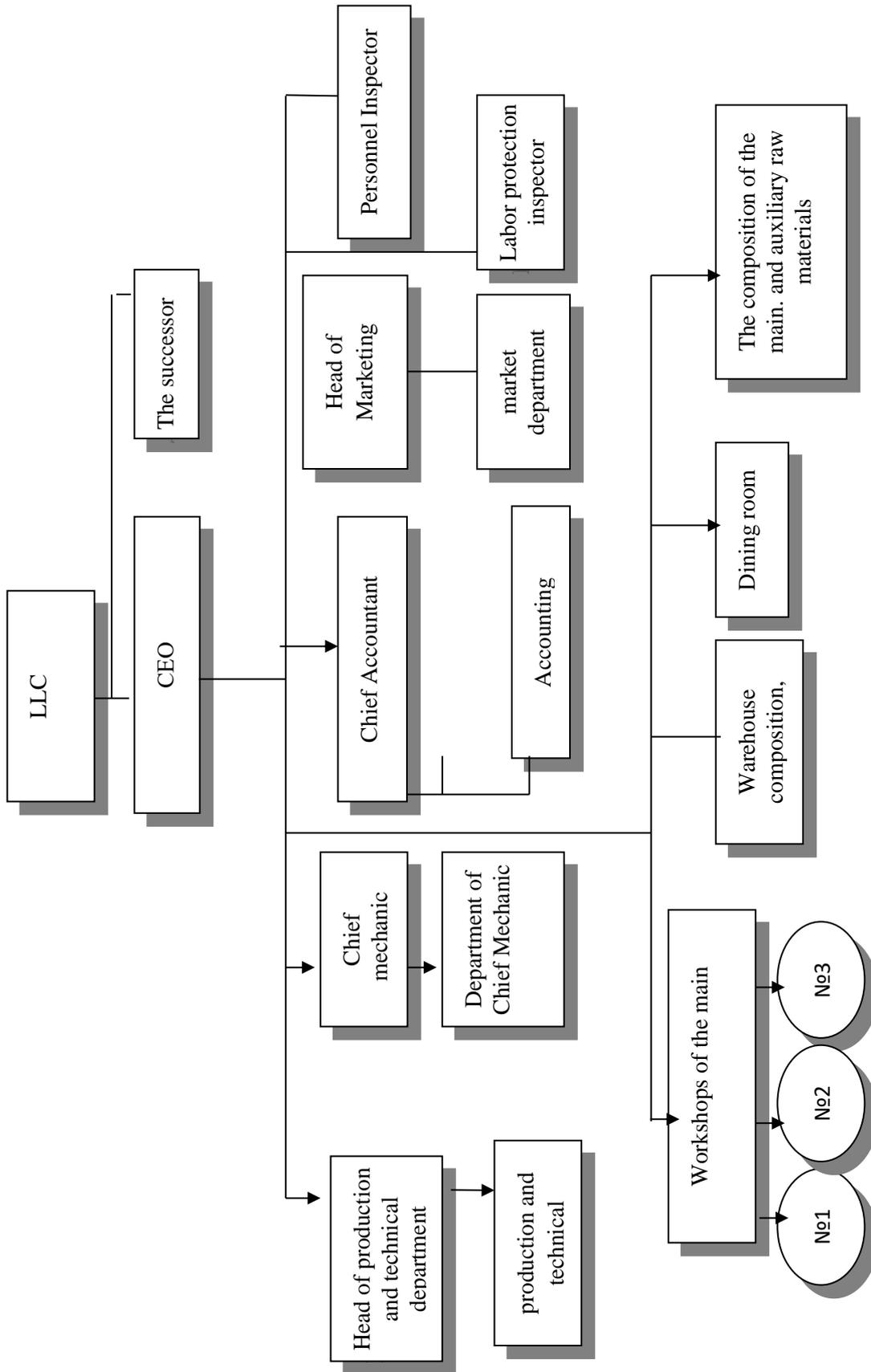


Figure 2.1 – Linear – functional management structure of LLC "Vorskla Styl" (developed by the author on the basis of [36])

Personnel is a major factor in any management system. On the basis of documents (labor report form №1-PV, report on the use of working time form №3-PV, staffing, organizational structure, job descriptions) TZDV "Poltava company" Vorskla "was analyzed personnel.

Using the reports on work with personnel, which are prepared by LLC "Vorskla Styl", we analyze the general structure of personnel by categories engaged in production and management processes.

The analysis is made in table. 2.4.

Table 2.4 – Characteristics and dynamics of the overall staff structure of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Category of employees	2018		2019		2020		Deviation (+; -) % 2020 before	
	Number of people	Part, %	Number of people	Part, %	Number of people	Part, %	2018	2019
Management staff	108	14,5	105	17,02	105	20,7	6,29	3,77
Including:								
Leaders	13	1,7	13	2,16	12	2,38	0,68	0,22
Specialists	83	11,13	80	12,96	81	16,0	4,9	3,06
Technical workers	12	1,67	12	1,9	12	2,38	0,71	0,48
Production staff	638	85,5	512	82,98	400	79,2	(6,3)	(3,78)
Together	746	100	617	100	505	100	x	x

Thus, according to Table 2.4, we observe that at LLC "Vorskla Styl", the dynamics of growth of management and production staff has not increased, in 2018 there were 108 management staff, 2019. – 105. The number of production staff has decreased since 2018. – 638 by 2020 – 400 people. Management staff includes such categories of employees as managers, specialists and technicians.

Let's analyze the indicators of the number of certain categories of employees of LLC "Vorskla Styl" and list them in table. 2.5

In the table. 2.5 we analyze the number of certain categories of employees at LLC "Vorskla Styl", which shows that the average number of full-time employees in 2020 was 505 people, which is 241 people less than in 2018 and 112 people less than

in 2019. The company also has part-time employees (in 2018 there were 1 person, and in 2019-2020 1 person) and under contracts of a civil law nature (in 2018 there were 16 such employees, in 2019 there were 5 people, and in 2020 decreased to 3 employees).

Table 2.5 – Analysis of the number of certain categories of employees of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Indicators	2018	2019	2020	Deviation 2020 before	
				2018	2019
The average number of full-time employees of the accounting staff, persons	746	617	505	(241)	(112)
Of them:					
- employees of the main staff, persons	729	611	501	(228)	(110)
In addition :					
- part-timers, persons	1	1	1	0	0
- persons working under contracts of civil law nature	16	5	3	(13)	(2)

Next, we will analyze the age structure of LLC "Vorskla Styl" and display it in table. 2.6

Table 2.6 – Characteristics and dynamics of the age structure of the staff of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Age categories	2018		2019		2020		Deviation (+; -) % 2020 before	
	Number of people	Part,%	Number of people	Part,%	Number of people	Part,%	Number of people	Part,%
The staff of the enterprise as a whole								
Young people aged 15-24	8	1,07	6	0,98	5	0,99	(0,8)	0,1
25-34 years	190	25,47	240	38,89	170	33,66	8,19	(5,23)
35-49 years	513	68,77	346	56,08	310	61,39	(7,38)	5,31
50-54 years	35	4,69	25	4,05	20	3,96	(0,73)	(0,9)
55-59 years	-	-	-	-	-	-	-	-
After retirement years	-	-	-	-	-	-	-	-
Together	746	100	617	100	505	100	x	x

Therefore, from table. 2.6 we can observe that LLC "Vorskla Styl" has the largest number of employees aged 35-49, in 2018 there were 513 people, which is 67 people more than in 2019 and 203 more than in 2020. We will analyze the staff by level of education. The data are displayed in table. 2.7

Table 2.7 – Characteristics and dynamics of the educational structure of staff at LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Educational level	2018		2019		2020		Deviation (+; -) % 2020 before	
	Number of people	Part, %	Number of people	Part, %	Number of people	Part, %	Number of people	Part, %
Secondary education	-	-	-	-	-	-	-	-
Special vocational training for workers (VET)	32	4,2	20	3,24	20	3,96	(0,33)	0,72
Higher education (higher educational institutions of the I-II level of accreditation - educational and qualification level "bachelor")	-	-	-	-	-	-	-	-
Full higher education (higher educational institutions of III-II level of accreditation - educational and qualification level "specialist", "master")	534	71,5	502	81,6	436	86,34	14,76	4,98
Staff retraining	180	24,1	95	15,4	49	9,7	(14,4)	(5,7)
Studied abroad	-	-	-	-	-	-	-	-
Together	746	100	617	100	505	100	x	x

Thus, according to Table 2.7, we can observe that at LLC "Vorskla Styl" the main share is made up of employees with full higher education, in 2018 their number was 534 people, which is 32 people more than in 2019 and 98 people more for the indicator of 2020.

