

4. Marketing activities of Ukrainian companies in today's conditions

In the modern conditions of market development, planning methods continue to occupy more and more relevant positions in the creation, future prospects and everyday work of the enterprise. Speaking today about planning in general, we want to note that marketing offers a considerable number of varieties of its alternatives and varieties. And today we want to dwell on such a type of planning as "marketing planning" at the enterprises of our state. We state with confidence that strategic planning positions itself as almost the only way to achieve the specific goals of the enterprise, contributes to the stability of its activity, ensures the construction of forecasts, alternatives and perspectives of its functioning in the future.

The world crisis, which was created by the pandemic in 2019 and Russia's military attack on Ukraine on February 24, 2022, created tough conditions for business operations. Entrepreneurs need to be ready to respond quickly to the needs and behavior of consumers in order to continue running their business. The marketing activity of enterprises at this time in the conditions of the country's martial law is an extremely important problem, since the previous crisis related to COVID-19 has already made certain adjustments to the work of enterprises and the life of society. Due to the military actions, there is a significant reduction in commercial activity and consumer interest in shopping. In view of this, today, in order to preserve and develop business as a strong pillar of the Ukrainian economy, questions are raised regarding the implementation of transformations in the marketing activities of enterprises in crisis conditions, the development of effective marketing solutions that will attract attention and expand the circle of potential consumers, and increase sales volumes .

Under the conditions of the modern market economy, each company today chooses its own tactics of behavior on the market, and no one can prohibit such an approach. Everyone decides for himself which steps to take to get the desired result. From yes, it follows that today's strategies do not have clear patterns. But let's note that today's market leaders are primarily those enterprises that strategically plan and

develop. Otherwise, it is simply impossible to imagine an enterprise with an active competitive advantage [74 p. 130].

Today, marketing is one of the main business philosophies that allows enterprises to survive, actively develop and compete in the market. Marketing creates conditions that contribute to the adaptation of enterprises to the market situation, that is, it releases the initiative from below, stimulates the conscious application of risk. After all, the consumer also benefits from the development of marketing due to the reduction of risk from the purchase of goods, flexible pricing, expansion of the range of goods and services, and improvement of the quality of service [73, p.8].

Many works of both foreign and domestic scientists are devoted to the development of marketing activities at the enterprise: F. Kotler, R. Assel, T. Primak, D. Trout, E. Rice, D. Evans, B. Berman, A. O. Starostina, S.S. Garkavenko, L.V. Balabanova, I.V. Balabanova, R.A. Mucha, V. Rudelius, O. Azaryan, O. Vinogradov and others. However, it should be noted that there is no unified understanding of the essence of the subject concept and today there is a real need to develop the marketing activities of the enterprise in the conditions of martial law.

Marketing is a planned process. All activities of marketing services are carried out in accordance with planned tasks developed on the basis of the principles of scientific planning and appropriate analysis of the state and development of the market. Marketing planning is based on the firm's strategy, which is based on the results of marketing research and the need to achieve the set goals. Planning should be understood as a process aimed at creating one or more desired future states that contain two components: optimistic and pessimistic. Pessimism is based on the belief that the desired state will not appear if the necessary actions are not taken. Optimism is rooted in the confidence that something specific needs to be done to increase the probability of the desired state appearing [74].

Marketing planning is the fundamental basis of entrepreneurial and managerial activity in any field when performing any of the inherent functions. It allows you to ensure the constant efficiency of the enterprise and reduce the risk of approved decisions. The goal of marketing planning is the ideal result of activity in the future.

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The marketing plan is an organizational management document that allows you to combine all types of marketing activities in accordance with the goals of the company, its resources, and the organization.

An analysis of the world practice of planning shows that two approaches are needed to reflect the diversity of the company's prospective activities — planning from the past to the future (long-term, or extrapolation) and from the future to the present (interpolation, or strategic). The first approach is typical for planning the production of products that are in the stage of development or saturation and the stability of technological processes and characteristics, which is different. The second approach is effective for planning the processes of product renewal, creation of new factories and reorganization of existing ones, and the like. These processes differ in the degree of uncertainty and a large volume of organizational work [73].

It is important that the heads of enterprises realize the special importance of marketing functions for the organization, understand the expediency of classifying the functions of the marketing service, otherwise, in modern market conditions of business, the enterprise risks encountering a whole system of problems and errors in managing its activities.

