

7. Sales policy in the enterprise marketing system

Today, in modern conditions, the sales activities of enterprises become especially relevant. This fact is due to the fact that the main source of income, and hence the condition of life of producers is the sale of their products and services in the form of goods, the total usefulness of which, ie their consumer value, is determined by the market. On the other hand, intensifying competition exacerbates sales problems, which only increase with stabilization and further growth in production.

Traditionally, Ukrainian companies pay less attention to sales policy compared to product, price, communication and service. It is used only when companies are unable to achieve competitive advantages in the market of their products. For most companies, sales policy is a question that outlines the general principles of production activities that companies are going to achieve in the field of building channels for the distribution of their products and their movement in time and space [141, p. 29].

In conditions of fierce competition, it is important to develop a clear program of sales activities and consistent implementation of its specific measures, starting with market research, creation of goods (services) and ending with targeted actions to promote it. Therefore, an important task of entrepreneurs is the sale of products, services in the market, sales promotion. Every enterprise faces the task of active sales activities and its improvement. The main thing in the market today is not to have a product, but skills, the ability to sell it to your advantage.

The success or failure of an enterprise depends on how carefully studied and established the level, nature, structure of demand and trends. The results of market research are the basis for the development of marketing strategy and product range. They determine the pace of product renewal, technical improvement of production, the need for material, labor and financial resources, as well as determines the amount to produce, where, when and at what prices will sell. The final results and financial stability depend on it.

The growth rate of production and sales, improving quality directly affect the cost, profit and profitability. The company's activities should be aimed at producing

and selling the maximum number of high quality products at minimum cost. Therefore, the analysis of production and sales is important.

Peculiarities of sales policy and its effectiveness at enterprises have been studied by domestic and foreign scientists, such as: L. Balabanova [139], V. Gamaliy [142], D. Jobber [144], V. Zayats [146], M. Kravchenko [148] and other. However, the issue of sales policy for companies is quite relevant and debatable and requires further discussion and research.

In the economic encyclopedia edited by S.V. Mocherny sales policy is interpreted as a set of post-production operations carried out by legal entities and individuals from the moment of manufacture to sale to the buyer [145, p. 593].

Sales is an integral part of marketing activities of the enterprise, which consists of a holistic process of bringing the product to the final consumer by taking marketing measures to study the needs, formation and stimulation of demand for the enterprise to meet consumer needs and profit [155].

In the opinion of A.D. Lyapunova [147, p.58] sales policy is the activity of the enterprise to bring goods from producer to consumer.

In the case of competitive markets, the relevance of the interpretation of sales as indicators of exclusively production systems is emphasized, which is due to the premise of strengthening the role of sales activities in the overall set of functions of the enterprise. In the interpretation of the essence of sales, there are approaches that consider sales as a process / activity, an open system of organization, as a system of relations, as a function (enterprise, department) / sphere of activity of the enterprise.

The purpose of sales is to bring to specific consumers of a particular product the necessary consumer properties in the required amount, at the right time, in a certain place, with the allowable (minimum) costs; subject of sale - a product or value; the object of sale - consumers, and the subjects - the production company and intermediary organizations (if any in the system of sales channels of the enterprise).

The main elements of the sales system include:

- sales channel - the defining link of the sales system of the product, which characterizes the peculiarities of operation, conditions and restrictions of sales activities;

- wholesaler (wholesaler) - a person (enterprise) that purchases a significant amount of goods from different manufacturers;

- retailer - a person (enterprise) who directly sells a relatively large number of goods to the final consumer and buys goods from either a wholesaler or a manufacturer;

- broker - a trade intermediary who organizes the sale of goods without buying it into the property;

- wholesale agent - an employee under a contract with the seller, who conducts operations at his expense; in this case, he may be transferred the exclusive right to sell the goods of the enterprise in certain amounts;

- consignor - a person who has his own warehouse and goods, but on the basis of consignment (ie the goods are transferred to him for safekeeping by the producer);

- sales agent (sales agent) - a person who independently sells the company's products to customers and has a different status: working with restrictions (on consignment terms), serving only this company or this consumer, etc.;

- dealer - a common type of sales agent, usually specializing in the sale of durable goods, require significant amounts of service, which the dealer and his assistants usually provide.

Sales mean:

in a broad sense - all the functional activities of the production enterprise, the final - the cycle of economic assets of the enterprise, which is realized after the completion of the production stage, which aims to bring to specific consumers, with allowable (minimum) costs, and implemented by the sales system of the enterprise;

in the narrow sense - a set of functional responsibilities of the sales department, sales (including - sales incentives), distribution, pricing decisions under pricing policy.

Sales policy should be understood as a system of decisions made by the seller in order to implement the chosen strategies and obtain the greatest effect of sales of goods.

Accordingly, when forming a sales system, the manufacturer must focus on the consumer and develop a system best suited to him. At the same time it is necessary to make many uravlin decisions. Among the strategic ones, the most important are: the choice of sales methods, the formation of the logistics system, the definition of trade channels, as well as forms of integration of participants in the process. The operational sales decisions, which are constantly adjusted depending on the conditions of the external and internal environment, include the following: adaptation of sales channels, implementation of operational sales activities, optimization of the number of customers, determining forms and methods of sales promotion.

The most difficult problem of sales management in fierce competition is to gain or maintain a dominant market share, as well as gain an advantage over competitors, so product sales should be viewed from a fundamentally different angle - through the prism of market supply and demand. This is the main task of the sales management system should be the realization of the economic interest of the manufacturer in obtaining business profits, taking into account the demand of mainly target consumers, including the state.

Most often, sales are defined as a set of measures that indicate the completion of the finished product of the consumer, ie from the standpoint of marketing or logistics.

The role of sales in the enterprise is that:

- sales is a continuation of production activities, which not only preserves the created, but also creates additional consumer value and the value of the goods, increasing its total value;

- sales are aimed at the commercial completion of marketing and material completion of production activities of the enterprise; at the same time identifies, forms and implements not only the specific economic results of its activities, but also the specific needs of specific consumers, ie, being one of the most important business functions of a manufacturing enterprise, it not only embodies its corporate mission but also determines it;

- sales policy is one of the sources of competitive advantage of both goods and enterprises in general [156, p.246].

The sales activities of the enterprise are carried out through the mechanism of operations, which have the following:

- find a buyer and enter into an agreement with him: competently draw up a contract or agreement, which specifies all conditions: products, quantity, quality, price, basic terms of delivery, form of payment, force majeure, terms of delivery and acceptance of goods, etc.;
- fulfill the contract: prepare the goods for delivery, deliver it to the buyer, make payments for the delivered goods.