We describe the staff of LLC "Vorskla Styl" by gender of employees and enter the data in table 2.8

Table 2.8 – Characteristics of the staff of LLC "Vorskla Styl" for the article for 2018-2020 (*built by the author based on [36]*)

Become	Number by years, persons			In % to the total number			Deviation in% 2020 from	
	2018	2019	2020	2018	2019	2020	2018	2019
Staff in general								
Men	213	42	36	28,55	6,8	7,13	(21,42)	0,33
Women	685	574	469	71,45	93,2	92,87	21,42	(0,33)
Together	746	617	505	100	100	100	x	x

According to table. 2.8 it can be observed that LLC "Vorskla Styl" is dominated by female employees. In 2020, 469 women worked at the company, which is 216 people less than in 2018 and 105 people less than in 2019.

Let's analyze the indicators of staff turnover at TZDV "Poltava firm" "Vorskla Styl", the data will be displayed in table. 2.9

Table 2.9 – Characteristics and dynamics of staff turnover at LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Indicators	2018	2019	2020	Deviation (+; -) in % 2020 from	
				2018	2019
1. Staff renewal rate,%	32,44	21,23	14,26	(18,18)	(6,97)
2. Staff utilization rate,%	19,84	42,14	36,44	16,6	(5,7)
3. Coefficient of abstinence,%	14,95	14,58	14,22	10,73	(0,36)
4. Coefficient of internal mobility,%	2,41	-	-	-	-

Therefore, from table. 2.9 we can observe that the coefficient of staff renewal at TZDV "Poltava firm" "Vorskla Styl" in 2018 was 32,44%, which is 18,18% less than in 2019 and 6,97% less than in 2020.

The retirement ratio in 2020 was 36,44%, which is 16.6% more than in 2018 and 5,7% less than in 2019.

Next, we will analyze the structure and composition of the salary fund at LLC "Vorskla Styl". The data are displayed in table. 2.10.

Table 2.10 – Structure and composition of the salary fund of LLC "Vorskla Styl" for 2018-2020 (built by the author based on [36])

Показники	2018		2019		2020		2020 in % to	
	Thousands UAH	%	Thousands UAH	%	Thousands UAH	%	2018	2019
1. Wage fund total	15096,9	100	16504,9	100	15373	100	x	x
Including:								
1.1 Basic salary fund	11026,4	73,0	12050,2	73,0	10503	68,33	(4,71)	(4,68)
1.2 Additional salary fund	3949,6	26,2	4342,1	26,3	4781,5	31,1	4,8	4,9
From it:								
- surcharges and surcharges to tariff rates and piece rates in the rates provided by the current legislation	208,8	x	522,5	x	224,0	x	x	x
- bonuses for production results	2471,7	x	2472,1	x	3217,7	x	x	x
1.3 Other incentive and compensation payments	120,9	0,76	112,6	0,69	88,3	0,57	(0,19)	(0,12)

According to table. 2.10 we can observe a change in the wage bill from 2018 to 2020, namely its fluctuations. Funds of additional wages paid in the form of bonuses for production results increased every year, in 2020 compared to 2018 increased by 746 thousand UAH.

Next we will get acquainted with the organization of financial and economic work at LLC "Vorskla Styl".

2.2 Technical and economic analysis of economic activity of LLC "Vorskla Styl"

With the help of economic and financial analysis of the enterprise provides systematic and effective management of funds received, placement of own and borrowed funds. These measures are necessary to create the best conditions for the normal functioning of the enterprise, to obtain maximum profits and prevent its bankruptcy.

The main source of information for the analysis of financial and economic activities are balance sheets and reports on financial results for 2018-2020.

The experience of light industry enterprises and the analysis of their activities show that the lack of control and financial responsibility for unreasonable production costs lead to the fact that enterprises for profit growth do not choose an intensive way to reduce costs, but extensive.

Let's analyze the economic activity of the company "Vorskla" by assessing production activities, sales and assessing the level of profitability (table 2.11).

Table 2.11 – Production of the main types of products of LLC "Vorskla Styl" in 2018-2020 (thousands) *(built by the author based on [36])*

Types of products produced at the enterprise	Years			Absolute deviation (+, -) thousand UAH		Rate of change, %	
	2018	2019	2020	2020 from 2018	2020 from 2019	2020 from 2018	2020 from 2019
1	2	3	4	5	6	7	8
Sewing products, total	755,1	652,3	454,3	- 300,8	- 198,0	60,16	69,65
Vests	10,7	4,5	7,0	- 3,7	2,5	65,42	155,55
Jackets	171,9	77,7	99,9	- 72	22,2	58,11	128,57
Dresses	26,1	12,8	8,8	- 17,3	- 4	33,72	68,75
Women's coat	-	3,8	-	-	- 3,8	-	-
Skirts	85,0	40,7	74,4	- 10,6	33,7	87,53	182,8
Blouses	274,5	261,4	124,3	- 123,2	- 137,1	45,28	47,55
Pants	185,0	196,8	139,9	- 45,1	- 56,9	75,62	71,09

Continuation of the table. 2.11

1	2	3	4	5	6	7	8
Men's trousers	0,5	0,7	-	- 0,5	- 0,7	-	-
Women's trousers	184,5	196,1	139,9	- 44,6	- 56,2	75,83	71,34
Jackets	0,2	54,6	-	- 0,2	- 54,6	-	-
Knitwear	121,9	120,3	282,8	160,9	162,5	231,99	235,08

Analyzing this table we see that the main product of this company are garments. In 2020 compared to 2018 and 2019, garment production is constantly declining. Yes, in 2020. in relation to 2018 it has significantly decreased by 300,8 thousand pieces of products (39,84%), and since 2019. – by 198,0 thousand pieces. (30,35%). This was mainly due to the cessation of production of jackets, coats, jackets and a significant reduction in the production of dresses – by 66,28% (compared to 2019) and by 31,25% (since 2020) and blouses – by 54,72% compared to from 2019 and by 52,45% from 2020.

The next step is to analyze and evaluate the main indicators of financial performance. In this case, we take into account that the size of the results of the enterprise depends on many factors, both objective and subjective.

Table 2.12 – Financial results of LLC "Vorskla Styl" for 2018-2020 (thousand UAH) (built by the author based on [36])

Indicators	Years			Deviation (+;-)	
	2018	2019	2020	2020 to 2018	2020 to 2019
1	2	3	4	5	6
1. Sales revenue	12897	16487	16415	3518	-72
2. VAT, AZ and other deductions from revenue	219,1	288,1	277,5	58,4	-10,6
3. Production and sales costs	12559	16099,3	16077,6	3518,6	-21,7
4. Profit from sales	2326	2326	2257,1	-68,9	-68,9
5. Loss on sales	-	-	-	0	0
6. Other income (operating, non-operating, financial)	645,9	1134,4	916,5	270,6	-217,9
7. Other expenses (operational, financial)	2356,3	2443,8	1365	-991,3	-1078,8

Continuation of the table. 2.12

1	2	3	4	5	6
8. Profit before tax	198,7	396,2	-	-198,7	-396,2
9. Pre-tax loss			272,8	272,8	272,8
10. Income tax	-	-	-	0	0
11. Net: profit	117,6	140,6	-	-117,6	-140,6
loss	-	-	272,8	272,8	272,8

Thus, we can see from the table that in 2019 the amount of revenue from sales increases, which leads to the creation of a reserve fund, provides for the payment of dividends, replenishment of authorized capital, etc .; 2020 was a bad year for the company, as evidenced by changes in several articles of financial results, increased costs, decreased level of operating, non-operating and financial income and as a result in 2018 the company has a profit of 117,6 thousand UAH; in 2019, as you can see the company had a profit of 140,6 thousand UAH., but in 2020 the company had a loss of 272,8 thousand UAH.

After the analysis of economic activity, it is advisable to begin the assessment and analysis of financial activities of the enterprise.

Detailed assessment of the financial condition of the enterprise begins with the analysis of the balance sheet, which makes it possible to assess the availability, location and sources of assets.

Table 2.13 – Analysis of the asset structure of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Assets	Years					
	2018		2019		2020	
	thousand UAH	%	thousand UAH	%	thousand UAH	%
1	2	3	4	5	6	8
1. Fixed assets (residual value)	7598,0	71,3	7706,0	70	6807,7	67,4
2. Unfinished construction		0,0	0,0	0,0	0,0	0,0
3. Long-term financial investments	0,1	0,0	2,1	0,0	1,7	0,02
4. Other non-current assets		0,0	0,0	0,0	0,0	0,0

Continuation of the table. 2.13

1	2	3	4	5	6	8
5. Stocks of inventory	680,1	6,4	510,6	4,9	611,5	6,05
6. Accounts receivable	1588,1	14,9	1572,6	15	2031,3	20,1
7. Cash and cash equivalents	791,9	7,4	773,9	7,3	230,7	2,3
8. Other current assets and deferred expenses		0,0	83,8	0,8	409,8	4,1
Together	10658,2	100,0	10649,0	100,0	10092,7	100,000

The share of the residual value of fixed assets in 2020 decreased by 4,3% compared to 2018. and by 3,4% in 2019, which indicates the transfer of fixed assets of their value to finished products and the creation of a depreciation fund for their reproduction. The share of inventories decreased by 0,35% in 2018. and increased by 1,2% in 2019, which negatively affects the activities of the enterprise, as the cost of maintaining inventories increases. Accounts receivable increased by 5,2% in 2020. compared to 2018 and by 5,1% in 2019, which is a negative phenomenon, as the total amount of money decreases. The share of cash and cash equivalents in 2020 decreased by 5,1% (2018) and 5% thousand UAH. (2019), which is a positive moment in the activities of the enterprise.