Performance of the main marketing functions is of great importance for increasing the level of competitiveness of the enterprise. After all, it is the decisive factor in the commercial success of the company in the conditions of the market economy.

Thus, marketing represents for entrepreneurs a set of activities that contains unlimited opportunities for successful commercial activity to increase sales volumes and obtain maximum, long-term profit, i.e. increase the efficiency of the enterprise, as a whole, its competitiveness.

Currently in Ukraine, the situation, planning of marketing activity corresponds to the approaches used in anti-crisis management, and is carried out in conditions of lack of time and resources (especially financial), deterioration of the factors of the internal and external environment of the enterprise, changes in its position on the market [76]. Accordingly, the goal of such planning is the financial recovery of the

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enterprise, i.e. solving problems of a financial nature, underutilization of available resources, poor management, lag in technologies, and so on. Marketing planning is directed either to the prevention of the coming crisis, or to its limitation (mitigation), or to the exit from the crisis.

The effectiveness of management is currently determined by the ability of marketing to quickly adapt to the changing business environment and create new opportunities for the enterprise. The high adaptability of marketing in anti-crisis management is explained by the fact that marketing activity reflects the most popular market trends, forecasts the market situation, and rearranges the goals and objectives of the enterprise's operation in accordance with changes in the business environment. In addition, marketing is able to reduce costs for sales and promotion of the company's products while maintaining the effect of income generation (reduction of the marketing budget while maintaining the effectiveness of marketing activities).

First of all, marketing tools within the framework of planning should be directed to the development of strong and sustainable competitive advantages of the enterprise, as well as the formulation of a marketing strategy in a crisis situation. The most typical marketing tools include the following:

- strategic plans aimed at preventing or exiting the enterprise from the crisis;
- advertising campaigns (in times of crisis, low-budget advertising media with significant coverage of the target audience become relevant);
- effective sales promotion programs;
- diagnosis of external and internal risk factors for the enterprise;
- programs to minimize marketing costs;
- search for new market opportunities.

Among the existing marketing tools relevant for modern business in crisis situations, those that are more suitable for its product are selected.

At the same time, the tools are described by quantitative and qualitative characteristics. At the stage of planning marketing activities, criteria are developed, according to which, in the future, after the end of a certain period, the effectiveness of the use of selected strategies in general and marketing tools in particular will be

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evaluated. The choice of performance assessment criteria will depend on the company's field of activity, on the specifics of the offered goods and services, as well as on the specific marketing communication tools selected as part of the developed strategy. Possible criteria may include the following: change in market share in percent; the number of signed contracts with clients; profit; sales volume; number of returning customers; the number of requests for consultations.

The marketing plan should have justified tasks for all elements of the marketing complex. The marketing plan should contain complete information about the forms and methods of product positioning on the market, pricing and sales corporate strategy in each market segment.

Most foreign companies adhere to a high degree of decentralization of management, in particular, planning of marketing activities. A company with a high degree of centralization of management, as a rule, creates a strong planning group at the center.

As a rule, the responsibility for the development of the marketing plan is borne by the key management figures in the marketing management system. The lower level of such managers are managers of individual products or managers of divisional units.

Given the importance of the marketing plan, it is approved even at a higher level of management compared to its development. In most cases, the marketing plan is approved either by the president, or the chairman of the board, or the chief executive officer of the company, i.e. managers who are directly responsible for the success of its activities.

Marketing plans, as a rule, are developed in separate divisions of the company, whose managers must be responsible for the implementation of their sections of the plans.

The employees of the marketing planning departments perform only consulting and coordinating functions, helping the relevant managers in the development of individual positions of the marketing plan and monitoring its implementation as a whole.

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The company's business planning department also influences the marketing planning process, but in a more strategic way. So, employees of this department must:

- develop a planning system and its structure;
- initiate the development of new planning tasks upon receiving relevant proposals from operational divisions;
- ensure the connection of various planning links in the company, for example, production and marketing;
- monitor the implementation of approved plans.