The main elements of sales policy are:

- transportation of products - the process of moving it from producer to consumer;
- finishing of products - selection, sorting, assembly of the finished product, etc., which increases the availability and readiness of products for consumption;
- storage of products - creation and maintenance of necessary stocks;
- contacts with consumers - actions for the transfer of goods, ordering, organization of payment and settlement transactions, legal registration of the transfer of ownership of the goods, informing the consumer about the goods and the company, as well as collecting market information.

According to K.O. Glazkov, sales policy for modern Ukrainian enterprises, is the process of promoting finished products on the market and the organization of trade in order to obtain business profits [143, p.105].

Yamkova O. M. [154, p.54] emphasizes that companies need to use in their practice new models and methods of sales policy, which will provide a timely response to changes in the actions of consumers, intermediaries and competitors.

According to N. Terentyev, the formation of sales policy can be influenced by innovative processes of development of technologies, equipment, materials, products and services in the industry [158].

The whole process of production and sales begins with forecasting sales and forming a portfolio of orders. Sales forecasting is carried out by studying demand, market conditions and assessing its situation. The study of market conditions includes

an assessment of a set of conditions and factors that determine the current market situation. The situation is assessed at the macro level, at the industry level and at the level of the commodity market (often regional). The main areas of evaluation are: the state of supply and demand, as well as factors influencing their state and dynamics.

The sales forecast is different terms: long-term, medium-term, short-term. Depending on the industry specifics, the nature of products, variety of products, sales regions, different companies need certain types of forecasts. But in any case, market research plays a key role in forecasting sales.

Taking into account the forecast and existing orders, a production plan is formed, which produces the finished product. Within the framework of our research it is not necessary to consider the production process, so we will move directly to the sales process and sales policy of the enterprise.

Today, as a rule, the product management system is built and operates in accordance with the chosen sales policy of the enterprise, which aims to address issues related to the completion of manufactured goods, their storage and transportation, transactions and settlement operations. Sales policy also provides information to consumers about the company, product and obtain information about the state of affairs in the market of relevant products.

In our opinion, the development of sales policy of the enterprise should include: development of internal standards (rules) of sales activities and their documentary consolidation in the provisions of sales policy; analysis of the adequacy (with further refinement) of the existing organizational structure of marketing departments dealing with product sales, modern business conditions, adjustment of organizational structure (bringing it in line with the principles of internal control system and basic requirements for its organization); development of a set of organizational and regulatory documents (in particular, regulations on departments and job descriptions) that regulate the sales activities of the enterprise in market conditions; development of formal procedures for control of sales (sales) of finished products.

Mark Johnston and Greg Marshall believe that there are major changes in personal sales and management. They are caused by several behavioral, technological

and managerial factors that lead to serious and irreversible changes in the understanding and solution of sales professionals. Behavioral factors include rising consumer expectations, globalization of external markets and disintegration of domestic ones; to technological - automation of the sales department, the emergence of virtual offices and electronic sales channels. From the managerial point of view it is a question of shifts in the direction of direct marketing, outsourcing of sales functions and their mixing with marketing functions. In the broadest sense, the challenges of modern times can be divided into three main groups: innovation - the willingness to think out of the ordinary, work differently than others, and be open to change; technologies - the use of a wide range of technical means available today to sales departments and their managers; leadership - the ability to achieve results for your organization and customers. Innovation, technology and leadership are topics that are constantly heard in the field of sales management. As companies now operate in a global marketplace, these concepts are also becoming global. The products are developed in one country, produced in another, and sold worldwide [165].

We believe that sales policy should be considered as the general principles of the enterprise with the direction of building distribution channels of products in order to obtain the end result - profit.

In this context, the basic principles of distribution, similar to the principles in other areas of marketing-mix:

- purposefulness - compliance of the accepted decisions to achievement of the purposes set by the enterprise;
- comprehensiveness - taking into account marketing information that takes into account the requirements of consumers in accordance with their needs;
- complexity - consideration of sales policy with other elements of the marketing mix (product, price, communication and service policy);
- coordination - the compatibility of sales decisions with decisions in the field of goods and its pricing;
- adaptability and flexibility - taking into account the state (and changes) of external and internal factors of the enterprise (customer requests, problems of potential

participants in the sales channel, own sales costs, sales policy of competitors, government policy in taxation, regulation of contracts and agreements with other market participants etc.);

- customer orientation - the direction of establishing long-term, mutually beneficial relationships with partners (sales, communication, service, etc.) in the formation of a "chain" of value creation for consumers;

- efficiency - ensuring optimal for specific conditions the relationship between the obtained (planned) results and the costs incurred;

- the principle of "timely", based on the concept that provides for the receipt of stocks in the required quantity, in the right place and on time to meet the needs of customers when the logistics chain or the consumer needs it.

To date, the main functions of sales system management can be distinguished: the function of planning, the function of organization, coordination, motivation, innovation function and the function of control and regulation (Table 1).

At the initial stage of sales system management we talk about planning functions. It consists in the development of long-term and operational sales plans, analysis and evaluation of market conditions, the formation of an assortment plan of production to order customers and the choice of distribution channels and movement. All these measures are necessary for the further organization of the sales system.

Table 1. Sales system management functions

Functions	The content of the function
Planning	development of long-term and operational sales plans, analysis and assessment of market conditions, the formation of an assortment plan of production to order of customers and the choice of distribution and movement channels
Organizations	organization of warehousing and packaging for finished products, sales and delivery of products to consumers, sales channels and distribution networks, advertising campaigns and sales promotion activities
Coordination	concluding agreements with partners; information, resource and technical support; establishing feedback from consumers; coordination of all activities of the functional sales department, its relations with the internal divisions of the enterprise and the external environment
Motivation	evaluating the quality and performance of employees; measures for material and moral motivation of personnel involved in the sale of products; training and advanced training of personnel; development of a system of motivation of employees of the sales department in the sale of products

Continuation table 1

Innovation	ensuring continuous improvement of production based on the introduction of the latest technologies, products, controls, etc.; is to promote and implement the novelty of commercial ideas in the implementation of technical and economic, scientific developments, projects related to sales; application of creative solutions when choosing a sales strategy, customer service
Control and regulation	evaluation of sales results; control over the implementation of sales plans; evaluation and promotion of sales staff

The function of the organization includes the formation of inventories, the organization of warehousing and packaging for finished products, sales and delivery of products to consumers, maintenance of trade channels and distribution networks, advertising campaigns and sales promotion activities. This function provides the main activity of the sales system.

The function of coordination is to develop and conclude agreements with partners, including information, resource and technical support of sales activities, establishing feedback with consumers, coordination of all activities of the functional sales department of the enterprise, its relations with internal departments and the external environment in particular.