The next step is to analyze the use of fixed assets of the enterprise (Table 2.14.).

Table 2.14 – Analysis of the efficiency of use of fixed assets of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Indicators	Years			Deviation (+;-)	
	2018	2019	2020	2020 to 2018	2020 to 2019
1. Revenue, thousand UAH	12897	16487	16415	3518	-72
2. Average annual value of fixed assets, thousand UAH	10668	10650,4	10320,3	-347,7	-330,1
3. Return on fixed assets, UAH (1: 2)	1,209	1,548	1,591	0,382	0,043
4. Capital intensity of products, UAH (2: 1)	0,827	0,646	0,629	-0,198	-0,017
5. Profit, thousand UAH	117,3	146,3	-272,8	-390,1	-419,1
6. Fund profitability,% (5: 2)	1,100	1,374	-2,643	-3,743	-4,017

Having conducted a study of indicators, we can say that the provision of enterprises with fixed assets has decreased and this indicates a negative impact on production volumes, the degree of utilization of production capacity of the enterprise and its equipment. The increase in capital efficiency during the analyzed period indicates the efficient use of fixed assets, this is due to the fact that the increase in the value of fixed assets exceeds the increase in sales revenue, namely increase productivity of machinery, equipment and equipment, reduce downtime, optimal equipment load, technical improvement fixed assets. The decrease in capital intensity in 2020 indicates an increase in the provision of fixed assets. The level of fund profitability, compared to 2018, is constantly declining, and is characterized by insufficient efficiency.

The next step is to analyze the efficiency of turnover of current assets (table 2.15). To do this, we define such indicators as turnover ratio and asset load ratio. The turnover ratio shows how much turnover is carried out by current assets for a certain period, in this case we study the turnover of assets during the year.

Table 2.15 – Estimation of the turnover efficiency of current assets of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Indicators	Years			Deviation (+;-)	
	2018	2019	2020	2020 to 2018	2020 to 2019
1. Revenue, thousand UAH	12897	16487	16415	3518	-72
2. Number of days of the analyzed period	360	360	360	0	0
3. One-day revenue, thousand UAH (1: 2)	35,825	45,797	45,597	9,772	-0,200
4. Average balance of current assets, thousand UAH	3012,2	2973	2862,1	-150,1	-110,9
5. Duration of one revolution in days (2: 6)	84,081	64,917	62,769	-21,312	-2,147
6. Asset turnover ratio, turnover (1: 4)	4,282	5,546	5,735	1,454	0,190
7. Load ratio of assets in circulation, kopecks (4: 1)	0,234	0,180	0,174	-0,059	-0,006

The turnover of assets determines the overall pace and efficiency of production. The ratio of assets loaded into turnover characterizes the amount of current assets

advanced per 1 hryvnia of sold products. An important indicator of the use of assets is the speed of turnover, which is characterized as follows: the shorter the duration of one turnover, the more efficient use of current assets.

Thus, after calculating, we determined that the acceleration of asset turnover in 2018 - 2020 reduces the need for them, ie allows the company to release part of current assets or for non-production or long-term production needs of the company (absolute release), or for additional production relative release).

The next step, in our opinion, is to consider the indicators of the availability and movement of working capital of the company "Vorskla Style" during the study period (table 2.16).

Table 2.16 – Analysis of the availability and movement of working capital of LLC "Vorskla Styl" for 2018-2020, (thousand UAH) *(built by the author based on [36])*

Indicators	2018	2019	2020	Deviation (+;-)	
				2020 to 2018	2020 to 2018
1. Equity	9376,5	9102,5	8730,9	-645,6	-371,6
2. Non-current assets	7598,7	7708,4	6809,4	-789,3	-899
3. Own working capital	1777,8	1394,1	1921,5	143,7	527,4

As we can see from the table in 2019 there is a decrease in equity and the amount of non-current assets and, of course, as a result of an increase in working capital. Reducing the amount of equity has two groups of consequences for the company, both positive and negative, namely the emergence of the possibility of exceeding the financial profitability of the company over economic, increasing capital turnover. However, this factor also reduces the level of solvency of the enterprise in the long run. The decrease in non-current assets is negative because they are subject to depreciation and may lose their value.

Next we consider the dynamics and structure of sources of financial resources. Sources of financial resources, as shown in table 2.17, include equity, long-term liabilities, current liabilities and others (deferred income).

Table 2.17 – Analysis of the dynamics and structure of sources of financial resources of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Sources of financial resources	Years					
	2018		2019		2020	
	thousand UAH	%	thousand UAH	%	thousand UAH	%
1. Equity	9376,5	88,6	9102,5	87,4	8730,9	87,1
2. Long-term liabilities	0,0	0,0	0,0	0,0	0,0	0,0
3. Current liabilities	1205,7	11,4	1313,9	12,6	1289,1	12,9
4. Other (deferred income)	0,0	0,0	0,0	0,0	0,0	0,0
Together	10582,2	100,0	10416,4	100,0	10020,0	100,0

Each of these articles in essence has both positive and negative characteristics. Only the right set of necessary elements can lead to the effective functioning of the enterprise and its financial resources.

It should be noted that the company - the object of our study has its own capital, it provides financial stability, development of the company, increases its level of solvency in the long run. Also, the availability of equity reduces the risk of bankruptcy for the company. But having equity has some downsides.

Next, we consider the level of costs in the enterprise and conduct a brief analysis, as costs are an important characteristic of the operation of the enterprise and determine the level of its activities.

As can be seen from the table, the level of almost all costs increased in 2020, which indicates that the share of total cost of production in total output increased, as well as the level of costs per unit of output changed. The change in the cost item is also related to the change in labor costs, which in turn is caused by changes in the structure and level of costs of individual products, which in turn depend on the level of wages per person / hour. This increase is also a sign of a critical period for the company.

Table 2.18 – Cost analysis of LLC "Vorskla Styl" for 2018-2020 (*built by the author based on [36]*)

Indicators	Years					
	2018		2019		2020	
	thousand UAH	%	thousand UAH	%	thousand UAH	%
Material costs	2531,4	20,7	3592,3	23,0	2602,1	16,3
salary expenses	5942,7	48,7	7470,4	47,9	8579,1	53,9
Deductions for social events	2170,8	17,8	2973,5	19,1	3232,5	20,3
Amortization	843,9	6,9	875,2	5,6	903,5	5,7
Other payments	720,6	5,9	689,7	4,4	603,7	3,8
Together	12209,4	100,0	15601,1	100,0	15920,9	100,0

To characterize the financial solvency of LLC "Vorskla Styl", we will form analytical data in the table.

Table 2.19 – Indicators of solvency assessment of LLC "Vorskla Styl" for 2018-2020 thousand UAH (*built by the author based on [36]*)

Indicators	Years			2020 compared to 2018, in the amount of:	2020 compared to 2019, in the amount of:
	2018	2019	2020		
1. Total funds of the enterprise	10658,2	10649	10092,7	-565,500	-556,300
2. Non-current assets	7598,7	7708,4	6809,4	-789,300	-899,000
3. Current assets	3012,2	2973	2862,1	-150,100	-110,900
4. Cash and cash equivalents	791,9	773,9	230,7	-561,200	-543,200
5. Accounts receivable	1588,1	1572,6	2031,3	443,200	458,700
6. Own funds	9376,5	9102,5	8730,9	-645,600	-371,600
7. Own working capital	1777,8	1394,1	1921,5	143,700	527,400
8. Borrowed funds	1281,7	1546,5	1361,8	80,100	-184,700
9. Current liabilities	1205,7	1313,9	1289,1	83,400	-24,800
10. Absolute liquidity ratio (4/9)	0,657	0,589	0,179	-0,478	-0,410
11. Intermediate liquidity ratio (4/5)	1,974	1,786	1,755	-0,219	-0,031
12. Current ratio (3/9)	2,498	2,263	2,220	-0,278	-0,042
13. Coefficient of maneuverability (7/9)	1,474	1,061	1,491	0,016	0,430

Solvency reflects the ability of an enterprise to pay its debts and liabilities for a specific period of time. The conditions of sufficiency are met when the company is solvent in time, ie has a stable ability to meet its debts at any time.

Liquidity is considered from two sides: first, as the time required to convert assets into cash; second, the probability of selling the asset at a certain price.

