

12. Theoretical and methodological aspects of researching the marketing environment of the enterprise

Marketing is a complex system of organizing production and sales of products, focused on meeting the needs of specific consumers and obtaining profit on the basis of market research and forecasting, development of strategies and tactics of behavior on the market with the help of marketing programs. These programs include measures to improve the product and its assortment, to study buyers, competitors and competition, to ensure price policy, to form demand, to stimulate sales and advertising, to optimize the channels of movement of goods and the organization of sales, to organize technical service and to expand the range of service services, which represent [228, p. 12].

The term "marketing" is based on the word "market", which means "market". Therefore, marketing is often understood as the philosophy of management, management in market conditions, which declares the orientation of production to meet the needs of specific consumers [229, p. 26].

Marketing is a social-management process by which individuals and groups of people obtain what they need through the creation of products and their exchange. This process is based on the following key concepts: need, desire, demand, product, exchange, transaction.

Need (need, lack of something that requires satisfaction). When a person is unable to satisfy a need, he or she replaces it or lowers the level of his requests. The concept of needs is the basis of theories of motivation, including the determining behavior of consumers in the market. The main task of marketing is to find a need and satisfy it.

A desire is a need that has taken a specific form according to the cultural level and personality of the individual. Sometimes called a specified need. For example, the general need for food is transformed into a more private need for fruit, which, in turn, resulted in a specific need, a desire to buy apples. Moreover, in different regions and countries, general needs are transformed into the most diverse desires, conditioned by

cultural, historical, geographical, etc. factors. Residents of different countries satisfy the same need for food by consuming different food products. Consumers living in the same country and experiencing the same need can satisfy it by purchasing different goods.

Demand is a desire, a specific need, supported by purchasing power. Given the given resource capabilities, people satisfy their needs and desires by purchasing products that bring them the greatest benefit and satisfaction.

A product is anything that can be offered on the market for purchase, use or consumption, in order to satisfy certain needs and can satisfy any needs (physical objects, services, people, organizations, activities, ideas).

Exchange is the act of receiving a desired product from someone by offering him something in exchange. In order to carry out the exchange, the following conditions must be met:

- there must be at least two parties;
- each party must have something that could be of value to the other party;
- each party must be willing to make an exchange with the other party;
- each party must be free to choose - to enter into the exchange or not;
- each party must be able to communicate and deliver its product [230, c.34].

Compliance with these conditions makes the exchange possible, and whether it happens or not depends on whether the parties have come to an agreement and are willing to enter into an agreement.

An agreement is a trade transaction between two parties, which includes at least two subjects of interest and an agreement on the terms, terms and place of its implementation. There are two types of transactions: a monetary transaction, where products are exchanged for money, and a barter transaction. The agreement assumes the fulfillment of the following conditions: the presence of at least two products of interest for mutual exchange; agreed conditions, time and place of its implementation.

A market in the marketing sense is a collection of existing or potential sellers and buyers of products, as well as a place where transactions take place. It is on the market that the product made and the labor spent on it prove its social significance and

gain recognition from consumers. In modern society, the market does not necessarily have a physical location. To demonstrate the product, advertise it, receive orders, modern means of communication are widely used, without physical contact with buyers [231, p.24].

Thus, needs are translated into specific desires, which, taking into account financial opportunities, are transformed into market demand for specific products; an exchange is carried out between the producer and the consumer, formalized in the form of a certain agreement. Hence it is necessary that marketing directs the economy to satisfy the multitude of ever-changing needs of millions of consumers.

In other words, marketing is a management philosophy, when solving consumer problems by effectively satisfying their requests leads to the success of the organization and benefits society [232, p.17].

At the level of individual business entities, marketing is defined as an integrated system designed to plan product ranges and volumes, determine prices, distribute products between selected markets and stimulate their sales, so that the variety of benefits achieved at the same time leads to the satisfaction of the interests of both producers and consumers . This definition has a rather broad meaning, as it covers the activities of non-commercial organizations as well. Thus, marketing is an organization's activity in the interests of its customers.

In a more narrow, entrepreneurial sense, for commercial organizations whose management has determined profit as the main goal of their activity, and this is far from always the case, marketing can be understood as a system of managing the production and sales activities of the organization, which is aimed at obtaining an acceptable amount of profit using research and active influence on market conditions.

Thus, marketing is both a system of thinking and a system of actions. There are also many other definitions of marketing. Generalizing them are given in the diagram (Fig. 1).

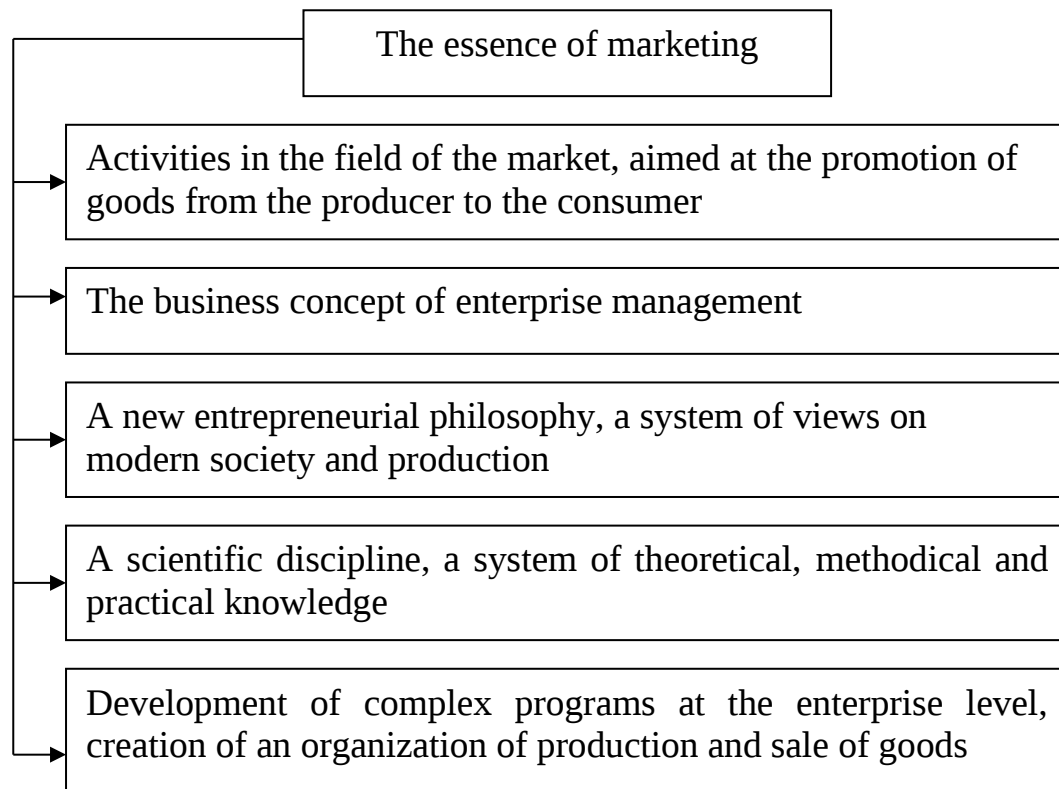


Fig. 1. The essence of modern marketing

The following main principles of marketing can be identified:

1. Careful consideration of needs, demand dynamics and market conditions when making decisions.

This principle determines a good knowledge of the market situation in relation to the existing and forecast value of demand, activity in the market of competitors, behavior in the market of consumers and their relationship to the products of this organization and its competitors. At the same time, consumers often do not know well enough exactly what they want. They only want to solve their problems as best as possible. Therefore, one of the main tasks of marketing is to understand what consumers want.