Motivational function at the stage of sales system management assesses the quality and performance of employees of the sales department, takes into account measures for material and moral motivation of company staff engaged in product sales, training and retraining, develops a system of motivation of sales staff to sell products.

The innovative function forms the provision of continuous improvement of production based on the introduction of new technologies, products, controls, etc., is to promote and implement the novelty of commercial ideas in the implementation of technical and economic, scientific developments, projects related to sales, application of creative solutions time of choosing a sales strategy, customer service.

The function of control and regulation is to assess the results of sales activities, control the implementation of sales plans, evaluation and promotion of the sales staff of the enterprise. It ensures the coherence and uninterrupted operation of the sales system.

The main functions of sales system management create internal control of sales activities, which involves the analysis of sales activities of the enterprise as a whole, individual sales channels and with individual intermediaries.

According to the basic management functions of M. Mescon [157], the sequence of sales management of enterprises consists of the following stages: defining sales objectives, indicators, criteria and management methods, sales planning, organization, motivation and control.

German researcher P. Winkelmann emphasizes that sales management should perform four main functions, namely planning, organization, motivation and control. In his view, these functions, as a rule, cover all types of management activities for the creation of material values, and financing and marketing [164].

The sales policy of the enterprise in the distribution system should take into account the following factors as the initial characteristics of functioning (Fig. 1).

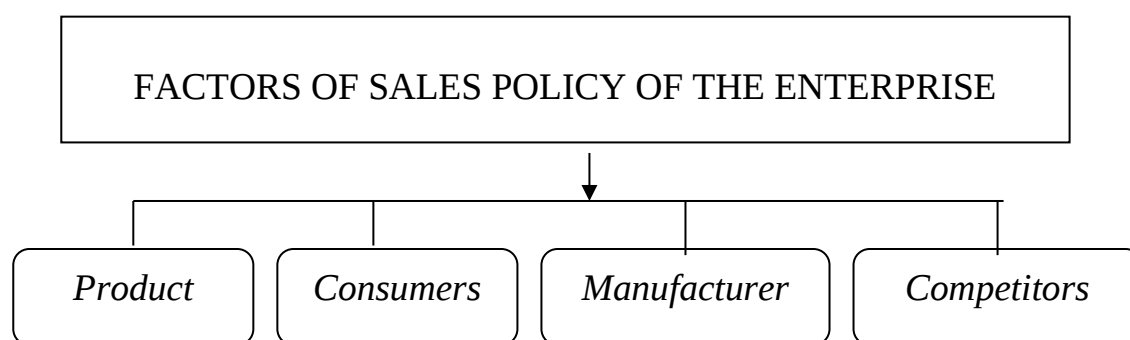


Figure 1. Factors of sales policy in the distribution system

Source: adapted by the author based on [140]

Product (goods), the result of the enterprise to meet the needs of consumers.

Consumers (number of consumers or their groups), distribution by territory, customs, culture of purchases, attitude to methods of selling goods.

Enterprise-manufacturer - size (micro, small, medium, large), financial potential, experience, image, development of its own distribution network.

Competitors (number of competitors), type of competitor, stability of position, image, the presence of direct and indirect forms of sales, protection against monopolies.

Factors in sales policy, in addition to the above, should also take into account the maintenance of contacts, negotiations and commercial agreements between sellers and buyers, the concentration and dispersion of goods, ensuring the placement and preservation of goods.

A number of scientists [159] identify other groups of factors influencing the sales policy of the enterprise. The main ones are endogenous and exogenous. Endogenous factors indicate the range and characteristics of the product, sales potential, enterprise development strategy. Exogenous take into account the elements of the market, political, socio-cultural, economic, legal.

Sales activities are influenced by various factors that must be taken into account for its effective functioning. External factors include:

- features of consumers (the situation in the target market, the number of potential consumers, their awareness of the product, requests and habits, preferences, time, reason to buy, the desired level of service, etc.);
- features of competitors (number of competitors, market share, which channels are used, their strengths and weaknesses in sales, relationships with intermediaries, etc.);
- features of intermediaries (number of intermediaries, experience, opportunities, requirements, goals, etc.);
- the state of the macroenvironment (domestic legislation, political and economic situation in the country and the world, geographical location, etc.).

The internal factors include:

- goals and strategies of the enterprise;
- features of the product (place in the classification by purpose and consumer habits, range, method and term of storage, method of transportation, volume of finished products, necessary services, etc.);
- potential of the enterprise (financial condition, technical equipment, production facilities, personnel, organizational, information resources).

Economic efficiency of the enterprise as an indicator is characterized by the ratio of result and cost.

Thus, in our opinion, while manufacturers have to operate in a volatile environment with a high level of competition, the role of sales will grow steadily.

The sales policy of the enterprise is represented by a set of subjects of sales activity of a certain structure, certain functional powers and responsibilities, as well as organizational and legal relations and relationships. The sales system is characterized by forms, methods and organization of sales.

The presence or absence of intermediaries determines the following sales methods:

- direct sales (direct contacts with consumers);
- indirect sales (intermediary services).

There is mixed sales, which is determined by the use of both direct and indirect relationships with consumers.

Each company must make a management decision about the method of sales they will use.

The direct method of sale involves the sale of goods or services to the final consumer by the manufacturer without the use of intermediaries. The implementation of this method in practice is possible in two ways:

- 1) through the creation of its own outlets for the sale of its products and services;
- 2) by personal sale.

The direct sales system involves the direct sale of end-user products, which corresponds to the direct sales channel. A defining feature of such a system is the ability for the manufacturer to control the route of passage of goods or services to the final consumer, as well as the conditions of sale.

It should be noted that the use of such a marketing system entails significant non-production costs, which are due to the need to create significant expensive inventories and the cost of large resources to implement the function of direct delivery (sale) of goods to the final consumer. risks of movement of goods.

Direct sales are carried out using:

- regional sales branches with a staff of qualified specialists who know the local market, competitors who are able to offer appropriate to consumer demands terms of sale of goods and services;

- sales offices or services without the creation of inventories with the functions of concluding agreements "to order", studying the market to maintain contacts with consumers;

- special agencies that have or do not have the right to conclude agreements, the functional responsibilities of which, among others, include the demonstration of goods to the customer;

- retail network (kiosks, shops, salons, etc.).

Direct sales has advantages and disadvantages. The advantages are that the company can have a large profit; the share of cash increases; the manufacturer knows the consumer well; there is a direct control of the price and quality of goods; it is easier for the company to maintain the image; consumers are more willing to buy from a manufacturer than from an intermediary; flexible pricing policy.

The disadvantages of direct sales are: increased costs for building a sales management structure; the accounting of commodity and cash flows becomes more complicated; the need for large investments; limited service area; small sales volumes. Opening your own outlets to sell your products and services requires significant investment.