Assessing the liquidity of the enterprise, analyze the adequacy of current (current) assets to repay current liabilities - short-term accounts payable.

Balance sheet liquidity analysis is a comparison of assets, grouped by the degree of their liquidity and arranged in descending order of liquidity, with liabilities on the liabilities, grouped by maturity and arranged in order of increasing maturity.

Table 2.20 – Estimation of financial stability of the enterprise on LLC "Vorskla Styl" for 2018-2020 thousand UAH (*built by the author based on [36]*)

Indicators	Years			2020 compared to 2018, in the amount of:	2020 compared to 2019, in the amount of:
	2018	2019	2020		
1. Total funds of the enterprise	10658,2	10649	10092,7	-565,500	-556,300
2. Non-current assets	7598,7	7708,4	6809,4	-789,300	-899,000
3. Current assets	3012,2	2973	2862,1	-150,100	-110,900
4. Cash and cash equivalents	791,9	773,9	230,7	-561,200	-543,200
5. Accounts receivable	1588,1	1572,6	2031,3	443,200	458,700
6. Own funds	9376,5	9102,5	8730,9	-645,600	-371,600
7. Own working capital	1777,8	1394,1	1921,5	143,700	527,400
8. Borrowed funds	1281,7	1546,5	1361,8	80,100	-184,700
9. Current liabilities	1205,7	1313,9	1289,1	83,400	-24,800
11. Coefficient of autonomy (6/1)	0,880	0,855	0,865	-0,015	0,010
12. Coefficient of financial stability (6/8)	7,316	5,886	6,411	-0,904	0,525
13. Funding ratio (8/6)	0,137	0,170	0,156	0,019	-0,014
14. Debt ratio (8/1)	0,120	0,145	0,135	0,015	-0,010
15. Coefficient of own funds (6/2)	0,590	0,469	0,671	0,081	0,202

As a result, it should be noted that the balance sheet of LLC "Vorskla Styl" is absolutely liquid, because when comparing the items of assets and liabilities of the

balance sheet, there are enough assets to cover current liabilities. In addition, the ratio of the results of these groups on the assets and liabilities of the balance sheet of the analyzed enterprise, fully meets the conditions of certainty of the absolute liquidity of the balance sheet. Therefore, LLC "Vorskla Styl" is a solvent enterprise for a period close to the considered period.

2.3. Research of marketing activity of LLC "Vorskla Styl"

The marketing department is an independent division of the company and is managed by the director. The marketing department was established in 1999, and the former sales department, which included sales and supply, was divided into two departments: the supply department and the marketing department. This fact alone suggests that there was a simple separation of supply and marketing functions, rather than the organization of the marketing department as the main unit of the enterprise.

There are internal reports on the LLC, which include indicators: current sales, costs, inventories, cash flows, data on accounts payable and receivable. The use of computers allows you to create effective internal reporting systems. So in the presence of such a system, the sales agent can from any point on the phone to request the necessary information, such as the availability of goods in stock and get an answer not only about the availability of paper in stock, but also in its absence, answer when and how the plant it will be made. This gives it great advantages over competitors.

The system of collecting external current marketing information provides managers with information about the latest developments and provides a set of sources and methods by which managers receive daily information about events occurring in the commercial environment. Managers of LLC use the following methods of collecting such information: reading newspapers, books, special editions, conversations with suppliers and other persons who are not full-time employees of the company; exchange of reports with other managers and employees of the firm; training sellers to record events and report them (these are the "eyes and ears" of the company);

appointment of specialists to collect external marketing information (especially about competitors); purchase of reports from third-party suppliers of external current information (there are special firms to collect information on product prices, market share, selection of competitors' advertising), organization of special departments to collect and disseminate current marketing information, where employees browse the most important publications in search of news, compile reviews and send them to their marketing managers. In these departments dossiers of interesting firm of reports are conducted. This dramatically improves the quality of information received by marketing managers.

In our opinion, the functional organization of the marketing department of Figs. 2.2.

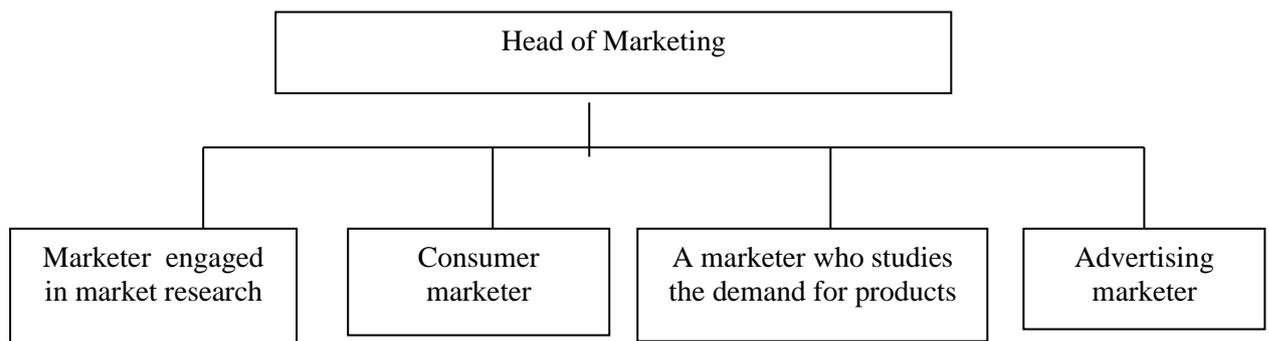


Figure 2.2 – Structure of the marketing department of LLC "Vorskla Styl" (*built by the author based on [36]*)

The functional organization of the marketing department is the most common scheme. Here, marketers manage different types (functions) of marketing activities. They report to the marketing manager, who coordinates their work.

The main advantages of a functional organization are ease of management.

Functional organization means that marketing acts as a line along with other functions of the enterprise. It involves the standardization of management processes, a clear delineation of competencies. All this implies high efficiency of this organizational system.

Like any other organizational structure, functional has its problems:
 group selfishness, difficulties in coordination;
 solutions to problems that fall outside the competence of the line are transferred
 – up, which entails the danger of excessive centralization;
 employees do not always understand the ultimate goal;
 lack of motivation.

From the point of view of adaptation to the environment, the structure is able to respond to quantitative fluctuations in demand, but there is a lack of coordination to solve more serious problems.

In recent years, LLC "Vorskla Styl" has transformed from a highly profitable enterprise into a debtor. This was affected primarily, in my opinion, by subjective reasons, such as the loss of many pre-existing relationships with profitable customers, and since the company operates on toll raw materials, it affects the final results.

In addition, the management of the enterprise involves elderly people (old people), for whom it may not even be clear that the whole country is striving for a market economy and need to change their perceptions of the company.

At present, the company has a sales and sales department. But this is not enough for normal functioning in conditions of market competition. Although commercial efforts to sell products play a role in the activities of the enterprise, but this is only one of the functions of marketing. Marketing will combine several activities aimed at identifying, maintaining, meeting consumer shortcomings to address the goals of the organization. Marketing management is the analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain goals of the enterprise

The goal of Vorskla's marketing activities should be to facilitate and stimulate maximum consumption, which in turn will create conditions for maximum growth of production, employment and wealth, so at this stage of the company's existence it is necessary to increase sales. This can be strengthened if all products will best meet the needs of foreign buyers.

Tasks of the marketing department of LLC "Vorskla Styl":

coordination of production and commercial services in order to meet consumer demands and make a profit;

organization of strategy and tactics of the enterprise in the consumer market with the help of marketing programs.

Functions of the marketing department of LLC "Vorskla Styl":

ensuring timely execution of contracts, quarterly product delivery schedules;

organization of sales in accordance with the concluded agreements;

participation in the development of pricing policy of the enterprise;

organization of advertising work and study of product markets;

control over the execution of export orders, expansion of foreign economic relations;

provides priority supply to local markets for products to study consumer demand.

In addition to these tasks and functions, the marketing department of LLC "Vorskla Styl" also performs analytical work. Here it is necessary to note certain shortcomings in work of this department.

As the management of the marketing department of LLC "Vorskla Styl" does not consider it necessary to pay significant attention to the study of sales markets, this measure is not carried out, which is undoubtedly a shortcoming of the department's work. After all, knowing the conditions and trends of the economy, politics, legislation, as well as lifestyle and demographic change, we can predict the demand for a particular product. In this regard, the study of customer demand conducted by the company in some shopping centers of the city does not achieve the desired effect, which would be present in the simultaneous study of market trends and the study of consumer preferences.

The company has developed and operates a marketing strategy, which provides for the following areas:

increasing the presence of LLC "Vorskla Styl" in the markets of Ukraine and developing new markets in foreign countries.

constant analysis of production costs in order to reduce the cost of production and increase its competitiveness.