2. Creation of conditions for maximum adaptation of production to market requirements, to the demand structure based not on immediate benefit, but on a long-term perspective [233, p. 47].

The modern concept of marketing is that the entire activity of the enterprise (scientific and technical, production, sales, etc.) is based on knowledge of consumer demand and its changes in the future. Moreover, one of the tasks of marketing consists

in identifying unsatisfied customer requests in order to direct production to satisfy these requests. Marketing means the development, production and marketing of what there is real consumer demand for. The marketing system makes the production of goods functionally dependent on demand and requires the production of goods in the range and volume needed by the consumer. When implementing the marketing concept, the emphasis of economic decision-making is shifted from the production units of the enterprise to the units that feel the pulse of the market. The marketing service is a brain center, a source of information and recommendations not only for the market, but also for the enterprise's production, scientific and technical, and financial policy. Here, on the basis of a careful analysis of the state and dynamics of demand and business conditions, the question of necessity, perspective, and profitability of the production of a particular product is resolved.

3. Informing potential consumers about the organization's products and influencing consumers with the help of all available means and methods of promotion in order to persuade them to purchase this particular product [234, p. 54].

The biggest mistake of managers focused only on the development and production of new products is the assertion that if an original, highly effective mousetrap was invented in the laboratory, then the market will pave the way to this laboratory. The development and production of effective new products is certainly one of the main tasks of most organizations.

However, their successful promotion to the market is an equally important task.

The main functions of marketing are: environmental analysis, market research, consumer analysis, product (service) planning, sales planning, product promotion planning, price planning, ensuring social responsibility and marketing management. Although many operations require similar functions, such as customer analysis, product promotion, and pricing, they can be performed in different ways.

Marketing entities include manufacturers and service organizations, wholesale and retail trade organizations, marketing professionals, and various consumers. It is important to note that although the responsibility for the performance of marketing functions can be delegated and distributed in various ways, in most cases they cannot

be neglected, they must be carried out by someone.

For many reasons, one entity usually does not undertake all marketing functions:

- many manufacturers do not have sufficient financial resources for direct marketing;
- direct marketing often requires manufacturers to produce the corresponding products or sell the corresponding goods of other companies;
- the organization cannot or does not want to perform certain functions and is looking for marketing specialists for this (so many companies resort to the services of specialized advertising agents; they use research organizations to develop cover letters, collect and analyze data);
- many organizations are too small to perform certain functions effectively;
- for many goods and services, there are already proven methods of implementation, and it is difficult to bypass them;
- many consumers, in order to save money, can make purchases in larger quantities, pick up the goods themselves, use self-service, etc. [235, p. 81].

The main goals of marketing activities at the enterprise:

- achieving the highest possible high consumption;
- achieving maximum consumer satisfaction;
- presentation of the widest possible choice;
- maximum improvement of the quality of life.

Marketing activity is an objective necessity of orientation of the enterprise's scientific and technical, production and sales activities to take into account market demand, needs and demands of consumers. It is aimed at defining specific goals and ways to achieve them. In today's world, a manufacturer must produce products that will find sales and bring profit. The effectiveness of the enterprise's marketing activity depends on the coordinated and balanced activity of its specialists in all the most important independent areas of marketing. Marketing activity should ensure:

- reliable, reliable and timely information about the market, the structure and dynamics of specific demand, tastes and preferences of buyers, that is, information about the external conditions of the company's functioning;

- creation of such a product, a set of products (assortments), which more fully satisfies the market requirements than competitors' products;
- the necessary influence on the consumer, on demand, on the market, which ensures the maximum possible control of the sphere of implementation [236, p. 63].

In conditions of uncertainty, which are characterized by a high degree of dynamism and risk, making effective marketing decisions, especially strategic ones, requires a clear mechanism for evaluating, analyzing and forecasting the marketing environment and its changing trends both as a whole and in its individual components. Insufficient work in the field of marketing environment research and increased interests of practitioners determine the relevance of this issue and the need for its solution.

An enterprise operating on the market is influenced by, on the one hand, economic, demographic, political-legal, scientific-technical, natural-climatic factors and factors of the cultural environment, and on the other hand, the effectiveness of its activity largely depends on suppliers, intermediaries, consumer behavior, actions of competitors, actions of contact audiences.

The marketing environment is a set of objects operating outside the firm and the relationships between them and the firm, which affects the results of the firm's marketing activities, the achievement of the set goal [237, p. 61].

Analyzing the concept of "marketing environment" provided by various authors (Table 1), we note that most of them interpret it as a set of subjects, forces, factors that act on the enterprise and influence its strategy, and we agree with this.

However, there is a controversial issue regarding the limits of their action, some authors, F. Kotler, V.A. Poltorak, O.M. Azaryan, indicate that they influence outside the company and are not directly influenced by the company. We cannot agree with this because the marketing environment consists of internal (factors that are subject to management at the enterprise and can be chosen) and external, which, in turn, includes factors of the microenvironment (which the enterprise can influence only to some extent: choose suppliers, adjust the terms of cooperation with them or, with the help of marketing tools, influence the behavior of buyers and the process of making a purchase decision by them, etc.) and the macro environment.

Table 1

Definition of the term "marketing environment"

The authors	Definition of the concept
F. Kotler	Marketing environment - a set of subjects and forces acting outside the company, which influence the development and maintenance of profitable relationships with target customers by marketing services
O.M. Azarian	The marketing environment is a set of active subjects and forces acting outside the firm and affecting the ability of the marketing service management to establish and maintain successful cooperative relationships with target customers.
V.A. Poltorak	The marketing environment is a set of active subjects, various factors that act outside the company and affect its strategy, opportunities to work effectively in the market and are not subject to direct control by the company
E. Belyavtsev, L.M. Ivanenko	The marketing environment is a set of active subjects, forces and factors acting both inside and outside the firm and organization, which affect the ability of management and the marketing department to achieve the set goals.
	The firm's marketing environment is a set of active entities and forces within and outside the firm that affect the ability of the firm's management and marketing department to operate in the firm's target markets.
S.V. Skybinsky	Marketing environment - a set of subjects, conditions and forces acting outside the company and capable of influencing its marketing activities

Thus, only the factors of the macro environment act outside the enterprise and are not subject to direct influence by a specific enterprise.

In our opinion, the following definition is more accurate: "marketing environment" is a complex of interrelated factors, subjects and forces that influence, on the one hand, each other, and, on the other hand, directly on the enterprise and the effectiveness of its functioning on selected market, marketing activity.