The essence of the method of sales "personal sales" is that the company creates its own sales team, members of which are employees of the manufacturer. The sales team is looking for the end consumer and sells products and services.

In addition to forming a list of potential customers, at this stage the sales manager must:

- 1) carefully get acquainted with products and services (knowledge of goods and services, understanding its features means understanding its usefulness to consumers);

- 2) to study similar products and services of competitors (knowledge of goods and services sold by competitors, allows the seller to oppose their preferences to the respective disadvantages).

The uniqueness of personal selling is that each consumer feels the concern of the company about him and around his interests.

Therefore, the task of the sales manager is to identify the needs of the consumer and select the product and service that best meets his needs and provide him with the appropriate benefits.

Some companies consider the direct method of sale (and personal selling in particular) the most effective among the tools of sales policy. These views are based on the fact that in the case of a direct method of marketing communication with the end user is through employees of the manufacturer, who are best known for their products and services, are the basis for solving sales problems that are typical of today's market.

Sales systems are divided into simple and complex depending on the organization of functional activities and management [160].

Simple systems are structured. Complex systems are characterized by several levels and multifunctionality of the enterprise, many subjects of sales activities, as well as the use of different approaches to coordination and organization of management of these entities.

The sales policy of enterprises should be considered as a purposeful activity, principles and methods, the implementation of which is designed to organize the movement of goods to the final consumer. The main task of this process is to create conditions for the transformation of the needs of potential buyers into real demand for a particular product.

Functionally, activities in the sales policy system are divided into work related to the formation and development of sales channels (commercialization), and operations on the physical distribution of goods, ie the organization of marketing logistics, possibly also the integration of these functions. The functions of distribution channels are numerous, but the main ones are:

- transportation - movement of goods from the place of its production to the place of consumption or sale;

- "crushing" - ensuring the availability of goods in quantities that meet the needs of end users;

- layout - the formation of a block of specialized and / or complementary goods needed in different situations of consumption;

- establishing contact - actions that promote access to remote and numerous groups of consumers;

- creation of information links - development of knowledge about market needs and conditions of competitive exchange;

- accepting part of the risk - bearing the burden of responsibility (financial, organizational and, to the fullest extent, moral) for the functioning of the channel itself.

The current system of sales organization at the enterprise should correspond to the general strategy of the enterprise, its main activities, ensure efficient operation of production, sales, warehousing, logistics and other activities, which will deliver products to the consumer in a timely manner [161].

The formation of sales strategy of the enterprise is influenced by many factors. The most important among them:

- 1) products and services produced by the enterprise;
- 2) the microenvironment of the enterprise;
- 3) consumer audiences (their needs, tastes and preferences);
- 4) conditions of competition.

The sales strategy should determine:

- types of intermediaries and its role in the sales chain;
- level of sales selectivity;
- opportunities for wholesale and retail;
- after-sales service needs;
- optimal structure of methods and sales channels;
- price structure for the final buyer (consumer);
- direction in the field of sales communication.

Sales policy is a system of decisions made by the seller in order to implement the chosen strategies and obtain the greatest effect of sales of goods.

The company's sales strategy includes a number of components: management strategy, coverage and penetration. All this characterizes the sales strategy as a strategy of interaction of material and information flows in the overall logistics system of sales policy (Table 2).

Table 2. Components of the sales strategy of the enterprise

Types of strategy	Strategic goals
Management strategy	Organization of a comprehensive action plan and ensuring competitive goals for the effective operation of the enterprise in the field of sales
Coverage strategy	Achieving maximum access of the enterprise to the market and its content, capturing the largest possible share
Penetration strategy	Achieving the maximum level of demand, a set of actions aimed at ensuring the goods a favorable position in the market

Management decisions that determine the possibility of these components of the sales strategy of enterprises and their specific combinations, provided by appropriate options for the organization of the sales system and the structure of sales channels.

At any stage of the life cycle of the enterprise, the effectiveness of sales activities depends on the effectiveness of marketing strategies for sales management. Given the organization of a comprehensive action plan and ensuring competitive goals for effective sales activities.

The coverage strategy allows you to choose the structure of the sales network, the structure and parameters of sales channels, and, consequently, the choice of the nature and volume of sales. The coverage strategy helps to achieve maximum market access and its content, capture the largest possible share.

Penetration strategy - communication strategy, the choice of the object of communication impact of the enterprise. Contributes to the achievement of the maximum level of demand, a set of actions aimed at ensuring the goods a favorable position in the market.

Both of the presented communication strategies complement each other and in practice are used by manufacturers together as a combined strategy, which provides a certain distribution of influences on communication and promotion of goods between the subjects of the distribution network: consumers and intermediaries. The ratio of the

two main trends: the growth of intermediary costs and the relative reduction of specific communication costs creates the preconditions in favor of the benefits of the penetration strategy.

The choice of a strategy for the sale of a particular product or service is determined by the factors of the product or service, the goals of the enterprise and its competitive position in the market.

For enterprises, the sales strategy determines:

- types of intermediaries and their role in the supply chain;
- level of sales selectivity;
- possibility of wholesale and retail;
- the need for after-sales service;
- optimal structure of methods and sales channels;
- price structure for the final consumer;
- direction in the field of sales communication.

When the sales strategy is implemented and the expected result is achieved - the company has achieved its goal, so it worked effectively. And if the goals are not achieved, the sales strategy should be reviewed, improved or abandoned, choosing the best. It is also important to understand that one of the determining factors in the organization and research of sales is planning and forecasting market trends.

A well-thought-out management vision prepares companies for the future, finds early directions of development and determines its intention to take its place in the market. Strategy development and forecasting is one of the main functions of the sales service to organize their work. The development of sales strategy greatly affects the well-being of the enterprise, the development of competitive and effective strategic actions and the implementation of the strategy, so as to achieve the intended results. Successful strategy and its skillful implementation - these are the signs of a skilled organization that should be sought.

Generalization and critical rethinking of the views of both foreign and domestic scientists leads to the conclusion that to create a sales strategy for the company requires a number of conditions:

1. Establish external and internal factors that determine the organization of the distribution network;
2. Define the main goals and sales strategies;
3. Choose sales channels and appropriate basic methods of traffic management;
4. On a regular basis to analyze and monitor the functioning of the distribution network.

At the stage of identifying internal and external factors that can significantly influence the formation of sales strategy in a commercial enterprise, analyzes the consumer market of the enterprise, selects and evaluates industry competitors, and identifies trends to increase (or, conversely, decrease) sales. goods and services.

The second stage, the definition of priority goals of the sales strategy are formed areas of delivery of goods and services sold by a commercial enterprise to the final consumer in the best quality and quantity, as well as the place of the transaction. In addition, it is necessary to obtain the greatest financial benefits.