Marketing in our country has great prospects, but its development is hampered by the fact that this field of activity requires significant investments in training, research, reorganization of production activities and sales functions. However, in the conditions of intensifying competition, it will be mastered, it will be engaged in by everyone who seeks to ensure the company's long-term success. Consumer behavior is changing: the influence of marketers on the consumer is weakening, the consumer is becoming more informed and demanding. Accordingly, marketers' actions based on demand forecasts should precede those of consumers. This modifies the theory of strategic marketing [78, p. 70]. According to F. Kotler, the evolution of the modern market under the influence of globalization takes place in the following directions.

These directions of market evolution require additional research when defining marketing concepts, as well as consideration when choosing and building marketing strategies. Thus, the growth of competition on a global scale makes it difficult for young companies to enter the market due to fairly high entry barriers. Companies can largely lose their "national" flavor, thereby becoming impersonal and indistinct.

Summing up a conditional summary of the consideration of certain issues of planning marketing activities in management, we will highlight a number of requirements for a modern marketing plan. It should:

- be specific, contain clear and measurable goals, as well as actions and measures, deadlines for each type of activity and specific persons;

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- be realistic, otherwise there is no point in developing it. The plan will change taking into account the changing market situation and demand, but to understand how good and effective the plan is, it needs to be prepared;
- to be simple and understandable to each member of the team, which will allow it to act and work as a whole to achieve the intended goals;
- assume remuneration of employees;
- provide for the restructuring of the functional duties of the marketing department with an emphasis on market monitoring and analysis, benchmarking with the main competitors;
- optimize the development of management decisions in marketing (if the size of the company allows, create a special group);
- form the choice of pricing strategy in accordance with real threats to the financial and market situation of the enterprise;
- include marketing measures in modern conditions, covering all stages and zones of the company's functioning;
- provide a system of indicators for evaluating the implementation of the components of the marketing plan and monitoring the effectiveness of the implementation of the planned measures.

In general, a modern marketing plan is designed to direct the company to effective actions focused on long-term and currently useful goals. In this case, tools and measures that give the enterprise only a medium-term effect should become the key areas of savings.

Marketing planning is a step-by-step process of research and analysis of a specific market situation, development of goals, strategies and marketing plans that correspond to the resources and capabilities of the enterprise. It is supplemented by practical implementation, evaluation and control of actions aimed at achieving the set goals. Such a systematic approach at enterprises of the processing industry allows to identify and evaluate any marketing opportunities that can become means to achieve the goals of enterprises, or potential threats that can block these ways.

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In the practical activity of processing enterprises, the marketing environment is often variable, some opportunities open immediately, while others may disappear from the researcher's field of view or be blocked. Thus, marketing planning should be treated as an adaptive, fine-tuning process. The result of such a consistent process is a document that summarizes the results of the research, captures the marketing strategies of the processing company and reflects the actions that must be taken to achieve its marketing goals, as well as determine the methods by which the degree of progress towards the goals can be measured.

Despite the fact that the marketing plan becomes an official document after its approval by the company's management, in our opinion, it should be constantly revised in accordance with changes in the product policy and the competitive environment.

The marketing plan becomes a practical program for managing the company's activities only after the strategic directions of development, as well as the long- and short-term goals of the company, are reflected in the appropriate tactics and tools of the marketing complex, which, in turn, need to be reflected in the programs of daily marketing activities.

The strategy of internal marketing is one of the effective ways to orient all enterprises that are participants in the distribution channels of the products of processing enterprises to meet the needs of consumers and thereby ensure the support of the marketing plan. A properly developed internal marketing strategy guarantees high-quality work of personnel and improvement of the organizational structure, establishing cooperation between the marketing department and other departments.

Internal marketing plans should motivate employees of processing enterprises, intermediaries to a higher level of participation in the affairs of the enterprise and care for its interests, that is, this is a necessary condition for ensuring profitable and effective management of relations with consumers.

So, if when creating marketing plans, marketers make decisions on each element of the marketing mix, then with the help of coordinated strategies related to customer service and internal marketing, they support decisions about product, place, price and means of promotion that affect the practical implementation of the marketing plan.

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In modern economic conditions, domestic enterprises should develop external strategies for the supply of raw materials and distribution channels, which would allow forming favorable relations with suppliers, partners in the technological process and distribution channels. In addition, an internal marketing strategy is important to ensure the support of the workers and management of the enterprise, for the appropriate staffing, which will allow the implementation of the adopted marketing programs in the future.