The marketing environment is constantly changing: market opportunities and threats arise, change and disappear, so it is very important for an enterprise to recognize market opportunities and threats in time, develop opportunities and neutralize threats.

The marketing environment consists of a macro-environment and a micro-environment.

Marketing microenvironment is a part of the environment in which the firm directly functions in the process of marketing activities. The components of the microenvironment include: the enterprise itself, suppliers, marketing intermediaries,

consumers, competitors, the public [238, p. 208].

The marketing macro environment is those factors that the firm cannot directly control, but which affect its marketing activities. The marketing macro-environment includes: economic environment, demography, political environment, NTP, culture, natural environment.

The main forces determining the structure of the marketing macro environment of the enterprise are given in table. 2.

The economic environment is formed by those factors that affect the purchasing power of the population, the level of its income and expenses.

These factors include macroeconomic indicators: the phase of the country's economic cycle, the level of inflation, the level of employment of the population, the volume of the gross national product and its dynamics, the level of the purchasing power and income of the population, the level of prices, the existence and volume of a commodity deficit. Thus, the German statistician Ernst Engel, as a result of research, formulated the following law: as the level of family income increases, the structure of family expenses changes as follows:

- the relative level of food costs decreases,
- the relative level of costs for housing and construction will stabilize,
- the relative level of spending on other purposes (clothing, transport, education, savings, entertainment) increases [240, p. 123].

The demographic factor involves the study of such indicators as population size, geographic location of the population, migration, age structure of the population, birth and death rate, marital status.

The political-legislative factor covers: the political structure of the country, governmental, political and legislative stability, political orientation of the country, tax policy of the government, influence of trade unions, international orientation and state regulation of international relations, state regulation of competition.

The socio-cultural environment includes such factors as social groups, basic values, worldview preferences, behavior, systems of views, values, morals, habits, language, and lifestyle.

Table 2.

Factors and indicators of the macroenvironment

Macroenvironmental factors	Indicators
Economy	Phase of the country's economic cycle Inflation rate Unemployment rate Gross national product and its dynamics Availability and level of commodity deficit The level of income and purchasing power of the population
Demography	Population size Territorial placement of the population Level of urbanization Population migration Age composition of the population Birth rate and death rate Gender composition of the population Marital status of the population
Political and legislative	Political structure The level of political and legislative stability Antimonopoly regulation Tax legislation
Social and cultural	Social classes Social groups Culture Subculture
Scientific and technical progress	The level of inflationary activity Introduction of new technologies Areas of concentration of technological efforts Increasing labor productivity New products
Natural environment	Ecology Availability and availability of raw materials and natural minerals The cost of energy carriers

Unlike rapid changes in the technological environment, changes in the cultural environment are quite slow, and some values remain stable and unchanged (for example, honesty, decency, responsibility for one's children, respect for parents, etc.).

The natural environment as a factor of the marketing macro-environment has recently become more and more important due to the increasing level of environmental pollution.

Environmental problems were the main reason for the emergence of the concept of social and ethical marketing. Its essence is that, satisfying the needs of individual

consumers, companies must take into account the interests of society as a whole. For example, in many countries there was a problem of disposal of metal cans from drinks, which found its embodiment in the marketing strategy for product packaging.

Scientific and technological progress, technological changes have a significant impact on the way of life, behavior, needs and preferences of the consumer. They affect all elements of the marketing complex, but most of all it is manifested in the aspect of innovative activity.

Consequences of the influence of scientific and technical progress on the elements of the marketing complex:

- new product development, product modification, adaptation to changing consumer needs;
- reduction of production costs, the possibility of comparing prices, the possibility of price control;
- increase in sales speed, increase in sales volume, optimization of sales control;
- improvement of communication capabilities, reduction of promotion terms, optimization of promotion planning [241, p. 87].

The main forces determining the structure of the enterprise's marketing microenvironment are given in table. 3. Considering the enterprise directly as a factor of the marketing environment, it is necessary to first of all pay attention to the role played by the marketing service in the general structure of the enterprise, to its organizational structure, connections with other services. The level of professional training and acquired experience of marketers also plays a significant role as a factor of the microenvironment.

Marketing intermediaries are those firms and organizations that participate in one or another stage of the enterprise's marketing process (marketing research, sales, promotion, etc.).

They include:

- sales agents – help bring the product to the final consumer;
- marketing firms – carry out marketing research at the firm's order;
- advertising agencies – act as subjects of the firm's marketing communications [242, p.113].

Table 3

The structure of the marketing microenvironment

Microenvironmental factors	Indicators
The company directly	The place and role of the marketing service in the organizational structure of the company Organizational structure of the marketing service Marketing specialists
Marketing intermediaries	Trade intermediaries Marketing firms Advertising agencies
Suppliers	Supplier prices Service provided by suppliers
Consumers	Factors affecting consumer behavior Factors affecting the decision to purchase a product
Competition	The level of competitiveness of the firm Industry competitors Potential competitors Substitute goods
Public	Financial circles Media Foundations and public organizations The general public

The role of suppliers as a factor in the marketing microenvironment is determined by the fact that material and technical resources and components are input elements of the goods production process. In a developed market economy, there is almost no problem of resource supply. The company can choose suppliers based on certain criteria (price, level of service, etc.).

When studying the consumer as a factor of the marketing environment, it is necessary to pay attention to two main issues: the study of factors that influence consumer behavior; the consumer's decision to purchase the product.

The public are people and organizations that are of real or potential interest to the firm or affect the possibility of achieving their goals [243, p. 159].

The public can both help and hinder the enterprise in realizing its goals. For example, if a company has a negative image in financial circles (banks, insurance companies), it will be quite difficult for it to realize the possibility of obtaining financial resources.

Competition is a struggle for market share between firms whose consumers have

identical or similar needs.

Analysis of the competition makes it possible to reveal the market position of the firm, the competitiveness of its products.

Competitors can be classified on various grounds. F. Kotler divides them according to competitive actions into active, selective, stochastic and passive.

Active (aggressive) competitors – react quickly and aggressively to market events, regardless of the direction of competition development.

Selective – compete only in selective indicators (for example, they are leaders in reducing the price, but do not increase the effectiveness of advertising activities).

Stochastic – characterized by unpredictable actions: sometimes they counter aggressively, and sometimes they ignore competitors' attacks.

Passive – almost do not react to competitive attacks.

During the analysis of competitors, the model of five forces of competition developed by M. Porter is of great importance:

- Competition between manufacturers in this industry
- The threat of the appearance of new competitors
- Economic capabilities of suppliers
- Economic opportunities of consumers
- Substitute goods [244, p. 201].

Competition between producers of this industry, which forms the central "ring" of competition, is called direct competition. The level of intensity of direct competition increases when:

- the number of competing firms is increasing,
- the demand for the industry's goods stabilizes and begins to decrease (that is, the goods are in the decline stage of their life cycle),
- there are barriers to exiting a given industry (that is, when ceasing activity in a given industry is more expensive than continuing competition) [245, p. 141].

The impact of substitute goods on competition is carried out in two main aspects: through price and the level of innovation.