At the third stage in the process of determining and evaluating the channels of trade, it is advisable to establish the characteristics of the width and length of sales channels. The main factors that determine these characteristics are: product quality, the possibility and features of its transportation, remoteness and geographical location of the manufacturer, the presence of competitors in the market, the range of products and services sold on the market.

The final stage of analysis and control over the functioning of the distribution network involves a systematic assessment of the system of measures involved in collecting information and the formation of certain corrective processes that improve the efficiency of the distribution network in future periods.

The company's sales policy should be built in such a way as to provide the company with the best competitive position in the market at the optimal cost. The growing level of competition in today's market leads to the fact that companies have to solve four main sales problems through their own sales policy:

- first, the ability to explain the difference between similar goods and services - only a small number of companies produce and market products that are better in many respects than those of competitors.

- secondly, the ability to group goods and services, forming so-called "complex (optimal) solutions" - because consumer demands are complicated from time to time.

- third, the ability to sell goods and services to more prepared customers - usually before making a final choice, buyers analyze and evaluate alternatives. Therefore, retailers must be prepared to meet with informed customers and have the results of marketing research of competitors' products.

- fourth, the ability to advise customers - research shows that 75% of buyers and customers of various institutions believe that the concept of "purchase" includes not only a formal act of purchasing a thing or receiving a service.

The strategic direction of sales activities is provided by the following conditions: strengthening the marketing orientation of the enterprise; systematic identification of sales risks and marketing opportunities of the enterprise in the field of sales; ensuring effective long-term marketing interaction of the enterprise with customers and business entities; setting and adjusting strategic goals; development of optimal sales strategies of the enterprise [162].

When developing a strategy of sales policy of the enterprise, it is important to take into account a number of factors that are important for the consumer:

- the size of the batch of goods sold - the smaller the batch size, the higher the level of service;

- waiting time, during which you have to wait for the receipt of goods - fast delivery indicates the highest quality of goods;

- convenience of location - promotes the best sale of goods;

- variety of products - consumers prefer to deal with traders who offer a wide selection of goods;

- ancillary services provided within the channel - delivery, installation, warranty service, certification, credit and more.

The formation and implementation of sales policy involves a set of solutions, as shown in Fig. 2.

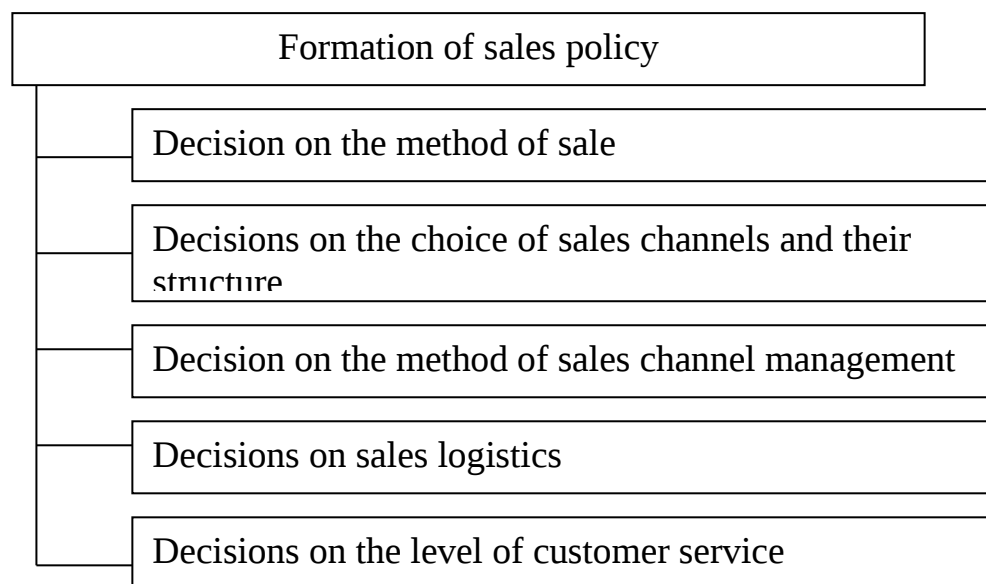


Figure 2. The process of forming a sales policy for the company

The sales policy of each enterprise should solve the outlined problems. Therefore, sales policy in the modern sense consists of three components:

1) plan of sales and formation of distribution channels (enterprises must determine what volume of products and services need to be sold and through which distribution channels);

The process of planning the sales activities of the enterprise is carried out according to the following algorithm:

- identification of key factors of the economic situation (determination of external and internal factors);
- selection of source information (identification of sources of internal and external information).
- analysis of the current situation: analysis of the plan of production and sale of finished products, the results of the enterprise, analysis of costs for the organization of the movement of goods, fulfillment of customer orders, analysis of the risk of an adverse situation.

- development of sales plan for finished products: development of the concept of the main or alternative plan (in case of unforeseen situation), development of strategy to achieve goals, development of organizational measures for strategy implementation, development of time scales and cost tables, schedules, sales plan verification methods.

2) logistics (physical process of delivery of the product and services to the buyer, together with information flows that should ensure its efficiency);

The activity of specialists in the field of logistics is to optimize the set of logistics functions, which is carried out in the organization of the initial material flow of the production enterprise.

These are the functions of logistics, such as:

- transportation of consignments to consumers;
- inventory management of finished products;
- warehousing and storage of finished products;
- planning, organization and management of logistics service.

Sales activities for the company require significant costs for its implementation. The main part of these costs is associated with the implementation of the following logistics operations: loading; transportation; warehousing operations; collection, storage, processing and issuance of information on orders, stocks, deliveries, etc.

3) customer service (includes all aspects of the relationship between the seller and customers, which include a stable order execution time, effective communication and constant availability of the product or the ability to provide services.

The level of service is determined by the "minimum time to buy goods and ease of purchase" by optimizing the time spent for the buyer and seller.

A high level of customer service is an activity to offer the most efficient form of sales. In addition, the management of the customer service process is closely related to the management of important economic indicators of the trading company, which significantly affects its financial position. The effectiveness of this management directly affects the volume of sales, income and profits of enterprises and, consequently, the financial capabilities of its future development.

However, current practice shows that many buyers are willing to exchange related services for a lower price.

When choosing a distribution channel, it is important to focus on which segments are served by these channels, what are the strengths and weaknesses of different intermediaries, if possible, you need to take into account the experience of competitors. An important guideline for the legal framework, in some countries the use of distribution channels is prohibited, such as restricting competition or aimed at establishing a monopoly. In the end, preference is given to a channel that can bring maximum profit [154, p.55].