The most difficult task of the enterprise is the search for methods of determining the effectiveness of its activities, mechanisms and indicators that will be used to assess the degree of progress towards the set goals. By comparing the actual results achieved with the forecasts, the management of the processing plant must determine: where things are going well, and where intervention is needed to correct the situation. An important method of analysis is the comparison of the results of the company's activity with the results of competitors and the timely identification of emerging problems.

As the experience of Ukrainian enterprises shows, even the most ideal marketing plan turns out to be unreliable if its effective practical implementation is not organized. To do this, it is necessary to establish standards for assessing the degree of progress towards the set goals, determine the reality of marketing programs, conduct diagnostics of the results and make corrections if the achieved results do not meet expectations.

In our opinion, enterprise marketers need to evaluate such indicators as market share, sales volume, sales profitability and production productivity. Enterprises in this industry cannot do without a deep understanding of what their consumers need. In practical terms, this means that marketers must use advanced technologies, forming an individual approach to each target audience, in order to adjust their marketing plans if necessary.

Marketing planning is done differently in different organizations. This concerns the content of the plan, the duration of the planning horizon, the sequence of development, and the organization of planning. Yes, the range of content of the marketing plan for different companies is different: sometimes it is only a little wider than the plan of the sales department. At the second pole, the marketing plan, based on

consideration of the business strategy, results in the development of an integrated plan that covers all markets and products. Individual organizations, especially small businesses, may not have a marketing plan as a single document that includes several types of marketing plans. The only planning document for such organizations can be a business plan drawn up either for the organization as a whole or for individual areas of its development. This plan provides information on market segments and their capacity, market share; characteristics of consumers and competitors are given, barriers to market penetration are described; marketing strategies are formulated; forecast estimates of sales volumes for several years (perhaps for 5 years) with distribution by year are given.

At least three main principles are important for internal system planning, which should become the main part of the practical activity of Ukrainian enterprises in the conditions of market relations: first of all, the one who will later implement these plans should develop plans; the level of competence in planning must correspond to the level of competence in managing the company's resources; it is necessary to ensure flexibility and adaptability of planning in accordance with changes in the external and internal environments of the enterprise.

Planning in marketing solves the following main tasks:

— determines the goals, main principles and evaluation criteria of the planning process itself (for example, differentiation of goods depending on the selected market segments, comprehensive planning of the market strategy, determination of financing volumes and terms depending on marketing goals); — sets the structure and reserves of plans, their interrelationship (for example, connects plans for the sale of goods by separate market segments, implements a comprehensive market strategy, sales and production activities of regional offices and branches);

— establishes initial data for planning (state and prospects of market development, existing and future needs of end users of the company's products, forecast of changes in the product structure of markets, etc.);

— determines the general organization of the process and planning boundaries.

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The described approach to marketing planning, which combines the solution of its strategic and tactical tasks, makes it possible to overcome the contradictions that arise when trying to divide marketing into strategic and operational. This means that strategic marketing, in fact, is a constant and systematic analysis of market needs, which leads to the development of effective products intended for specific groups of consumers that have special properties, and this, in turn, distinguishes them from products -competitors and, thus, creates a sustainable competitive advantage for the manufacturer.

The purpose of the business plan is to establish rather extensive goals of business activity strategies for the SHP for a period of up to five years. In this aspect, a business plan is similar to a strategic plan, which is also focused on a fairly long time interval. Another common boundary of these two plans is the strategic consideration of developing or acquiring new products, developing new markets in order to achieve the desired financial goals. A business plan, like a marketing plan, is based on in-depth marketing research. However, the first does not contain action programs, which is a characteristic feature of marketing plans, but outlines only the main directions of action in a generalized form. For example, if one of the selected strategies includes a new product development strategy, the business plan also provides generalized data on supporting the implementation of this decision, but the statement of such a strategy is not accompanied by a new product development plan.

In most organizations, regardless of the type of marketing activity plan used, its development is preceded by the development of the company's activity plan as a whole. Marketing is only a branch, albeit a very important one, on the company's plan tree. Other branches are plans for production, research and development, finance, personnel activities, etc. The effectiveness of marketing planning is significantly increased when the employees of the marketing departments understand the planning process in the company as a whole. When it comes to setting and solving promising marketing tasks, the marketing activity plan is developed as part of the company's strategic plan.