The price of a substitute product as a factor of competition appears when the

prices of central market firms exceed a certain limit, and this forces the consumer to pay attention to the substitute product.

The level of innovation of the substitute product as a competitive factor is revealed when the producer of the substitute product manages to increase its quality to such an extent that it becomes possible to divert the attention of some consumers from the goods of the central ring firms.

The threat from potential competitors arises when:

- there are no or low entry barriers to this market,
- the ability of direct competitors to oppose potential competitors decreases.

Barriers to entering a certain market include the following:

- economy of scale of production, which provides competitors of the central market with advantages in production costs,
- legal protection provided by patents,
- brand image that creates consumer loyalty,
- necessary capital investments,
- access to sales networks,
- the experience effect of firms already operating in the market, which can be quite significant, especially in areas with a high percentage of manual labor.

The essence of consumers as a competitive force lies in their ability to bargain with suppliers, which can lead to lower prices and the provision of more expensive services. The power of consumers as a competitive factor increases when:

- products are standard and the level of differentiation is low,
- there are few consumers and they buy goods in large quantities.

The essence of suppliers as a competitive force lies in their ability to raise prices, lower the quality of goods, or reduce the volume of their supply. Thus, the increase in prices for basic material and technical resources leads to a decrease in profitability in material-intensive industries. The power of suppliers as a competitive factor increases when:

- suppliers' goods are differentiated and it is difficult for the buyer to replace the supplier;

- buyers are not important customers for the supplier;
- the supplier's products occupy an important place in the production of this industry [246, p. 109].

Potential competitors and substitutes are a direct competitive threat to the central ring, and consumers and suppliers are an indirect threat that depends on their ability to dictate their terms to the enterprises of the central ring.

Taking into account the economic, political, and demographic situation in the country and the trends of the consumer market, as a whole and for individual product groups, the marketing environment is uncertain, dynamic, and unpredictable in certain directions. In addition, there is such a feature as the complexity of the marketing environment, which is associated with the diversity and multifacetedness of the factors and elements that make it up; which the enterprise may or may not control. All these aspects are included in the system of signs of the marketing environment [247, p. 167].

All these signs must be taken into account when evaluating and analyzing the marketing environment.

The process of analyzing the marketing environment involves:

- overview of the main factors of the environment and clarification of those factors that influence the development of the company, determination of the directions of direct influence of these factors;
- assessment of the state of the environment and identification of undesirable factors that may arise;
- study of specific environmental factors in the aspect of each marketing sector in which the firm operates;
- analysis of the firm's strategic positions;
- analysis of marketing opportunities and threats;
- determination of the strategic position necessary for the firm, recommendations for strategy formation [248, p. 287].

Let's consider the stages of the process of analyzing the marketing environment:

1. Identification of potential relevant changes in the marketing environment.
2. Determination of the nature of directions, size and importance of changes.

3. Forecasting the possible impact and consequences of changes.

4. Formation of appropriate strategic actions.

There are two approaches to identifying potential relevant changes:

- from external to internal changes,
- from internal to external changes [249, p. 124].

The first approach involves a primary assessment of factors of the macro-marketing environment and clarification of their impact on the company's activities and changes in the micro-marketing environment. For example, the ten most important changes in the macro-marketing environment are identified, and their impact (potential opportunities and threats) on markets, competitive positions and the firm's marketing strategy is further analyzed. The advantage of this approach is that it highlights those possible external changes that may go unnoticed with another approach.

The second method, which is more often used, involves the primary analysis of the factors of the internal environment of the firm, namely, the "goods - markets of the firm" parameters, taking into account changes in the macro environment.

The process of identifying potential changes involves establishing a certain frequency of registration of changes [250, p. 164].

After identifying potential relevant changes, it is necessary to determine their importance, nature, size, direction of development. For this, information sources, statistical data are studied, necessary marketing research is conducted.

Forecasting the possible impact and consequences of changes in the marketing environment includes retrospective analysis and forecasting the future situation based on current developments. Forecasting is carried out by extrapolation, modeling and intuition using the Delphi method, cross matrix, scenario development.

The Delphi method involves an individual survey of a certain group of experts regarding the development trends of a particular phenomenon. The received answers are analyzed, combined, and summarized. The results of the generalization are returned to the respondents. The process is repeated until a consensus (or stabilization of answers) is reached between the experts.

The method of extrapolation does not indicate the reasons for the change of the

factor, but illuminates the retrospective of its development. This method is effective when it is necessary to investigate the nature of the change.

A cross matrix is used to clarify the relationship between changes and their degrees of importance. Changes are located in both directions of the matrix. This ensures that all factors are given the same starting positions. Events are placed in chronological order and each cell (except the diagonal) is examined to determine how much the predicted factor:

- changes the probability of the appearance of another factor,
- will strengthen or weaken the effect of another factor,
- accelerate or delay the occurrence of another event.

Method of scenarios. A scenario is a picture of the future that includes events and conditions that outline the situation. As a rule, several scenarios are developed, to which corresponding strategies are formulated. Using this method requires determining the number of projected scenarios, who will develop them, which areas should be considered priorities, and how much time should be allocated for their development.

Modeling. When the relationship between causes and effects of events is determined, econometric models are developed to predict economic changes. In case of changes in the conditions and state of factors, corresponding changes are made in the model.

SWOT analysis – grouping of factors of the marketing environment into external and internal (relative to the firm) and their analysis from the position of determining the positive or negative impact on the firm's marketing activities.

Diagnostics of the marketing environment of enterprises is carried out by SWOT analysis (Table 4).

The profile of the marketing environment gives a generalized description of the main factors of the macro-, micro-environment and the marketing section of the internal environment.

The SWOT matrix summarizes the opportunities and threats from the external environment discovered in the process of diagnosing the marketing environment, as well as the strengths and weaknesses of the internal environment.

Table 4

Characteristics of the stages of SWOT analysis of the marketing environment

Stages of SWOT analysis	Goal	Research direction	The results
Monitoring of the main factors of the macro environment of the enterprise	Determine the significance of external factors, opportunities and dangers for the enterprise	Study of the state of political-legal, economic, socio-demographic, technological, ecological, cultural factors	The degree of impact, the nature of the impact, the rate of change of factors, possible options for the appropriate actions of the enterprise, the profile of the macro-environment
Study of the microenvironment of the enterprise	Determine the possibilities and the degree of influence of factors on the enterprise	Study of consumers, suppliers, competitors, intermediaries, contact audiences	The possibility and degree of influence, dominant factors, possible variants of appropriate reactions of enterprises, profile of the microenvironment
Marketing a slice of the internal environment of the enterprise	Determine the possibilities and the degree of influence of factors on the enterprise	Activity study enterprises in the field of using elements of the marketing complex	Strengths and weaknesses, marketing competence of the enterprise, profile of the internal marketing environment of the enterprise

Source: formed on the basis of [249-257]

Diagnostics of the marketing environment of enterprises is carried out in the following stages: monitoring of the main factors of the macro-environment of the enterprise, research of the micro-environment of the enterprise, marketing section of the internal environment of the enterprise.

A problematic issue in the study of the marketing environment is the insufficiency of methodological recommendations regarding the organization and conduct of marketing research of the external and internal environment of the enterprise.