Thus, the performance of analytical work allows employees of the marketing department of LLC "Vorskla Styl" to participate in the development of new products, such as those that will be recognized by customers and decide to launch these products into production, ie to perform the marketing function, which is as follows:

the marketing department of LLC "Vorskla Styl" offers its recommendations on the organization of production of new competitive products. However, these recommendations are rarely taken into account, because the company's management believes that the demand for certain products may change and the company in this case instead of the expected profit will suffer losses. New types of products before launch into mass production are submitted to the marketing department. Employees of the department based on the knowledge and wishes of consumers express their opinion on whether the success of buyers of this type of product or not. In addition, the department also indicates in what sizes and heights should be released new products, depending on which consumer it is intended for.

The current direction of marketing strategy is sales policy, the main purpose of which is to meet the needs of each individual customer. In this regard, LLC "Vorskla Styl" is expected to hold the following events:

increase in sales to trade organizations abroad;

increase product supplies and find new strategic partners in other countries and Ukraine.

Control over the implementation of the marketing program and clear implementation of all its directions allows the company to successfully advance in the domestic markets of Ukraine.

Thus, when analyzing the process of managing the marketing activities of LLC "Vorskla Styl", four main elements were identified:

Availability of consumers. The company has its regular customers, because some products are unique. The weak point here is the problem of fighting other

companies that sell similar products of low quality and at lower prices. It is still impossible to solve this problem.

Variety and quality of the range. This element largely determines the stability of the enterprise. LLC "Vorskla Styl" marketers must determine which products bring more profit in national markets.

Sales, advertising, promotion of goods. These indicators are key in analyzing the marketing management process in the enterprise. LLC can count on success only if it will conduct aggressive creatively - organized advertising and a sound system of product promotion.

Marketing research. Marketing research plays an important role in the activities of each enterprise, as it includes research on consumer behavior, competitors and product market research. So, if it is reasonable to conduct marketing research, the success of the company is guaranteed, but in the marketing activities of LLC "Vorskla Styl" this important element is not given enough attention. As a result, the company's products are competitive, but the company does not receive large profits from its sale yet. Thus, the company needs to search for highly qualified specialists to work in the marketing department.

Thus, the functions of the marketing management process at LLC "Vorskla Styl" are so diverse that it is very difficult for the specialists of this department to cope with their work, so in our opinion, to improve the marketing management process and improve the work of specialists in this department, we should suggest some ways to improve work of the department.

Conclusions to section 2

After analyzing the macromarketing environment, it was found that it is favorable, but it is necessary to note a number of factors that have a negative impact on the company, namely economic and political and legal factors have a disappointing trend. Analysis of the internal environment showed that the company has a relatively

small marketing department, which negatively affects the management of marketing activities. It was also found that the main financial indicators slow down the growth rate every year.

The analysis revealed some problems and features:

Low percentage of the budget for the marketing sector;

Transfer of marketing activities to outsourcing;

Insufficiently effective marketing department at the enterprise;

Decrease in net profit and increase in cost.

The next stage of qualification work will be the development of ways to improve the management of marketing activities of LLC "Vorskla Styl" as a factor in its competitiveness.

SECTION 3

OPTIMIZATION OF MARKETING ACTIVITIES OF LLC "VORSKLA STYL"

3.1 Improving the organizational aspects of marketing activities of LLC "Vorskla Styl"

In the modern development of production, marketing is considered as the leading function of management, determines not only the market but also the production policy of the enterprise. The purpose of a comprehensive management system based on the principles of marketing is to ensure the solution of the tasks set by the enterprise (scientific and technical, production, commercial and sales), taking into account available resources (material, financial, human, etc.). Marketing, as a management system, and as a special activity of the company should provide:

- reliable, reliable information about the market, the structure and dynamics of needs and demand, tastes and desires of consumers, ie information about the external conditions of the enterprise;

- the creation of goods, product range that meets market requirements, better than the competitor's product meets demand, solves the problem of the consumer;

- the necessary impact on the consumer, on demand, on the market, which provides the maximum possible control over the sphere of sales.

Marketing, as a tool to increase the validity of economic decisions on various issues of production, scientific and technical, financial and sales policy, should take a leading place in the management system of the company "Vorskla".

Marketing plays a key role in providing high quality products that meet consumer requirements. According to international standards, the product life cycle should include 11 stages:

- marketing, search and market research;

- design and development of technical requirements, product development;

- material and technical supply;

preparation and development of production processes;
production;
control, conducting examinations and surveys;
packaging and storage;
sales and distribution of products;
installation and operation;
technical assistance and maintenance;
disposal after use.

Therefore, the management system of LLC "Vorskla Styl" and any enterprise in general should be built in accordance with these stages of the product life cycle, and an important place in the management system should be given to the marketing department.

As the first stage of the product life cycle, marketing also operates at all its other stages and, most importantly, to emphasize, including the stages of this cycle related to the circulation and consumption of products.

Thus, in modern conditions, it is simply necessary that the company (association) as a whole to create a system of management of its activities, which would allow the fullest use of its resources and capabilities, taking into account the requirements of consumers and the market. The impact of marketing on the entire life cycle of the product should be decisive. By studying the market and consumer properties of goods needed by the consumer, it is necessary to establish and communicate to each engineer, designer, technologist and manufacturer information about the consumer properties of this product, ie marketing principles should be used to influence the design, technical preparation, production process, sales and maintenance of equipment. However, these principles apply to economic analysis of production, taking into account the methodology, ability to study the market, assess the quality and competitiveness of products, develop and implement a market entry strategy, a system of measures to maintain production and sales of equipment and spare parts. necessary level, to make a profit at all stages: production, trade, maintenance and supply.

Thus, in order to ensure full economic calculation, self-financing and development of independence of enterprises in a market economy, LLC "Vorskla Styl" must be fundamentally changed management system, so that the activities of LLC was aimed at meeting demand for a product with the necessary consumer properties. To do this, the organizational management structure of LLC "Vorskla Styl" should include elements that implement the tasks of studying demand, organization of wholesale trade and after-sales service of equipment according to the scheme of Fig. 3.1.:

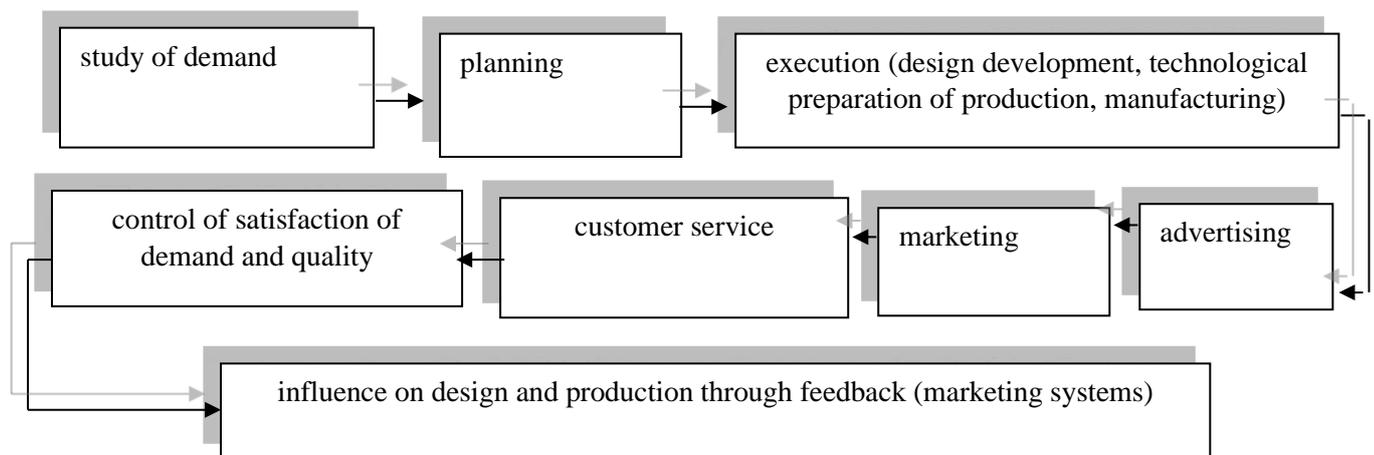


Figure 3.1 – Elements of the mechanism of the marketing department (*author's development*)

Strictly speaking, the new economic mechanism gives birth to new and rejects unnecessary functions, and if so, then the elements of outdated organizational structures should die out and new ones should appear, which should perform these new functions.

Improving marketing radically changes the concept of management at LLC "Vorskla Styl", where the basis is not general production management, and management of production and economic activities of the enterprise for the development, production and sale of products (services) in accordance with market demand for it as a whole.

As a result, for example, in the field of defining the goals and objectives of LLC "Vorskla Styl", its market opportunities become crucial, not production opportunities,

as other companies aimed at the production of any product agree with specific market requirements in order to implement the process of its realization of maximum profit. In these conditions, the role of the marketing department, whose specialists should be at the beginning and not at the end of the production cycle, is growing rapidly.

