

4.4 Strategic planning of enterprises in the marketing-management environment

The marketing-management system of an enterprise on the market is formed on the basis of strategic and tactical levels, however, if the tactical level is responsible for prompt response to consumer needs, then the strategic level is based on strategic marketing planning.

Strategic planning of marketing management is one of the main functions of management as a process of determining goals, as well as ways to achieve them.

Strategic marketing management planning forms the basis for all management decisions. Within the framework of its strategic planning, many issues of enterprise management are considered, including: development of the general strategy of the enterprise, preparation of strategic decisions in individual structural units, analysis of the competitive environment, determination of main goals, management of strategically important factors of activity in the market, formation of a marketing strategy in the market of individual goods, study of the life cycle of products on the market, management of the portfolio of orders, identification of strategic prospects for financing capital investments. Therefore, the main purpose of strategic marketing-management planning is to identify the optimal of all possible alternative options for the development of the enterprise in the future.

Strategic planning at the enterprise is implemented at three levels:

- 1) corporate level;
- 2) business level (level of strategic business divisions);
- 3) product level.

At the corporate level, the tasks of strategic planning consist of the definition of a mission and long-term goals of the enterprise.

At the business level, with the help of strategic planning, it is necessary to analyze the business portfolio of the company's divisions and adjust their development directions.

At the product level, the tasks of marketing strategic planning are distinguished

in the ways of achieving competitive advantages in the assortment policy offered by the company.

The advantages of marketing strategic planning include:

- 1) the ability to change the company's response from a system of passive to a system of active actions;
- 2) coordination of the main activities of the enterprise in accordance with changes in tastes and preferences of consumers with the possibility of obtaining an appropriate level of profit;
- 3) quantitative and qualitative assessment of the enterprise's activity;
- 4) the possibility of focusing the company's attention on more effective areas of work.

Strategic marketing planning at the enterprise covers a set of tasks, namely:

- 1) at which market segment should be focused efforts on;
- 2) what is the permissible market share in each region;
- 3) how to allocate funds between marketing functions;
- 4) what should be the product, price, as well as communication and distribution policies.

Planning in the marketing-management system of the enterprise performs the following basic functions [152]: determines the goals, basic principles and evaluation criteria of the planning process itself; forms the structure and types of plans, ensures their interconnection; determines the necessary set of marketing information for building a strategic marketing-management plan; forms the overall planning process and defines its boundaries; ensures the formation of an algorithm for the implementation of the enterprise's corporate and competitive strategies; ensures the process of implementation of marketing control and monitoring of the results of the provided strategies.

The process of marketing planning is based on a number of principles. First of all, it is:

- systemic and comprehensive, i.e. coverage of all aspects of the company's activity with a separate strategy and consideration of relationships between structural

units and the influence of the external environment;

- consistency – strategic changes must take place in a certain order);
- realism – taking into account the specifics of the company's activity and the possibilities of achieving certain specified indicators;
- dynamism – taking into account time characteristics and changes occurring in the enterprise and the external environment.

At the same time, the process of marketing planning in the marketing management system should be based on the following principles [153]:

- responsibility for the process of implementing the plan should rest with the person who developed it;
- the level of competences corresponding to the enterprise's resource base is included in the marketing plan;
- completeness and complexity of marketing decisions;
- the appropriate level of specificity regarding certain parameters of marketing activities;
- availability of a resource base for the use of alternative options;
- a defined system of consecutive actions within a certain period of time;
- economy;
- quality of implementation of planned actions within strategic marketing planning;
- flexibility and adaptability of planning in accordance with changes in the market environment of the enterprise.

The content and degree of formalization of the planning system in the marketing management system depend on the following factors:

1. level of centralization of planning and management. If the enterprise operates in many markets, it is characterized by independence in making management decisions. Conversely, when the enterprise operates in one market, the management system is usually centralized. However, there are times when certain marketing decisions require a high level of centralization of certain management functions.

2. the position of the enterprise and the peculiarities of its activity on the market.

If the enterprise operates in a market where a stable level of competition is observed, there are no fluctuations in the amount of demand, formalized planning systems are used in such markets, which provide for clearly established planning boundaries, division of functions and a system for developing a strategic marketing-management plan.

If the enterprise operates in several segments, with uncertain fluctuations in the volume and structure of demand, commercial operations are accompanied by a level of risk, there is aggressive competition, it is better to use tactical marketing-management plans that allow you to quickly adjust the directions of work as dangerous situations arise. When such situations occur, it is necessary for the company to have action plans developed in advance. After all, the decisive factor in the work is the time factor, therefore, having prepared tactical marketing plans, the company can face an unpredictable situation.

3. peculiarities of the company's activity, the life cycle of the manufactured products. In connection with changes in the conditions of the external environment (for example, the market situation), the capabilities of the enterprise (a new type of product is offered), the periods of strategic marketing management plans for different agro-industrial enterprises may be different;

4. selection of planning boundaries. The development of marketing-management plans is determined both by the characteristics of the company's activities and by the traditions and preferences of managers. The relationship between the marketing management system and the planning sub-function is active and bilateral. On the one hand, the goals of marketing management have a decisive influence on the formation of the planning system, on the other hand, the implementation of all marketing management measures is interconnected within the plan.

The process of strategic marketing planning plays such an important role in the activities of enterprises that usually it is presented in the form of a strategic marketing-management plan, which defines a set of goals and measures for a specific period of time.

The analysis of the components of strategic marketing planning for enterprises

proposed by scientists and researchers shows the versatility and multi-vector nature of a certain component in the process of building an enterprise development strategy.