Taking into account the realities of Ukrainian business development, there are features of multilevel product promotion, so-called network marketing, which is the concept of selling goods and services based on a network of independent distributors (sales agents), each of which, in addition to sales, has the right to attract partners who have similar rights. Network marketing sets certain goals:

- reduce the cost of products by eliminating the cost of advertising and cooperation with wholesalers.
- eliminate the possibility of counterfeiting products. Since cooperation takes place directly with a specific consumer, the possibility of counterfeiting is virtually ruled out.
- speed up the process of delivery of products from producer to consumer. Acceleration of delivery is achieved by creating a network of warehouses in the cities where the goods are sold.
- to create high-quality motivation of employees at the expense of monetary rewards or expansion of professional opportunities.

Thus, the essence of network marketing: products or services produced by the enterprise, is distributed by reaching the population of the country in the form of informing it, resulting in its purchase. Thus such difficult task is solved through exclusion of all intermediaries and delivery of production directly to that person who wants to get it. However, the main function of the movement of goods in this system is to unite in one person the consumer and seller. It becomes obvious that the purpose

of this concept is not to make money for the sales agent, but to expand the market to the manufacturer.

There are other trends in the development of sales channels in the Ukrainian market. Currently, both at one end of the distribution chain (in manufacturers) and at the other (in retail) there is a desire to reduce the number of intermediaries. The largest retail operators are investing heavily in building their own distribution centers. In such enterprises, more than 80% of the entire range goes through their own distribution centers [147-152]. This means that the network depends very little on the wholesale chain: manufacturers have the ability to make direct deliveries to the network. At the same time, manufacturers, using the opportunities to reduce trade margins in the channel and higher price control, organize direct retail deliveries - both in the network and in individual stores [149, p.309].

Another trend in distribution channels is the improvement of the transport component of the channels to reduce the time of storage and sale of goods, reduce staffing, increase producer profits and the quality of information about the movement of goods. Day-to-day or next morning deliveries are becoming the norm for suppliers.

Trademark owners have recently tightened their control over pricing policy. To this end, large companies - trademark owners are moving towards creating their own distribution systems. In addition to managing the final retail price, own retail chains can significantly increase brand awareness, brand popularity [139, p. 67].

Changes in the quantity and quality of consumers' free time have become a new trend. Today, many consumers are very busy and this is very much reflected in the choice of places where they shop - saving time is no less important than saving money. The typical consumer now visits one, in some cases two stores, so such shopping centers are popular, where the buyer can make various purchases without leaving a relatively small area of the center. Recent research shows that while deciding on the location of a point of sale remains vital, the main factor influencing consumer choice is convenience, which is determined by the ease and speed of access to goods. A significant factor was the general motorization. Sunday shopping has become an everyday fact of life, because on weekdays family members work. Often these joint

trips are considered as rest. Another important fact of life is the emergence of online stores, through which you can shop seven days a week, 24 hours a day, without leaving home. All these facts indicate that the value of distribution channels varies depending on the ways consumers spend their free time [143, p.104].

A very important trend is to increase the width of the channels used by manufacturers, reducing the depth. The reduction in depth is due to the reduction of intermediate links, and the expansion of channels makes it possible to increase sales from the use of new channels: the Internet, vending machines, various associations of wholesalers and retailers, and others.

Wholesale trade includes all activities for the production of goods and services to those who purchase them for resale or use in business. In the traditional distribution system, wholesalers ensure the efficiency of the trading process, so that the goods get from the manufacturer to the final buyer faster and with minimal costs.

First, manufacturers, especially small ones, with limited financial resources are unable to maintain a system of direct marketing of goods, so they should turn to intermediaries who will sell large batches of goods.

Second, even with sufficient capital, the producer is more likely to prefer to direct funds to the development of production rather than the organization of trade.

Third, the efficiency of the wholesaler in the distribution of goods is higher, due to more business contacts, the availability of special knowledge and skills, as well as focus on a particular activity. After all, retailers, who have to work with a wide range of products, prefer to buy goods from one wholesaler, rather than parts from different manufacturers.

Wholesalers perform many functions, including sales and incentives, purchasing and forming a product range, breaking down large batches into small ones, warehousing, transportation, risk-taking, market information, and consulting.

A number of economists emphasize the need to divide the functions of wholesale trade into production and commercial. Production functions are functions that are a continuation of the production process in the field of circulation and are associated with

the physical movement of goods through distribution channels, their storage, transportation, packaging, packaging, etc.

An turn, commercial or direct trade functions, primarily related to the change of ownership, ie purchase and sale and aimed at making a profit and meeting consumer demand. In our opinion, at the micro level it is expedient to detail and specify the functions of wholesale trade in relation to producers - suppliers of goods and buyers of goods, which are industrial consumers, wholesalers, wholesale food markets, retailers and other business entities (Table. 3) [150].

Table 3. Wholesale trade functions at the micro level

Functions for manufacturers - suppliers of goods	Functions for buyers of goods
Purchasing goods and influencing producers to target customers	Assessment of needs in goods, facilitation of procurement processes
Simplified sales functions	Transformation of a narrow product range into a wide range of trade
Transportation of goods	Formation of the necessary sizes of parties of delivery and storage of stocks of the goods
Storage of inventories, reducing the need for production capital	Lending to buyers when paying for goods sold
Financial support, lending to producers	Customer service
Reduction of commercial risk of manufacturers, including through insurance and hedging	Determination of optimal forms and methods of commodity supply
Providing suppliers with up-to-date information on the market and customer requirements	Providing information and consulting and logistics services
Creating a positive image of the manufacturer in the market	Leasing of durable goods for industrial and technical purposes

It should be noted that the above classification takes into account the focus of wholesale trade on market participants (producers and buyers). In addition, there are different classifications of the functions of wholesale trade, in particular on the grounds of focus on certain components of the process of trade [152, p. 274].

Suppliers of industrial and technical products use the services of wholesale intermediaries in some other cases, namely, when they supply large quantities of standard quality goods that do not require special training from the consumer, or when seeking to reduce costs by reducing inventories, transferring goods for storage to wholesale intermediaries.

The following types of intermediaries are common:

- dependent sales agents / representatives / brokers acting on behalf and at the expense of the client, their specialization - the conclusion of agreements between producers and consumers, from which they receive a reward in the form of interest on sales or commissions, such intermediaries bear minimal risk;

- distributors acting at their own expense but on behalf of the manufacturer. Such intermediaries have the right to return the goods, receive a reward for the difference in purchase and sale prices and bear more risk than dependent intermediaries, but less than dealers.

- dealers who become owners of the goods, act at their own expense and on their own behalf, they receive income from the difference in purchase and sale prices and bear the maximum risk.