All this leads to specific features in the restructuring of the marketing and sales department, which operates on the principles of marketing.

Any organizational and production subsystem of the enterprise must, in order to ensure its existence and development, pass through itself and exchange with the external environment in three streams: energy, matter, information.

The marketing department of LLC "Vorskla Styl" is usually rebuilt on the basis of the existing department. In the process of forming the department, the management structure of LLC "Vorskla Styl" is also changing.

Selection and rational placement of personnel in the structural unit of the organizational structure is based on the assessment of their professional and qualification characteristics of personnel, as well as the development of job descriptions for them.

In addition, the company must be formed organizational culture in general and its structural subsystems (subcultures) on the basis of certain principles and taking into account the factors that determine this culture (Fig. 3.2).

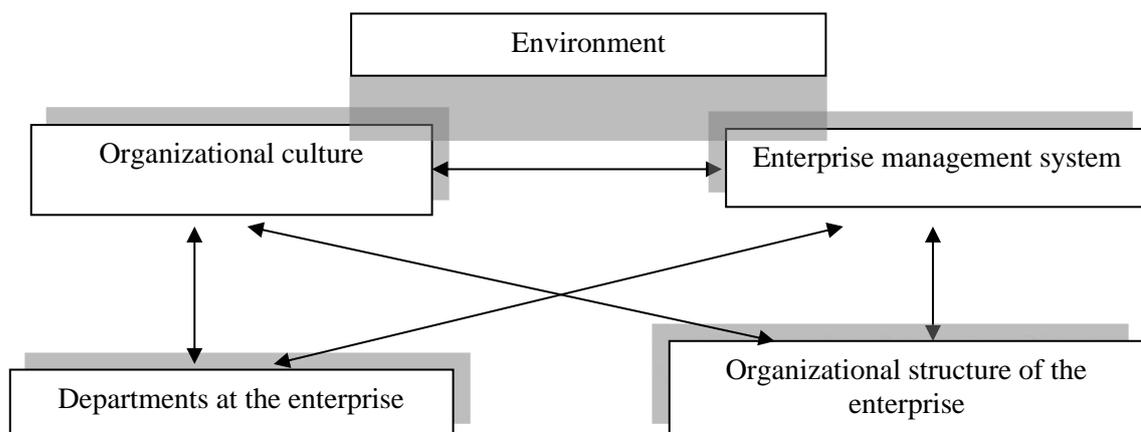


Figure 3.2 – Structural formation of organizational culture at LLC "Vorskla Styl"
(author's development)

Organizational culture adds to the structure of enterprise management its specific "I", which reflects the style and nature of management relationships both within the enterprise and outside it in the external manifestation with other economic entities. The main principles that form the organizational structure of the enterprise are:

- complexity of ideas about the purpose of the production system (enterprise);
- priority of determining the values and philosophy of this system;
- historicity;
- denial of force;
- complexity of assessment.

The successful operation of the marketing service of the enterprise involves complex activities of economic, monetary and financial, planned, technical and production, marketing and research nature, which determines the high requirements for the level of theoretical training of staff of this service.

We will offer the structure of department of marketing of figure 3.3.

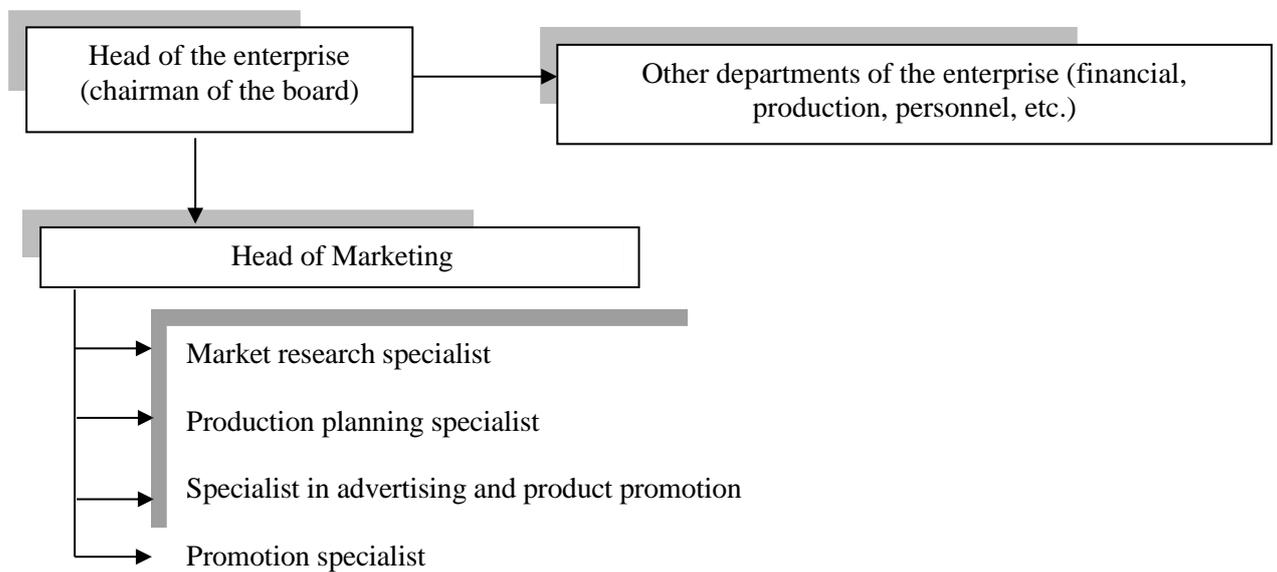


Figure 3.3 – Functional orientation of the structure of the marketing department of LLC "Vorskla Styl" (*author's development*)

Let's consider the main responsibilities and functions that will have to perform the head of the marketing department of the company.

Terms. The head of the marketing department must ensure the coordination of all services of the enterprise and direct their activities, taking into account the active adaptation to environmental conditions;

The head of the marketing department is appointed and dismissed by the director of the enterprise in the prescribed manner;

The head of the marketing department must have higher economic or engineering-economic education and experience of at least 5 years;

The head of the marketing department must use the current legislation of Ukraine, resolutions and decisions of the Government, orders of the director of the enterprise, other directives and regulations of the industry and job description.

The head of the marketing department has the right to:

Require the subdivisions of the enterprise to submit the materials necessary for the implementation of the work within the competence of the department.

Make proposals that take into account the requirements of consumers for the development and organization of production of new products, improving the reliability, quality and competitiveness of products.

Partially control the production shops in the manufacture of products.

Analyze the reasons for refusals and make suggestions for improving manufacturing.

To determine the main activities of the department, to establish the range of issues related to the responsibilities of employees, the nature of work, their responsibilities, to approve job descriptions for employees of the department.

Make proposals for bonuses to employees in accordance with the current system of remuneration.

Involve employees of the enterprise (in the prescribed manner) to conduct research on market conditions, needs and effective demand, advertising, maintenance and repair.

To organize exhibitions-fairs on realization of the production in the conditions of wholesale trade.

Tasks of the head of the marketing department

Must manage the development of marketing strategies and tactics in the enterprise.

Coordinate the services of the enterprise to meet consumer requirements for products and meet their effective demand for enterprise products.

Provide advertising and sales promotion.

The responsibilities of the head of the marketing department should be as follows:

Manage the commercial and sales activities of the enterprise.

Coordinate and coordinate the actions of all functional departments to develop a common commercial policy of the enterprise.

Improve the sales network of the enterprise.

Organize the collection, systematization, analysis and generalization of all commercial and economic information on the situation of potential markets for the enterprise.

Participate in determining the cost of new products and developing measures to reduce costs.

Analyze the range of products and determine the needs of the market in it.

Analyze the study of demand for manufactured products (statistical reporting, surveys, surveys ...).

Analyze the competitiveness of enterprise products. Compare the consumer properties of goods, prices, costs with similar indicators of competing products produced by other enterprises.

Organize work on advertising activities.

Analyze the sales channels of the enterprise.

Develop proposals for the formation of corporate identity design of advertising events.

Identify and analyze advanced trends in world production by company profile.

Organize the preparation of annual, quarterly and intra-month plans for the supply of products in accordance with the contracts and control over their implementation.

The head of the marketing department is fully responsible for the quality and timeliness of the tasks and functions assigned to the department:

Providing an integrated approach to production management and sales, focused on customer satisfaction.

Ensuring the conduct of quality marketing research and their use in economic and commercial activities of the enterprise.

Ensuring control over the implementation of developed marketing programs that ensure the supply of customers with products of appropriate quality in a timely manner and in quantity in accordance with the contracts.

Ensuring the validity and reliability of information for forecasts of consumer demand and market conditions for products manufactured by the enterprise.

Ensuring effective advertising and measures to stimulate sales.

Ensuring the rhythm of shipment of products in accordance with the concluded agreements.

Ensuring a unified commercial policy at the enterprise, as well as coordination of coordination of actions of all functional departments.