The extreme variant of a flexible planning system is a complete rejection of the periodization of marketing decision-making stages, putting forward planning settings

in accordance with the emergence of new problems and, finally, solving financing, sales and other issues based on personal contacts of the organization's management with the management of divisions. However, this option is of little use in large organizations, where the complex of marketing issues is very diverse, the number of divisions is large, and the management system is complex. The choice of the planning horizon when developing marketing plans is determined both by the characteristics of the organization's activities and by the traditions and "tastes" of managers.

Human resources are people who possess the necessary professional skills, motivational and personal characteristics sufficient to effectively perform marketing functions, and are an important source of competitive advantage.

Marketing plans are developed, as a rule, in the line divisions of the company, whose managers must be responsible for the implementation of the plans. Employees of the marketing planning departments perform only consulting and coordination functions, helping line managers in developing a marketing plan.

Marketing activity is one of the main factors that ensure the successful existence of the enterprise, especially in times of crisis. It plays a significant role in the efficiency of the enterprise and the level of its development. At the same time, it should be noted that the concept of marketing activity is a debate for many scientists. This is the reason for the lack of a single approach to defining the essence of the concept of "marketing activity" in crisis conditions.

Thus, it can be concluded that the mentioned scientists in their works consider the development of marketing activities in different ways, which makes it possible to highlight the main directions. Yes, F. Kotler, T. Primak, S.Z. Moshenskyi., O.V.Oliynyk study the marketing activity of the enterprise - as a management activity, D. Traut, E. Rice consider it - as a competitive struggle, M.O. Turchenyuk, V. Rudelius, O. Azaryan, O. Vinogradov, A. AT. Starostina - as a process, S.S. Garkavenko, L.V. Balabanova, I.V., Balabanova - as a strategy and tactics, as well as the development of activities. So, the semantic analysis of the concept of "enterprise marketing activity" makes it possible to offer an author's interpretation. Thus, in crisis conditions, the marketing activity of an enterprise should be understood as a set of

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measures that ensures the promotion of goods and services through the study of consumers' attitudes and needs, as well as the regular use of this data for the effective functioning of the enterprise in difficult conditions.

The marketing activity of the enterprise involves the use of various approaches to the development of the business entity's activities, which are based on the principles, functions, elements and methods of marketing, oriented to the needs of consumers. A feature of the marketing activity of any enterprise is the need for financial investments, because the successful use of various marketing tools is the key to the successful promotion of goods or services on the market. According to the actual results of conducting business, the enterprise needs to evaluate the effectiveness of marketing activities, which is based on the calculation of various indicators reflecting the profitability of commercial activities. In connection with the crises that have affected not only our country, but also the whole world, entrepreneurs have recently reduced their marketing expenses and are using marketing methods aimed at promoting goods or services via the Internet, developing online retail skills. Such sales have their own specifics and are significantly different from trading in a regular store.

On the other hand, major environmental, raw material, and energy problems, which are being solved by society today, have significantly changed the views on the consumer concept of marketing, strengthening the focus on public needs and economic resources. The concept of socio-ethical (public) marketing is being formed. This concept defines the task of the firm as establishing the needs, interests of the target markets and satisfying needs more effectively than those of competitors, in ways that preserve or strengthen the well-being of the consumer and society in general. This concept requires a balance of three factors, namely the firm's profits, purchasing needs, and society's inter.

Next, let's focus on the components of the company's marketing strategy.

1. Setting the goal (goals). It is no secret that this is a rather deep and time-consuming process. This is a combination of analysis and synthesis. Ideas and realities. Why is this business needed in the economy? How will it differ from others? What will the method of competitive advantages be based on? What will be the principles of

interaction with the state? These are the questions that should be asked at the beginning. At this stage, a typical mistake is the ability to leave questions unanswered in the hope that later, when the time comes, it will be possible to "reboot", refine, catch up. The competition does not forgive such steps and there are a large number of examples that testify to this.

The action plan should be quite clear and specific. Consistent and practical. In other cases, it is an inevitable risk of "going off track". Orienting yourself according to the situation, being "flexible" is also not a feature of setting a specific goal.

At this stage, the approach regarding one's own capabilities and real results is of considerable importance. Overestimating them, as well as underestimating them, will inevitably lead to exit from the market [73. p. 201].