Studies show that the issue of strategic planning of marketing management is not given enough attention in scientific works; in addition, the lack of a unified strategic marketing plan for all types of enterprises provides a wide scope for research. That is why we have proposed an algorithm for a strategic marketing-management plan for an agro-industrial enterprise, which is carried out in three stages:

The first stage is the planning stage, which consists of three sub-stages: situational analysis, definition of main products and markets, as well as formation of goals, development of a marketing program.

II stage – implementation stage;

The third stage is the stage of control.

The marketing-management plan is an "action map" that determines the direction of marketing management of the enterprise in a certain territory.

Taking into account the specifics of the market, the marketing management plan will have a specific form, which will be determined by the following factors:

- target audience and objectives of the plan. The marketing-management plan, which is intended for internal use in the enterprise, shows the direction of the future marketing policy of the enterprise's management. All employees of the enterprise who are responsible for its implementation or who may be affected by its implementation, the complexity of the enterprise structure, familiarize themselves with it. If the plan is designed for external users in order to attract capital, then it performs an additional sales function and must necessarily contain financial information;

- the line of work of the enterprise covered by the plan, depending on the complexity of the product offering. For some enterprises, these plans can be drawn up for six months, for others - for a year, and for large enterprises with production modernization, even for 5 years.

Having determined the essence of the marketing-management plan, it is necessary to analyze each stage of the proposed algorithm for building a strategic

marketing-management plan, which will enable the enterprise to optimize its financial results and take a competitive position on the market.

The first stage should begin with a situational analysis, i.e., analyze the past, present, and future position of the product, enterprise, or its structural unit, taking into account changes in external environmental factors. An effective tool for conducting a situational analysis is a SWOT analysis, i.e. an enterprise's assessment of its internal strengths and weaknesses, external threats and opportunities [154]. This analysis enables the enterprise to identify strategic factors that can significantly affect its activities. However, not all of them have the same meaning. Therefore, taking into account the specifics of the economic environment, it is necessary to single out the determinants of them that have the greatest impact on the business prospects of these enterprises, and then change their strengths, working on reducing the influence of the strengths, while using the potential opportunities of the external environment, searching for the elimination of potential external threats. At this stage, not only a SWOT analysis is carried out, but also the application of its results for a specific direction of the company's work, actions that will contribute to the company's success.

Based on the results of a SWOT analysis and an in-depth study of the specifics of the work of enterprises in the industry, competitors, internal situation and consumers, the company can evaluate a set of product and market management strategies (Fig. 1).

Markets	Products	
	available	new ones
available	market penetration strategy	product development strategy
new ones	new market development strategy	strategy of penetration into other industries

Fig. 1. Product and market strategies to increase the volume of sales of the product of the enterprise of the complex

Taking into account the wide scope of this type of analysis, it is recommended at a certain stage of the strategic marketing-management plan to focus on a thorough study of four directions of work of agro-industrial enterprises, which are the basis of the marketing-management program:

- study of industry trends;
- analysis of competitors and evaluation of the competitive position on the market;
- assessment of one's own situation;
- research of consumer tastes and preferences.

Without changing the product and market position and using the tool of the strategy of deep penetration into the market, it can increase sales volumes and its market share. Such a strategy can be implemented in the following directions:

- 1) increasing sales volumes for existing consumers of an agro-industrial enterprise in a certain sales market;
- 2) by attracting new consumers to the company's products in the existing sales market.

The sources of realization of the directions defined above can be:

- active advertising policy;
- intensive use of sales promotion tools;
- appropriate level of service,
- adjustment of production and sales costs.

The essence of the market development strategy is the possibility of promoting the company's product structure in new sales markets. The following strategy is implemented in two main directions:

- attraction of new market segments;
- expanding the territorial boundaries of the market.

The product development strategy means the modification of the product of the agro-industrial enterprise, its quality parameters (image, expansion of the assortment line) for the existing circle of consumers of the enterprise, that is, the enterprise offers an improved product on the existing market or expands its assortment.

The next sub-stage of the planning stage is the development of a marketing-management program. The measures implemented in the second sub-stage provide marketing managers with information about which consumer groups the product offers of enterprises are designed for, and what needs product is going to satisfy. The set of sub-stage parts forms a coordinated program for a strategic marketing-management plan.

The second stage of building a strategic marketing-management plan is the stage of implementation, which involves putting it into practice. The measures used by the enterprise to form a strategic marketing management plan are:

- 1) obtaining resources;
- 2) construction of the organizational structure of marketing management and decisions regarding the implementation of its measures;
- 3) development of calendar schedules;
- 4) implementation of the marketing-management program developed during planning.

Therefore, taking into account the above, it can be stated that the implementation of the strategic marketing-management plan is the establishment of deadlines for the implementation of the most important tasks provided for in the calendar schedules with the permission to be prospective documents that determine the target instructions and contribute to the completion of the assigned tasks within the set deadline. They are also related to program schedules, in which the various tasks of the program are coordinated by time. To draw up a schedule it is necessary:

- to determine the main tasks;
- to set deadlines;
- to organize work to complete tasks within the established deadlines;
- to distribute responsibilities between executors.

Without effective tools and implementation strategies, marketing management plans remain only on paper. Their implementation requires careful attention to both the details of the marketing-management strategy and the intricacies of marketing-management tactics.

For the successful implementation of the marketing-management program at enterprises, it is necessary to carry out many marketing actions, in particular, to build an effective sales system, to develop an optimal supply chain, to determine the amount of discounts for wholesale buyers. Such day-to-day operations are called marketing tactics. In the process of considering the methodological tools for building a marketing-management system, the measures that can be used by the enterprise at the tactical level of strategic marketing-management are determined.