Functional orientation of the marketing department of the organizational structure is used if the number of goods sold by the company is small, and the number of markets does not exceed four or five. In this case, the specialists subordinate to the marketing director, perform certain functions and are personally responsible for a specific area of work. If you place these positions according to the scheme of decision-making (information gathering, goal setting, tactical planning, operational activities), you can provide work for five specialists: market research, marketing planning for each product, demand generation and sales promotion, on the movement of goods and sales, on service. It is easy to determine the flow of source and control information. The relationship between marketing staff is clear and does not give rise to contradictions between them.

However, with the expansion of the range of goods there are difficulties in determining those responsible for success and failure in commercial work, in assessing the effectiveness of various promotional activities for each product, there are problems

with decisions to enter the market with goods. When the number of goods and markets exceeds seven or nine per person, there is a real danger of their uncontrollability. In this situation, it is desirable to turn the structure with a functional orientation into a commodity.

Based on the analysis of trends in the development of organizational management structures of the company LLC "Vorskla Styl" and their associations in improving marketing, the following conclusions can be drawn:

In a market economy, the company must improve the marketing service with the functions of studying markets and determining demand for products of the enterprise, consumer requirements for it, ensuring its competitiveness, organization of advertising, sales and service.

The marketing department must have stable and close direct and feedback links with all other divisions of the enterprise and have a constant influence on them to ensure unconditional compliance with consumer requirements for quality, function and other consumer properties of products, its production in the required for the market volume and range; modern and high-quality branded service; achieving the planned amount of profit.

All employees of the enterprise must be involved in the development and implementation of goals, strategies and tactics of marketing.

It is necessary to constantly bring to the attention of all employees that marketing is not just about product sales, but radically changes the entire management system, and orients each service and each employee to achieve the ultimate goal of the enterprise.

The organization of management on the principles of marketing is necessary even in conditions of shortage, because it eliminates the possibility of producing products that do not meet the needs and needs of consumers.

Having considered the improvement of marketing activities of LLC "Vorskla Styl", namely the improvement of the work and structure of the marketing department, it is important to consider ways to improve the efficiency of enterprise management based on marketing activities.

3.2 Improving the efficiency of enterprise management on the basis of marketing activities

Ways to increase the effectiveness of marketing activities are diverse. When choosing a direction of transformation determine their impact on the implementation of targeted programs, efficiency, efficiency and reliability of marketing and competitiveness, sustainable positioning of the company and its products in the market, the company's position in a particular environment. Each company uses its individual ways to increase the effectiveness of marketing activities. This is primarily due to the following factors:

- the size of the enterprise, its material and technical base;
- providing the company with material, labor and other resources;
- specialization and direction of the enterprise;
- place of the enterprise in the market;
- organizational structure of the enterprise;
- goals and objectives set by the company;
- developed strategy;
- and other factors of direct influence.

Consider ways to increase efficiency that need to be used at LLC "Vorskla Styl". As mentioned earlier, LLC "Vorskla Styl" specializes in the manufacture and sale of garments. It will not be a surprise that the company has many competitors in this market.

Competitors in this case are other clothing factories, private and public fashion studios, private entrepreneurs and companies that supply our country with the so-called "cheap clothes from Europe and America."

Thus, in order for an enterprise to be able to compete with other garment enterprises, it needs to make a number of changes in its activities. These changes will be able to help LLC "Vorskla Styl" increase its efficiency.

Rationalization of the marketing functional organization provides a clear division of job functions between employees of management and production.

Assigning functions to the marketing department and other management and production workers provides an opportunity for software marketing.

Improving organized marketing through cooperation and integration of marketing functions within the firm. One of the components of this area is the rationalization of the management structure, because it determines the organizational capacity for effective use of marketing.

At this stage, LLC "Vorskla Styl" has a simple functional marketing structure that corresponds to the size of the enterprise, product range and number of markets. With a small size of production, a wide range and a limited number of markets, LLC "Vorskla Styl" cannot change its marketing structure.

Improving personnel policy and work with personnel. In order to improve the results of its work, the management of LLC "Vorskla Styl" would not mind paying more attention to the training, advanced training of marketers, as well as the issues of marketing training of general economic specialists and managers. Internships in universities, leading companies, abroad, as well as various conferences and seminars have proved to be positive. Noteworthy is the experience of individual formations in the certification of personnel, when fully analyzed or evaluated the marketing activities of workers. These elements of personnel policy would never interfere with the work of any company, including LLC "Vorskla Styl".

Mechanization, computerization and automation of marketing activities - is the widespread use of technical means in the operation of marketing information systems, marketing management systems, organizational and technical equipment.

When working with information, technical means should be used to retrieve, receive, register, receive and transmit, transform, process, analyze and store information. As a result, high-quality marketing solutions are produced and marketing becomes more effective. The use of technical means in marketing management is especially important. Such mechanization of information support makes it possible to improve the processes of loading, unloading, transportation and sale of goods.

At present, such innovations are not possible at LLC "Vorskla Styl". The introduction of new computer technologies and automation of marketing activities is a

very expensive process. Therefore, the company now uses outdated tools for working with information (for withdrawal, receipt, registration, acceptance and transmission, etc.).

Introduction of scientifically sound marketing technologies.

This factor of increasing efficiency is given little attention, according to the survey it was found that managers and specialists have little knowledge of the science and art of marketing, although this area is one of the most promising.

There are several reasons why the introduction of scientifically sound marketing technologies is impossible at LLC "Vorskla Styl":

as already mentioned, managers and specialists have little knowledge of the science and art of marketing;

introduction of scientifically based marketing technologies is an expensive process;

LLC "Vorskla Styl" has established rational tactics of conducting business activities. This means that the fees for technology updates are not very large.

Improving marketing management – creating a marketing management system, scientific substantiation of its subsystems (functional and supporting) and the organization of their rational functioning.

This proposed change, both in the activities of the marketing department and the activities of the enterprise as a whole, requires the involvement of highly qualified marketing professionals. Marketers need to improve their marketing activities.

Having listed and considered all the main ways to improve the effectiveness of marketing activities, we can conclude. Changes in the marketing activities of LLC "Vorskla Styl" are designed for the future. Implementation of changes in their lives and their effective use is possible only with the correct rational and effective conduct of business activities by the company's management.

High demand and low product prices are important and integral factors that directly affect the effectiveness of marketing management.

The company's products are characterized by high quality workmanship and high prices. This suggests that not all women have the opportunity to purchase the

company's products. The products of LLC "Vorskla Styl" are not available to middle-income women. Women with higher incomes have the opportunity to buy clothes in foreign stores, catalogs or sew to order. Thus, we see that the company's products remain on store shelves and are gradually becoming obsolete and obsolete. It is unprofitable for an enterprise to develop and launch a new collection of clothes or some new developments without selling the old ones. There is another disadvantage of clothes produced by "Vorskla" – the quality of fabrics from which clothes are sewn. Fabrics are mainly made in Korea and India. Clothing made of these fabrics wears out quickly and loses its appearance. The company has the opportunity to purchase fabrics in different regions of Ukraine, but our fabrics are slightly more expensive than these manufacturers. The company's products are in low demand from consumers. The main reasons for low demand are high product prices, low product attractiveness and dissatisfaction with consumer needs. It is very difficult for the consumer to choose the right size and style of clothing.

In this case, an important role is played by the ability of the manufacturer to set prices for goods.

Setting the price of the product:

When setting the price of the goods should be taken into account not only the cost of its production or purchase, transportation, sale, but also the solvency, awareness and habits of the buyer for whom it is intended.

The consumer, as a rule, is indifferent to 30% or 300% of the profit pledged by the seller in the value of the offered goods. The price interests him in terms of acceptability for the condition of his pocket.

The highest limit of value is determined not only by the prices of the same or similar goods from competitors, but also the availability and quality of a range of related services offered by the seller.

The lower limit shall not be reduced to a level capable of casting doubt on the quality of the goods for the direct consumer.

Remember - any attempt to manipulate the consumer by changing prices (sales, so-called "rounded prices", free prizes for purchases, etc.) can be successful worldwide

on the street next door, but may fail in your shop. Always start with a small experiment, but only if you succeed, expand it.

Increasing demand for products can be done as follows:

It is possible to reduce prices only with updated equipment and improved work of employees, improving their skills. The implementation of this set of changes will reduce production costs. Only with low production costs can lower product prices.