Intermediaries are independent or connected to a vertical or horizontal marketing system (network), which can be:

- contractual (between intermediaries of different levels or one level);
- corporate (one of the intermediaries acquires the right to participate in the capital of other participants in the sales channel);
- managed (the largest participant of the channel coordinates the activities of other intermediaries).

At the same time, the initiator of the creation of such a structurally complex distribution channel can be any level - a manufacturer, wholesaler or retailer.

In the West, the form of relations between wholesalers and industrial firms is becoming more widespread, when the first to be assigned to the maintenance of equipment that is already in the end consumers. This form of communication is beneficial for both suppliers and intermediaries. Manufacturers are exempted from having to have staff to perform such operations. In turn, intermediaries, having their own staff of maintenance workers, no longer depend on suppliers [142, p. 59].

Consumers of industrial and technical products are also interested in the services of wholesale intermediaries. As a result of faster delivery of goods to the consumer not only reduces the time from ordering to receipt of goods. He also gets the opportunity to plan the arrival of products and send it directly to the production process, bypassing

the warehouse, which significantly reduces the cost of stock formation, storage and costs associated with the goods in the warehouse [153, p.367].

The consumer can buy the products he needs in large batches from a relatively small number of intermediaries, which significantly reduces their costs for logistics, including the cost of processing documentation for the purchase of goods. For the same reason, the buyer can expect a discount in the price of goods, which is usually observed in cases of purchasing products in large quantities. At the same time it saves on transportation costs.

However, research shows that wholesale is experiencing a period of painful but necessary changes today. For example, in recent years in the domestic wholesale trade, the costs associated with irrationally structured structures have increased significantly, and profit rates have decreased. Wholesalers have fully felt the growing pressure from retailers and manufacturers at the same time. Retail chains came into force and began to engage in wholesale. Manufacturers have also strengthened their positions by creating monopoly holdings.

As a result, the manufacturer no longer depends on the wholesaler who previously provided sales, but vice versa: manufacturers dictate their terms. All this has led to the active displacement of pure enterprises by holdings that combine production, wholesale and retail trade. These processes are very clearly traced in various fields. In the trade of consumer goods, this trend has only just begun to enter into full force [151, p. 49].

The development of the wholesale market in developed countries shows several ways to restructure wholesale enterprises. One of them is leaving for the so-called perpendicular business, for example, for the production or development of your own retail network. However, the transition to retail in wholesale companies does not always turn out well, because, despite the similarities between wholesale and retail, they have fundamental differences related to the time of turnover.

Another way for wholesale companies to develop is to specialize in a particular product/service or narrow group of products or market segment, including geographic: corporate customer service or service stations, exclusive distribution of original

products and "non-promoted" brands. The advantages of narrow specialization are low competition and, as a consequence, relatively high profits. However, these same benefits carry potential business threats. Narrow market sector - so its capacity is small and in this case, wholesalers will have to make a titanic effort to resist competition from advanced brands. In addition, the loss of several customers or even one large one can lead to the loss of the entire business. Therefore, in terms of company stability, long-term focus on one narrow type of business is detrimental [148, p. 140].

The most effective is the path of development as a result of decomposition into functions and specialization in one of them, the strongest in this wholesaler. This may be a specialization in logistics, warehousing, promotion services, etc. Currently, in the trade of goods in mass demand, large retail chains are distributed by the manufacturers themselves, but with the use of TPL companies (Third Party Logistics - a third-party company that provides logistics services for storage, transportation, transportation and handling). Their functions are often taken over by former distribution companies.

Thus, one of the Ukrainian wholesale companies operating in the food market, as one of the distributors of a large manufacturer, due to increased competition within the brand promotion network simply refused to purchase goods, offering the manufacturer services for storage and release of goods from its warehouse. Given the large customer base and many years of experience as a former wholesaler, the manufacturer had no choice but to go to such conditions.

This option of restructuring the wholesale company is the most interesting, but it is possible in the presence of its own warehouses and a number of other conditions.

A serious reserve of wholesale companies is the development of logistics in mixing business in the region, the coverage of small regional retail trade, access to hard-to-reach and remote regions. Such work with the territories automatically implies that the company has a clear system of delivery of goods and distribution centers.

Of course, all development options can be combined into a complex business, which will provide greater opportunities for the survival of wholesale companies.

As for retail trade, it includes all types of business activities for the sale of goods and services. A retailer is an organization or individual whose main activity is retail.

The main volume of retail trade is carried out through retail stores and by off-store retail [149, p. 28].

The real principles of domestic retail today are:

- formation of large retail chains;
- universalization of food trade;
- development of specialized and highly specialized non-food stores in residential centers;
- creation of "convenience stores" located within walking distance, selling a wide range of food and non-food products;
- allocation of special areas for street fairs;
- formation of autonomous service zones along highways.

The development of retail trade in developed countries in recent decades has been accompanied by the creation of chain stores that have grown from small outlets to supermarkets and hypermarkets and no longer need wholesale intermediaries. Moreover, they dictate their terms to manufacturers and often form alliances with the latter.

In the case of today's market, the main tool for sales optimization is information technology, they are an integrating factor between production, management, supply and sales.

The digital platform is becoming the most important area of activity of Ukrainian enterprises, government agencies and public organizations.

Today, information and digital technologies are an integral part of the economy and everyday life. These tools help to ensure the formation of direct and feedback links between economic entities, between producers and consumers of goods and services, thereby contributing to the growth of business activity, increase investment.

Technologies must be used to ensure the greatest efficiency of sales channels of the enterprise, which accurately reflect the dynamics of modern information processes. Such a technology that has absorbed the achievements of modern science and technology is the global computer network Internet.

Sales policy in Internet marketing includes three main components of traditional marketing: exchange and transactions, relationships between partners and interaction with customers [163].

Usually, the relevance of the development of information and digital technologies in sales channels is confirmed by the rapidly growing differentiation of product supply, which, in turn, is caused by the processes of individual tastes of consumers. Therefore, companies have to build a strategy of interaction with partners, based on deeper personal relationships.

Most often, a number of basic methods of forming sales channels are used in practice, with the help of information and digital technologies:

1. Development of own web-site (online store) with indication of the whole range of products produced and sold. The most attractive thing in virtual commerce is that at the stage of formation of the business requires minimal investment and costs. Website development, registration in the manner prescribed by law, purchase of cash register, payment for communication services - this is the minimum necessary for the organization of the enterprise. Internet sales have become an attractive sales channel for producers and sellers, as entrepreneurs avoid the cost of renting and maintaining outlets, the associated costs of insurance, utilities and more. Thus, for companies engaged in production and trade, online shopping is one of the most promising ways to conduct and develop business, reduce overhead costs and increase profits.