This approach makes it possible to conduct a study of the components of the micro- and macro-environment in the relationship, which allows not only to reveal their impact on the enterprise, but also to establish the effect of the factors of the macro-environment on the components of the micro-environment: suppliers, consumers, competitors, intermediaries, etc. After determining the components, the logical continuation is the process of organizing and conducting analysis and evaluation of the

factors of the marketing environment using sources of information and various methods of its collection, namely, surveys, experiments, observations, etc. On the basis of the created information base, management decisions are made for various variants of events: expected, better than expected and worse than expected.

The process of researching the marketing environment is cyclical and continuous, which allows you to flexibly adapt to changes and adjust marketing decisions.

During the research of the marketing environment, the following principles should be followed:

- objectivity involves adequate display of the received data and results;
- systematicity – thorough analysis of the entire set of factors, subjects and forces of the marketing environment, selection of structural components, definition of hierarchical relationships and interdependence of processes and phenomena;
- complexity – the study of phenomena and processes that occur in the marketing environment in its entirety, interconnection and development;
- accuracy – studies of the marketing environment should be based on certain sources of information (own, official, collected, etc.);
- thoroughness – use of various tools and methods, making the necessary calculations;
- regularity – studies of the factors of the marketing environment should be carried out systematically in order to timely identify changes and take them into account during the preparation and adoption of management decisions.

The marketing environment of the enterprise is a set of active elements that operate outside the company and affect the ability of the marketing department to establish and maintain relationships of successful interaction with target customers.

Assessment of the importance of possible changes is the basis for forecasts of the pace of development of the enterprise. A company can react differently to changes occurring in the marketing environment:

- do not start anything if these changes are insignificant;
- observe changes and temporarily do not take any measures;
- improve your products or try to reduce costs;

- conduct a more flexible policy, taking into account unforeseen circumstances;
- to start implementing a policy of diversifying its products from the markets;
- to come to the conclusion that the new phenomenon provides her with additional opportunities, and to take part in its development, etc.

The need to study the problem of interaction between the enterprise and the external environment is due to the formation of a new concept of enterprise management as an open system, the internal stability of which depends on the conditions of the external environment. Even if there are no changes in the company itself, constant changes in the environment have a significant impact on the results of its activities. This causes the need for constant monitoring of the state of the enterprise's external environment, which is considered an integral component of strategic planning.

The external environment monitoring system is a set of interconnected centralized measures aimed at constant monitoring of the state of the factors surrounding the enterprise and the development of methods of adaptation to their changes.

Macroenvironment monitoring for agricultural enterprises is recommended to be carried out in terms of PEST factors.

The study of the state of the external environment of the enterprise under study is aimed at determining the following situational characteristics of individual elements of the external environment and their interaction:

1. Interrelationship of the factors of the external environment, which is understood as the level of force with which a change in one factor affects the change in other environmental factors;

2. The complexity of the external environment, which is determined by the number of factors to which the production system must respond in order to ensure its survival, as well as the level of variation of each factor;

3. The dynamism of the external environment, that is, the speed with which changes occur in the environment of the enterprise;

4. Uncertainty of the external environment, which is considered as a function of the amount of information regarding the action of each factor and confidence in its reliability.

In the process of analyzing the dynamism and instability of the external environment, it is advisable to determine the most important characteristics, such as

- the degree of familiarity of changes (ordinary, within the limits of extrapolation of experience, unexpected, unparalleled, fundamentally new);
- rates of change compared to the company's reaction (slower, comparatively, faster);
- the possibility of predicting the future.

An increase in the level of uncertainty is considered as a factor that complicates management decision-making and enterprise activity.

The study and generalization of the literature on environmental research allows us to propose the following model of development and use of the environmental monitoring system. This process consists of three consecutive stages:

1. Establishing the problem;
2. Creation of a monitoring system;
3. Use of the monitoring system.

Establishing the problem is related to the establishment of monitoring goals and assessment of the compliance of the internal environment of the enterprise with external business conditions. The goals of monitoring can be:

- Determining the efficiency of the planning process at the enterprise;
- Assessment of the quality of forecasts of the development of the external environment;
- Improvement of planning and forecasting processes;
- Increasing the adaptive properties of the enterprise;
- Development and timely implementation of measures aimed at adapting the enterprise to changes in business conditions.

At the stage of establishing the problem, the main tasks and features of the monitoring of the external environment are established, as well as the requirements that are put forward to this process. This information is the basis for designing a monitoring system.

Establishing the goal of monitoring is necessary for the task of systematic

principles of information collection and processing, its hierarchical arrangement, determination of directions and areas of use of monitoring results.

Assessment of the compliance of the internal environment with the external conditions of business allows to reveal the degree of variability and diversity of the company's environment, to determine the possibility of adaptation to changes in the external environment. The results of the assessment are the preparation of a forecast of the impact of external changes on the internal environment of the farm and the development of the main directions of its adaptation to these changes.

However, with the constant growth, dynamism and diversity of the external environment, its real state often differs from even the most reasonable forecasts. Changes in the company's environment require timely adjustment of plans, determination of the need for the main directions of adaptation to changes in business conditions. For this, the monitoring system must take into account the existing patterns and specific dependencies between the state of the external environment factor and the characteristics of the internal environment of the enterprise.

These ratios are established when conducting a detailed technical and economic analysis and simulation modeling of economic activity for each of the indicators used in the monitoring system.

The most effective is the definition of quantitative dependencies between indicators and various aspects of the enterprise's economic activity (for example, between the prices of raw materials and the cost of manufactured products).

However, in most cases, such relationships cannot be detected or are impossible at all, as a result of which we have to be satisfied with knowledge of approximate or qualitative dependencies.

The stage of using the monitoring system includes conducting monitoring, assessing the quality of the system of its organization, and determining areas for improvement.

When conducting monitoring, an analysis of the actual state of the internal environment is carried out, the magnitude and trends of deviation from the forecasts laid down as a basis for the company's economic activity plans are established. Further, in

accordance with the identified patterns and specific dependencies, the consequences of external changes for the internal environment of the enterprise are determined. Taking into account the scale and significance of these consequences, new methods of adaptation are designed, already developed ones are improved, and decisions are made about their implementation.

Analysis of the actual state of the external environment and its comparison with forecast indicators allows to assess the quality of forecasts and the effectiveness of planning the economic activity of the enterprise.

Designing a monitoring system is a weakly formalized process, during which the value of some factors may be underestimated, while others may be exaggerated. Errors in the assessment of existing patterns and specific dependencies are also possible. In addition, even the most advanced monitoring system is not able to detect all changes in the external environment in a timely manner. The consequences of many of them will be recorded much later than the time of the event. All these reasons lead to a decrease in the effectiveness of the development and implementation of ways of adapting the enterprise to changes in economic conditions.

Analysis of shortcomings in the monitoring process is used to assess the level of its organization and determine effectiveness. Errors should be detected during the next cycle of preparation and use of the external environment monitoring system at the enterprise. For this, at the end of the reporting period, the main areas of improvement of this system are established, a set of measures to eliminate the identified shortcomings is designed.