Increasing the attractiveness of products and meeting consumer needs. The company's products do not attract the consumer, which means that he does not need it, it does not satisfy his needs and desires. In this case, the problem is insufficient knowledge of the needs, desires and financial capabilities of the client, as well as insufficient information about the range of products from competitors. In order to obtain any information it is necessary to conduct marketing research. In our case, you can focus on visual observations in your own store and competitors, as well as you can conduct a survey of store visitors. The following example of a questionnaire can be used to interview visitors to the "Vorskla Styl" store:

1. What style of clothing do you like?

business

new fashions

sports

2. Do you follow fashion?

Yes

No

3. How often do you buy anything from clothes?

every six months

once a year

every 2 years

once a month

once every 3 months

4. What clothes do you plan to buy this year?

5. Where do you usually buy clothes?

branded store

regular store

department store

material market

directly from the manufacturer

6. Does the price factor matter when buying?

Yes

No

7. If you bought clothes in our store, please indicate what happened to you to do so?

good quality

compliance with fashion

low price

8. To which category of income (per family member) do you belong?

9. Your age?

10. Your gender?

male

female

Surveys of other stores, conducted earlier, showed that:

42% of female clients prefer clothing that reflects modern fashion trends, and 45% - business style;

78% of buyers by income level (per family member) referred to the category of 200-250 UAH, with 64% of customers noting that the price factor plays a role in buying. These results allow store managers to adjust the range of purchases for next year to reduce the share of expensive products of well-known Western companies.

Demand for a product depends not only on its quality and price. Demand also depends on the following seemingly inconspicuous factors:

Appearance of the store where the company's products are sold. As we already know, the appearance of the premises is the buyer's idea of the company's image. The

shop owner should pay close attention to the shop window, because the shop window is considered to be the business card of the shop owner.

Individual work with clients. One of the best ways to increase store turnover is to work individually with customers. You need to please the client at first sight. The buyer will never go unnecessarily to the store, where the first visit felt unpleasant and uncomfortable.

Discount system. The store must use a system of discounts. Setting the size of discounts does not need to be trivial, but do not try to impress the whole world with your generosity. Yes, 3%-5% – the normal value for a discount, as a prize for the purchase of goods, but a full "cumulative" discount should start at 10%. If the discount is 20% or more, it causes the consumer to think about high initial prices. The store of Poltava firm LLC "Vorskla Styl" would not mind using the system of discounts on some goods to interest and attract customers.

Sale. Do not treat the top of the various sales. It is on them that many visitors, who were previously afraid of your prices, come to the store for the first time. Very often, after making the first purchase at reduced prices and seeing the quality of the goods, they continue to buy from you at regular prices. In late summer - early autumn Poltava company "Vorskla" sells school uniforms. These sales are quite popular and profitable.

Abroad, trading companies "recruit" new customers by guaranteeing that for some time will take back goods that are no longer liked. But given the love of our client for any opportunity to use for free, it is not recommended to adopt this Western experience.

LLC "Vorskla Styl" takes part in various sales and exhibitions of products of Ukrainian manufacturers. At such exhibitions, the consumer can get exactly the information about the product that he needs. Most recently, the Poltava company "Vorskla" took one of the first places in the production of school uniforms. The school uniform model developed by Poltava residents (LLC "Vorskla Styl") was recognized as the first among other models. The school uniform of this model is very comfortable and beautiful.

Demand for this category of goods is, and considerable. But the high price prevents you from buying school uniforms quite often. Children's products have their own specifics – children grow up quickly and there is a need to buy new clothes.

Another important factor that reduces the demand for "Vorskla" products is the consumer's ignorance of the product range. The "Vorskla" store has opened quite recently. Until now, the consumer had a poor idea of the range of products of the enterprise. In order to somehow inform their consumers, some companies release catalogs, stores offer free booklets about innovations in the range, about new collections and fashion trends for the next six months. As one of the leaders of the company "Land's End", which specializes in trade through catalogs:

"The more buyers know about the goods they buy, the better for us."

The effectiveness of marketing depends on the information on which this strategy is developed. Therefore, it is necessary to have a system of information that will provide operational and verified data, information that is of fundamental importance for decision-making. Such information affects the demand for certain goods and services at different levels. Employees of the marketing department of LLC "Vorskla Styl" need to find out what exactly is in demand and in what time periods it exists, who are the buyers of products, what is their behavior, the place of demand.

Creating an information system requires significant time and money. On the other hand, there is often a lack of data in the development of solutions, as a result of which measures are taken that do not have a solid information basis. This leads to failures and undesirable results.

So, considering this issue, we can see that marketing is a very important aspect in managing the effectiveness of LLC "Vorskla Styl".

Conclusions to section 3

1. Thus, in order for an enterprise to be able to compete with other garment enterprises, it needs to make a number of changes in its activities. These changes will

be able to help LLC "Vorskla Styl" increase its efficiency: rationalization of the marketing functional organization provides a clear division of job functions between employees of management and production. Assigning functions to the marketing department and other management and production workers provides an opportunity for software marketing; improving organized marketing through cooperation and integration of marketing functions within the firm. One of the components of this area is the rationalization of the management structure, because it determines the organizational capacity for effective use of marketing; mechanization, computerization and automation of marketing activities - is the widespread use of technical means in the operation of marketing information systems, marketing management systems, organizational and technical equipment; introduction of scientifically sound marketing technologies; improving marketing management - creating a marketing management system, scientific substantiation of its subsystems (functional and supporting) and the organization of their rational functioning.

2. The effectiveness of marketing depends on the information on which this strategy is developed. Therefore, the LLC must have a system of information that will provide operational and verified data, information that is of fundamental importance for decision-making. Such information affects the demand for certain goods and services at different levels. Employees of the marketing department of LLC "Vorskla Styl" need to find out what exactly is in demand and in what time periods it exists, who are the buyers of products, what is their behavior, the place of demand.

3. Implementation of measures to improve marketing activities and the marketing department will help strengthen and improve the activities of the company LLC "Vorskla Styl". The staff of the enterprise will be encouraged in the results of their work, there will be initiative and more progressive methods of work.

CONCLUSIONS

Thus, we learned that marketing is a comprehensive system of organization of production and marketing, focused on meeting the needs of specific consumers and making a profit based on market research and forecasting, studying the internal and external environment of the exporting company, developing strategies and tactics through marketing programs. These programs include measures to improve the product and its range, study customers, competitors and competition, ensure pricing, demand, stimulate sales and advertising, optimize channels of movement of goods and sales, organization of technical service and expanding the range of services. are presented.

Marketing entities include manufacturers and service organizations, wholesale and retail trade organizations, marketing professionals and various consumers.

As you know, the company's marketing policy includes product, pricing, sales policy, as well as product promotion policy. It is according to this scheme that we consider the marketing policy of the enterprise: from the choice of goods, determining its price, various sales methods to the final stage - promotion of goods, the stage at which the company's profit from selling goods increases.

LLC "Vorskla Styl" was chosen as the object of research. The main type of products of this enterprise are garments. In 2020 compared to 2019 and 2018, garment production is constantly declining. The share of the residual value of fixed assets in 2020 decreased by 4,3% compared to 2018 and 3.4% in 2019, which indicates the transfer of fixed assets of their value to finished products and the creation of a depreciation fund for their reproduction.

The marketing department is an independent division of CJSC Poltava Firm Vorskla and is managed by the General Director. The marketing department was established in 1999, and the former sales department, which included sales and supply, was divided into two departments: the supply department and the marketing department. This fact alone suggests that there was a simple separation of supply and marketing functions, rather than the organization of the marketing department as the main unit of the enterprise.

Based on the analysis and conclusions of LLC "Vorskla Styl", the following measures should be taken to improve economic activity at the expense of the marketing department:

to ensure full economic calculation, self-financing and development of independence of enterprises in a market economy, LLC "Vorskla Styl" should be fundamentally changed management system, so that the activities of the company was aimed at meeting demand for a product with the necessary consumer properties.

the enterprise should be formed organizational culture in general and its structural subsystems (subcultures) on the basis of certain principles and taking into account the factors that determine this culture.

the company should improve the marketing service with the functions of studying the markets and determining the demand for the company's products, consumer requirements for it, ensuring its competitiveness, organization of advertising, sales and service.

the marketing department must have stable and close direct and feedback links with all other divisions of the enterprise and have a constant influence on them to ensure unconditional compliance with consumer requirements for quality, function and other consumer properties of products, its production necessary for market volume and range; modern and high-quality branded service; achieving the planned amount of profit.

all employees of the company should be involved in the development and implementation of goals, strategies and tactics of marketing.

it is necessary to constantly bring to the attention of all employees that marketing is not only related to product sales, but radically changes the entire management system, and orients each service and each employee to achieve the ultimate goal of the enterprise.

organization of management on the principles of marketing is necessary even in conditions of shortage, because it eliminates the possibility of producing products that do not meet the needs and needs of consumers.

we believe that the management of LLC "Vorskla Styl" should return to the domestic market and try to work differently according to the following principles: temporary price reduction, couponing, active offer.

for the effective impact on the consumer requires the use of special methods. Of course, the task of finding techniques that correspond to each stage in the sales process is the task of stimulation.

With regard to a comprehensive incentive program, the developer of the marketing plan, namely the head of the marketing department, must make a number of additional decisions. In particular, he must decide how to apply intensive incentives, how long it will last and what funds should be allocated for its implementation.

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