2. Use of intermediary services of enterprises that have their own Internet platforms for the sale of goods and services. Platforms for creating an online store - an opportunity to develop small and medium-sized businesses with minimal financial investment in their business projects. Almost every known platform for creating an online store has official technical support from the developer or the community of specialists, which allows it to be upgraded in accordance with the requirements of the site owner. This method is used by small businesses or companies that have recently appeared on the market, with a small volume of products (more well-known companies in the market use a combined method).

3. Combining own site and services of intermediaries. This method is used to increase sales of products and services produced and provided.

With sufficient logistical support, the participants of sales channels in Internet marketing do not need their own warehouses, retail space or sales staff. The manufacturer itself or through logistics intermediaries provides the opportunity to offer goods (availability of goods, terms of delivery and acceptance of payment). The organization of sales is undertaken by the network community, which may consist of both specialized retailers and combined customers. At the same time, there is no formal institutional framework and the transition from the role of buyer to the role of seller can occur almost instantly.

Internet marketing has dramatically changed the situation in favor of manufacturers and suppliers. Despite the fact that goods are sold to end consumers through intermediaries, the length of sales channels has been significantly reduced, and producers have gained full control over them. Even if the goods are sold by a reseller and shipped by a logistics reseller, the sales process organizes and receives all the information about the supplier's sales.

Thus, we can conclude that in modern conditions, sales are gradually flowing into the Internet, ie the digital platform, it helps to optimize financial, labor and production resources and costs. For successful operation, many companies develop combined solutions for the sales system.

An effective sales management system brings the company an increase in sales, profit growth and stability in the domestic and foreign markets. It is the sales management system that solves both strategic and tactical tasks. The strategic objectives include everything related to the formation, selection and organization of sales channels, the choice of direct or indirect method of marketing, determining the number of intermediary links on the way from the manufacturer to the final consumer, logistics and marketing activities. accompany the goods on the way to consumers.

Speaking of the efficiency of the sales system, it is worth mentioning what is meant by the effectiveness of management. The efficiency of sales system management is an economic category that reflects the contribution of management activities to the

end result of the enterprise. The functional purpose of management is to ensure the effectiveness of sales activities of the enterprise, so the effectiveness of management is determined by the degree of effectiveness of the sales system. In other words, the more efficient the sales system, the more effective the management system.

Management efficiency is a relative characteristic of the effectiveness of a particular management system, which is reflected in various indicators, both the object of management and the actual management activities (management entity), and these indicators are both quantitative and qualitative. Evaluated indicators can be:

- quantitative: sales and turnover, the ratio of factors changing sales volume, costs of maintaining the sales channel, profitability of sales and use of each channel, efficiency of sales, inventory level, sales level of one sales agent, receivables, consumer demand and needs by establishing personal contacts with consumers at points of sale, at business meetings, presentations, symposiums, exhibitions and fairs, address distribution of catalogs and brochures, sale of goods on credit and by installments;

- qualitative: attractiveness of market segments in terms of growth opportunities, homogeneity of demand structure for the formation of homogeneous principles of activity; cooperation relations; the possibility of attracting the creative potential of customers at the stage of distribution of goods, the quality of customer service through intermediaries, customer satisfaction with services for the purchase of goods; the degree of stability of relations, the ability to prevent crises in relationships and the loss of important customers; compliance with the company's image; availability of feedback, etc.

The tactical tasks of the sales management system are related to attracting new customers, optimizing the activities of sales representatives, maintaining the appropriate level of inventory, organizing warehouses, providing the necessary storage conditions, presentations and other events that stimulate sales. It is also necessary to take into account and control sales and price levels to respond quickly and conduct the necessary marketing activities.

From the organizational point of view, the sales management system includes the subject of management departments, structural units of enterprises and specialists performing managerial functions in the field of sales, which contribute to both the development and implementation of sales strategy of the company. It is important to note that if earlier sales strategies were built with the interests of enterprises in mind, today only the focus on customer needs can bring success: too much competition in today's markets to ignore consumer needs.

When formulating sales policy should be borne in mind that its effectiveness is influenced by a large number of different factors, the main of which for the company are:

- Features of consumers (their number, concentration, time and form of purchase of goods, the value of the average one-time purchase, income level, patterns of behavior when buying, requirements for the quality of goods, etc.);
- production, sales, financial and other capabilities of the manufacturer (specialization, financial position, scale of production, availability of qualified personnel, resources, marketing strategy, organizational structure of the enterprise, etc.);
- characteristics of the product (type, specifics of consumer properties, seasonality of production and demand, shelf life, the need for maintenance, etc.);
- distinctive features of the market (capacity; spatial characteristics - regional, national, global; customs and trade practices; the density of distribution of potential buyers, etc.);
- goods sold, use of sales strategies, etc.;
- available sales channels (types, main characteristics, traditions of use, customs, etc.);
- comparative cost of different sales systems and structures of sales channels;
- regulatory environment related to the organization of sales.

Therefore, on the basis of the specified factors of efficiency of sales activity within the limits of formation of sales policy, the enterprise needs to make the decision on a choice: sales channels; sales methods; trade intermediaries and organization of

interaction with them; organizational form of sales channel management; optimal process of traffic management.

Without building a sales policy on the principles of marketing, the company is not able in today's business environment to develop effectively and be competitive in the market. Every company should have a well-organized marketing department that deals with ways to promote their products in a market of free competition.

Under market conditions, in order to survive, domestic producers must produce what they sell, not sell what they produce.

Improving the sales policy of enterprises will increase the efficiency of the enterprise itself, because the main goal of any enterprise is to maximize profits, the sales policy should be given as much attention as possible.

Thus, summing up the theoretical analysis, we can conclude that sales are the final, most responsible stage of providing consumers with products. It is aimed at forming a mechanism for moving the product from producer to consumer. The concept of "sales" must be considered in a narrow and broad sense. In the narrow sense, sales should be understood as the conditions for the direct sale of the final consumer of products. In general, sales are characterized by a set of organizational and managerial decisions to generate demand and stimulate sales in order to best meet the needs of customers in the uncertainty of external and internal factors for the supplier and consumer. Accordingly, to form a sales system, the manufacturer must focus on the consumer and develop a system that is best suited to him.

It is necessary to make many decisions. Among the strategic ones, the most important are: the choice of sales methods, the formation of a logistics system, the definition of channels for the movement of goods, as well as forms of integration of process participants. The operational sales decisions, which are constantly adjusted depending on the conditions of the external and internal environment, include the following: adaptation of sales channels, implementation of operational sales activities, optimization of the number of customers, determining forms and methods of sales promotion.

The policy of sales activities of the enterprise, which is formulated on the basis of the goals and objectives of the sales system must comply with the business concept of the enterprise, as well as the accepted range of actions (guidelines).