The study of the marketing environment allows the enterprise to better adapt to the conditions of the market economy. Monitoring of the marketing environment of enterprises is an integral part of the complex system of strategic marketing management of the enterprise.

Therefore, the purpose of monitoring is to assess the attractiveness of the strategic climate for the enterprise under study and to determine the priorities of its strategic development. Based on the monitoring of the marketing environment, it is possible to propose a strategy for the further development of the enterprise.

The market economy determines the use of marketing by all economic entities, since in the conditions of the administrative system the most important thing was to place orders, while in the market economy it was to receive them, and only then to find the most profitable partners (consumers of products and suppliers of resources).

True, a certain proportion of Ukrainian enterprises believe that their products have an unlimited market, others rely exclusively on the services of third-party paid marketing organizations. But in all cases, a purposeful forecast of demand for own products or at least a competent order of information technology for the development of marketing solutions is necessary.

The bulk of enterprises understood the importance of developing their own marketing services. Moreover, this understanding comes as they slide to the edge of the financial abyss.

Effective marketing activity of the enterprise is impossible without the organization of appropriate management structures - the department. Its activities should be based on the following principles:

- purposefulness – compliance with the mission, goals, strategy and policy of the enterprise, focus on solving purely marketing problems, finding and satisfying consumer needs;
- clarity of construction - reasonable specialization, lack of duplication of functions, ensuring the unity of management of marketing activities, control of executors;
- precise determination of the areas of activity - orientation to a specific concept, clear distribution of tasks and functions of each unit and performer, vertical and horizontal connections;
- flexibility – timely response to changes in the surrounding business environment;
- coordination of actions – complexity of marketing measures to achieve the effect of synergy;
- sufficient financial security both from the point of view of the implementation of marketing actions and the motivation of the work of employees of marketing

services;

- cost-effectiveness – coverage of marketing costs with income from the implementation of marketing activities;
- high qualification of personnel and their constant special retraining;
- active policy – search for markets, consumers, unsatisfied needs, creative approaches to solving marketing tasks.

Agrarian formations currently conduct their activities quite profitably, marketing functions are performed by the sales department, but their activities are limited to conducting some marketing research from time to time and conducting advertising campaigns on a small scale. But in order for the company to develop, gain better positions in the domestic market and enter foreign sales markets, it is necessary to have its own professional marketing service. In this regard, the following options for organizing the marketing service at the enterprise can be effective:

- creation of a marketing organizational staff unit of the enterprise in the form of a division or an independent group;
- assignment of marketing functions to planning and economic divisions of enterprises;
- repurposing of logistics departments;
- expanding the functions of planning and economic departments to form target groups for researching the demand for the company's products. However, in many cases production divisions are forced for various reasons to carry out marketing operations on their own initiative. The specified marketing units must be under the direct supervision of the head of the enterprise or the vice president of marketing [258].

Independent marketing services must function on the following basis:

- direct subordination to the head of the enterprise, which makes it possible to ensure their independence from the opportunistic organization of other divisions or officials of the enterprise, to implement the principle of personal responsibility;
- optimized number of full-time employees (manager and 2-3 specialists), which will eliminate accusations of inflating administrative management and support staff;
- depriving the marketing service of the petty control existing in many enterprises;

- exclusion of self-sufficiency of marketing services, because otherwise they will be busy only "pumping" money from other departments. Along with this, it is necessary, firstly, to pay specialists of the marketing service at the level of leading specialists of the enterprise, secondly, to involve them in work only under a fixed-term contract with a duration of up to a year, thirdly, to deduct, in order to stimulate employees, a high rigidly fixed percentage of revenue (or a fixed payment, or the value of the concluded contract) above a predetermined level or according to some other scheme, which in the case of increased labor productivity will ensure personal incomes not lower than those of leading specialists of the enterprise;

- staffing of the marketing service with highly qualified specialists of the main profile of the enterprise, who know economics, informatics, legislation, who know how to deal with people and have good artistic taste, speak foreign languages, and are communicative;

- interaction with functional divisions and reliance on their formal or informal leaders, involving them in marketing activities, supporting their rational initiatives and actions regarding the promotion of products to the consumer;

- providing the head of the marketing service with the maximum possible authority to prepare deals and present products (with the exception of the right to sign financial documents);

- equipping marketing services with modern computing and computer software tools for justifying marketing decisions;

- unlimited access to the marketing service to the company's information and perception by its divisions and specialists of the updating of this information, its proper reliability;

- coordination of measures of scientific and technical propaganda, with the aim of giving it a commercial load.

Justification of marketing decisions, firstly, can be entrusted only to qualified and objective specialists and, secondly, their results are a kind of information product.

Marketing research, of course, can be entrusted or delegated, depending on the nature of the relationship, to employees of other divisions of the enterprise, or financed

as a third-party service. It can be performed by independent experts, or by enterprises for which marketing is a specialized activity.

The creation of a marketing service at an enterprise goes through two important stages. The first is related to the reform of the organizational structure of the enterprise in order to adapt it to the conditions of the market economy. The experience of foreign companies shows that transformations of this kind take place only in an evolutionary way, depending on the size of the enterprise and the energy of the leaders leading the restructuring, a period of up to three, and sometimes more, years. In this case, the following sequence of actions is possible. The first stage:

a) definition of goals-the desired state of the enterprise in the viewable perspective. Their formulation is preceded by a detailed analysis of the enterprise's economic activity, the market and the products offered to it;

b) research of the formed organizational structure to obtain an accurate idea of the state of the system as a whole, its individual elements, and the nature of their relationship. The result is information about the strengths and weaknesses of the current structure, its compliance with the tasks arising from the set goals;

c) designing a new organizational structure that would best correspond to the long-term strategy of the enterprise's economic development, taking into account its actual place on the market, the specific nature of the performance of economic functions based on the marketing concept;

d) at the next stage, a decision is made about the methods of implementing the reform and a phased plan for its implementation is developed. Special attention should be paid to the training and retraining of personnel, activation and stimulation not only of the ability to carry out the manager's orders accurately and on time, but also of creative initiative and entrepreneurship. In the future, all efforts are concentrated on the implementation of the planned.

Bearing in mind that the duration of the reform is significant, it is necessary to carefully monitor the state of the conditions in which it develops, since the appearance of circumstances that can not only affect private decisions, but also require a change of strategy with the resulting consequences for the entire algorithm is not excluded carried

out transformations. We, almost programmed for standard solutions, have to get used to the fact that fluctuations in consumer demand and other market factors, scientific and technical progress make flexibility and adaptability invaluable qualities of organizational structures. The second stage is the creation of the actual marketing service. It seems that actions at this and previous stages should be synchronized. In other words, it is worth giving preference to the gradual development of events, comparing their pace with the available resources and the ability of employees to perceive and, most importantly, be guided in their work by the philosophy of marketing.

Each enterprise independently, depending on the goal, forms its marketing structure, and therefore there are many options for its construction.

The main variants of integrated organizational structures of marketing management at the enterprise can be:

- functional;
- commercial;
- market (oriented to the consumer);
- commodity market (mixed).

But it must be emphasized that the selection of the organizational structure most effective for a specific type of activity is work that requires patience and firm thinking. When choosing a marketing management model, it should be taken into account that schemes, no matter how good they are, are not a guarantee of effectiveness in practical application.

When organizing a marketing service, it is advisable for the enterprise to adhere to the following principles:

- simplicity of structural construction, which allows for more mobile management of marketing activities in different conditions;
- the system of interrelationships between service units must be effective, that is, the transmission and reception of feedback must be clear;
- flexibility and adaptability, which allows in conditions of scientific and technical progress, changes in consumer requests, to change the nature and direction

of the company's goals;

- limitation of the number of divisions and links, which allows more efficient management of marketing at the enterprise.

In practice, there is no ideal type of marketing service organization at an enterprise. When organizing services, the management of the company must constantly look for the optimal relationship between the company's strategy, the environment and the organization of marketing.

The very process of marketing management at the enterprise consists of the mandatory performance of a number of tasks by the relevant service.

Specialists of the marketing service are engaged in the organization of the system of marketing research and marketing information, analysis of the marketing environment, markets of individual consumers and individual enterprises, determination of demand volumes, market segmentation, selection of target markets, positioning of goods on the market, development of new goods, pricing, strategic planning, distribution of goods, sales promotion, advertising and control of service activity.

The correct choice of the marketing service organization model is only a prerequisite for its effective work. It is expedient for the management of the company to staff this service with highly qualified specialists, to correctly distribute responsibilities between them, to grant them the appropriate rights, and to create appropriate conditions for the work of all specialists of the service. The structure of the apparatus, which includes five specialists, will be the most acceptable for agricultural enterprises:

- 1) head of service;
- 2) specialist in market research (collection of information, marketing research);
- 3) specialist in advertising and sales promotion and service;
- 4) specialist in merchandise movement and sales;
- 5) specialist in the planning of market novelty goods (Fig. 2).

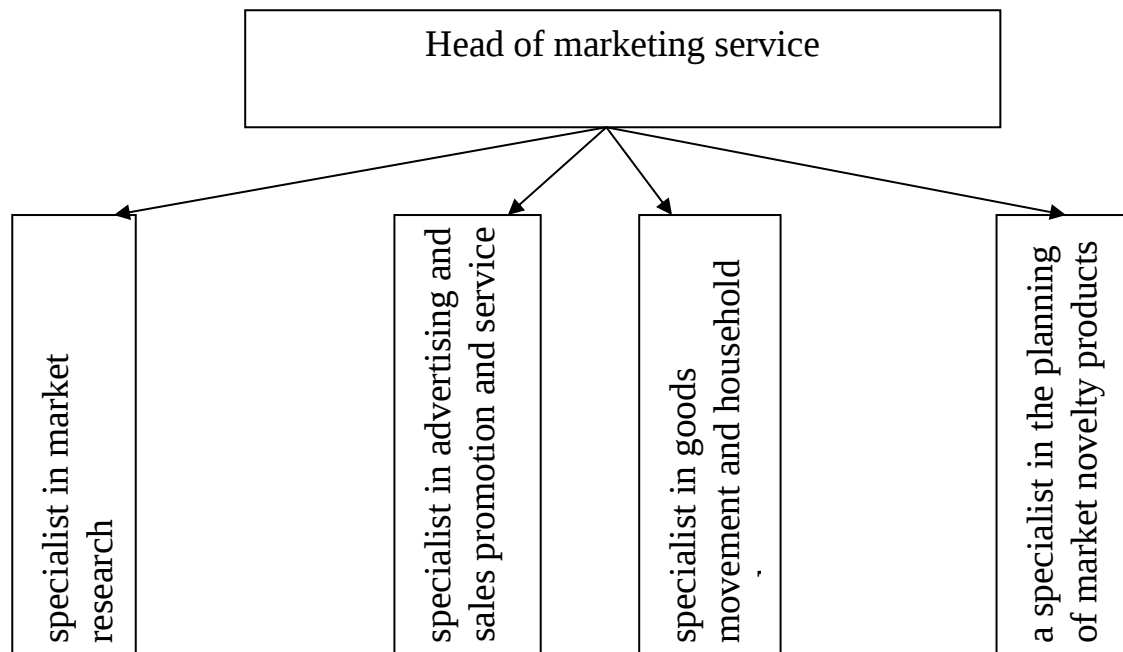


Fig. 2. The structure of the marketing service of an agricultural enterprise

Such a marketing service of the enterprise will be engaged in the study of consumers, their traditional tastes, consumer reaction to new goods and services; the study of the motives of purchase and rejection on the market of goods; the analysis of the microenvironment of the enterprise; the study of goods, their properties, the analysis of the system of product promotion and sales channels; the study of the state of competition and the competitiveness of own goods; their advertising and sales promotion.

Managers and leading specialists of the marketing service must meet the general requirements set forth by management specialists (competence, ability to train subordinates, contribute to the formation and development of the workforce, etc.). In addition, they must meet a number of specific requirements that determine the specifics of work in the field of marketing.

These requirements include:

- 1) systematic knowledge, high erudition and broad vision;
- 2) high analytical qualities;
- 3) the ability to forecast the situation and make effective decisions;
- 4) sociability, tact;

5) diplomacy, ability to resolve conflict, neutrality.

Most specialists rightly believe that more than half of marketing problems are related to psychological relationships. That is why a marketing specialist must possess such qualities as punctuality, breadth and frankness of character, high culture, love of life, intelligence, benevolence.

In life, certain traits of a marketer are often assigned to people of different nationalities. Real marketers should possess the breadth of the soul of the Dutchman, the culture of the Austrian, the punctuality of the German, the cheerfulness of the Swiss, the manner of driving a car of a Belgian, the humor of a Frenchman and the precision of a Japanese.

Important for the successful work of the marketing team is the correct placement of functions, the rational assignment of individual tasks to the executors, the granting of rights and responsibility for the work performed.

In the end, the commercial results of activity in the conditions of fierce product competition, the level of prestige of product production at enterprises and its labor team as a whole depend on the correct organization of the marketing service, the selection of highly qualified managers and specialists. The quality of economic activity also depends on the continuity of the process of improving the organization of the marketing division, which is a consequence of the dynamic development of the market environment, the constant renewal of the means of influencing the company's immediate environment. Therefore, flexibility and the ability to quickly adapt objectively become fundamental for effective organizational systems. An additional factor in increasing the effectiveness of the marketing service is the allocation of a separate division in its structure that performs marketing research. As a rule, their implementation requires considerable funds, so they are most often created by large enterprises. At the same time, agribusiness enterprises have all the prerequisites for starting such a division (Fig. 3).

Its main task is to study methods of achieving competitive advantages in the process of implementing a collective marketing strategy. Features of this structure include:

- combining the functions of marketing research with the job duties of the company's specialists, which saves money on staff maintenance;
- the use of information technologies and the capabilities of the internal information network with a corporate database and a wide range of responsibilities, in particular, the formation and support of the marketing information service (MIS);
- creation (in the case of buying and selling products) of temporary creative teams, which, under the guidance of consultants, develop research methods, identify sources of information, summarize the results of analysis and prepare recommendations.

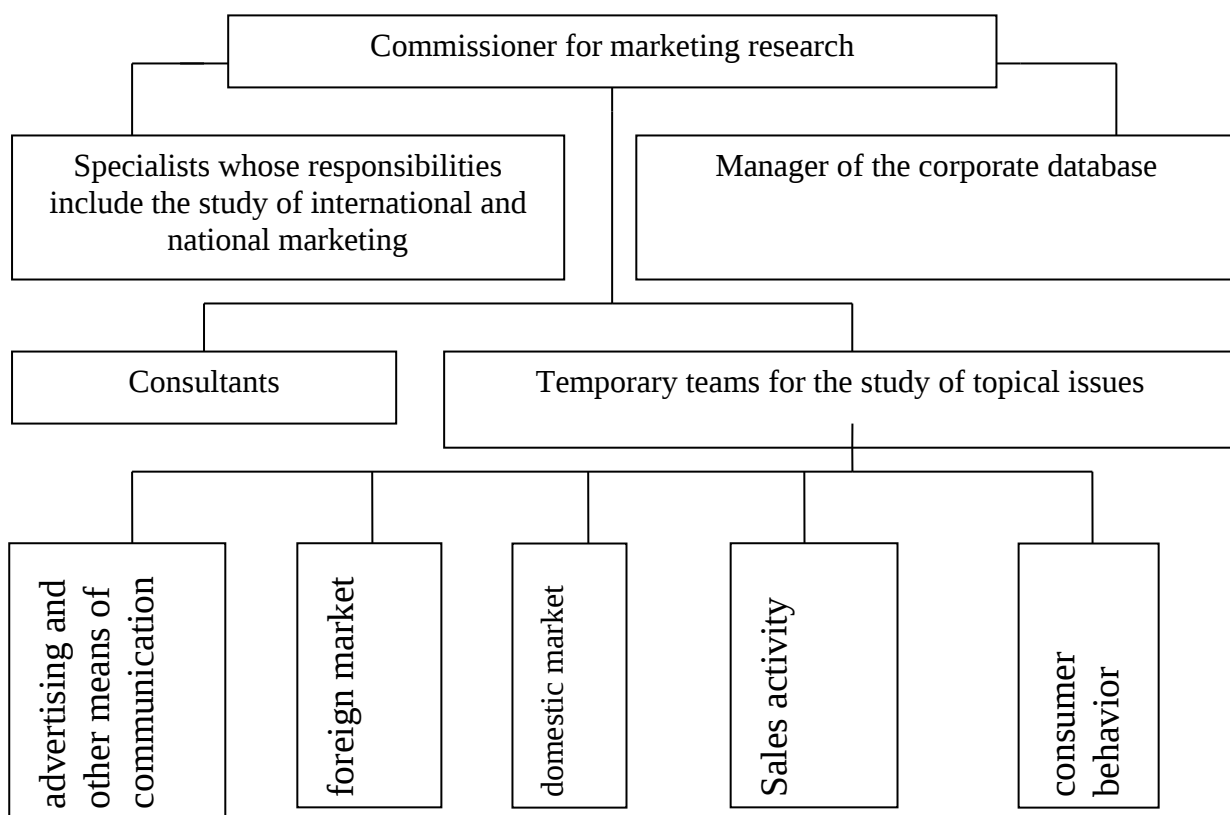


Fig. 3. The structure of the marketing research department at the enterprise

The general control of personnel actions regarding marketing research is carried out by an authorized representative from the company's top management or the vice president for commerce.

In conclusion, let us add that the solution to the issues of creating a marketing service can be found in the coordination of efforts of state bodies, public and consulting organizations.

In the conditions of intensifying competition, modern enterprises should focus on the use of a marketing approach. After all, the development of a marketing complex provides enterprises with the opportunity for development and economic growth. One of the main problems is the lack of uniform parameters that will allow domestic enterprises to form a marketing set correctly and without mistakes.

Wanting to ensure a competitive position on the market, enterprises influence the selected market with an appropriately formed set of marketing tools. In a broad sense, the term marketing tools covers any tangible and intangible components of the market offer, as well as means, methods and techniques that serve to perform a full range of marketing functions, including preparatory functions (market research or marketing planning), as well as executive functions that consist in direct influence on the market (promotion of goods, sales, deliveries of goods, etc.). Already from this division, it follows that the starting set for designing a marketing complex is not a complete set of marketing tools, but only that part of it, which includes tools that directly affect a potential buyer.

The result of the development of marketing is a great heterogeneity of marketing tools, which is due in particular to the difference in the functions performed, the scope of application, the duration of the consequences, as well as the requirements for the minimum amount of expenses necessary to achieve the expected market reaction.

To improve the marketing activity of the enterprise, we offer the following proposals:

1. Monitor the marketing environment, which will make it possible to assess the attractiveness of the strategic climate for the studied economy and determine the priorities of its strategic development. Based on the monitoring of the marketing environment, it is possible to propose a strategy for the further development of the enterprise.

2. To introduce a marketing complex that will ensure adaptation of the economy to the conditions of the domestic and foreign markets, taking into account the peculiarities of the current situation. It is marketing that can increase the efficiency of the enterprise's functioning in market conditions, in conditions of fierce competition.

First, the enterprise can see its opportunities in the direction of deeper penetration into the existing market with its existing product by means of intensification of the movement of goods, their active promotion, price reduction, etc. Secondly, it can look for new markets (geographical) for an existing product or discover new areas of application of this product.

3. When organizing sales, it is recommended to combine all the manufacturer's actions regarding the sale of products into a single marketing complex focused on the final buyer – a sales complex.

4. For more effective, profitable operation of the enterprise, it is necessary to improve marketing activity and, as one of its main elements, marketing research. For this purpose, it is necessary to create a specialized marketing service at the agro-industrial complex enterprises, which would be engaged in market research, study of consumer tastes, and make appropriate proposals for improving the enterprise's production activities. And also carried out larger advertising campaigns.

5. To introduce new information technologies in order to minimize the time between the implementation of production and economic operations and their information display for management decisions.

6. Implement, along with financial, production and other planning, a plan for marketing and marketing research in particular. This will make it possible to coordinate and track all marketing activities. Determine the effect of their implementation.

7. Constantly carry out work on improving the assortment and price policy of the farm.

8. Apply modern marketing software.

9. Expansion of production with a focus on the market, improvement of product quality.

10. To promote products on the market, use such tools of marketing communication policy as advertising, sales promotion, personal selling, consumer promotion, trade network and personnel promotion, public relations.

11. Constantly carry out work on improving the assortment and price policy of the enterprise.

12. To ensure sufficient accumulation and receipt of information about competing enterprises, to strengthen the competitive position, to achieve advantages over competitors.

The use of the proposed measures, in our opinion, will allow to improve the organizational and economic mechanism of the enterprise, gain better competitive positions on the market and increase the overall efficiency of the commercial activity of enterprises in the agrarian sphere.