2. Planning. In fact, we will include the scenario itself, that is, a specific plan of action, to this stage. Everyone knows that any strategy has its points. It is on the basis of these points that the planning process should be developed. What is interesting at this stage is that, unlike the previous one, a creative and flexible approach can be used here. Especially when it comes to short- and medium-term planning. At this stage, you can use various techniques, checking their effectiveness. Explore and experiment. However, let's note one more time. There should be no deviations from the specific strategy of the enterprise.

3. Actually, the business process itself. We will not make any cardinal emphasis at this stage. The key strategic models have already been mentioned in the points above. Let's just note that this is a real process of implementing everything planned. And if the general concept was developed perfectly, the results will not make themselves wait. The effectiveness of the work strategy in Leo is formed at the beginning. There are no good strategies that are poorly executed. This is an interconnected mechanism of the market.

Being a communication between the firm and the environment, marketing has evolved, is developing and will develop under the influence of changes occurring in the conditions of reproduction, realization of the social product and functioning of capital.

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Today, the statement about the marketing crisis caused by globalization processes, increased competition, acceleration of scientific and technical progress, changes in the consumer, his behavior and lifestyle, a decrease in the effectiveness of traditional marketing communications, etc. is spreading. And this statement has its own support. The world has changed, the conditions and possibilities of marketing activity have changed. Now the marketing system should become more flexible and dynamic [80, p. 202].

Today's marketing is more complex than ever before. This doesn't mean that there weren't problems before, it's just that the problems today are completely different. Today, the problems are to fight against excessive fragmentation, saturation of products that appear on the markets every day.

Recently, marketing in Ukraine is gaining momentum in its development, and is becoming a source that provides a basis for creating and maintaining the country's living standards. The level of effectiveness of marketing activities is not necessarily determined by the results of current activities. High efficiency, first of all, should be determined by the fact that the company carefully conducts marketing policy on a strategic scale. Hence the need to pay close attention to the problems of business growth. In today's market conditions, growing is less risky than not growing. But not every growth is justified. It needs to bring good results, to be balanced. The balance should be based on the growth of the market value of the enterprise, the availability of free funds, the acceptable risk of running this business and effective "marketing management" [74, p.56].

An important condition for enterprises to maintain long-term competitive advantages due to innovative products is the justified application of theoretical models and business technologies of modern marketing, the problems of which are associated with such reasons as:

- increasing the number of brands;
- increasing the speed with which new brands and technologies appear, reducing the life time of new products on the market;

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- fastidiousness of consumers, who began to ignore commercial communications more and more often.

As for the increase in the types of brands, this fact is explained by three such factors as:

- the need to adapt goods to the specific needs of specific consumers;
- a large number of trademarks in the company, which prevents new competitors from entering the market;
- strengthening the position of the manufacturer in negotiations with the distributor due to a large portfolio of brands (a high discount on one brand can be compensated by a low discount on another).

Under such conditions, innovations help those companies that are stronger and have greater influence on the market to win, and challenger companies to win their niche in the market and their customers.

Today, the speed at which new brands and technologies appear is increasing, but the life cycle of products in the market is significantly shortened, because it becomes more expensive to repair a product than to replace it. The introduction of digital technologies makes it possible to increase the pace of innovation and the number of new products. Internet marketing promotes, on the one hand, the emergence of new brands and forms of business, and on the other hand, it opens up new opportunities for promoting goods to consumers.

When discussing the content of the subject of our research, it is also worth mentioning such a concept as "Internet marketing". Internet marketing means a new type of marketing that involves the use of traditional and innovative tools and technologies on the Internet to determine and satisfy the needs and requests of consumers (buyers) through exchange for the purpose of obtaining profit or other benefits by the producer or seller. That is, this is another convenient, but not entirely easy way to satisfy consumer needs and win a larger share of the market. The main advantages of Internet marketing are interactivity, the possibility of the most accurate targeting and post-click analysis. In this case, it is marketing that is the process that stands above innovation and the variability of technologies [80, p. 65].

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The use of Internet marketing tools makes it possible to save money, as well as to expand the activities of enterprises, primarily due to the transition from the local market to national, international and global. At the same time, regardless of size, enterprises have almost equal chances in the fight for the market. Entering the market via the Internet is not too expensive. An important point is that, unlike traditional marketing methods of promotion, Internet marketing allows you to get a clear statistical version of the effectiveness of the marketing strategy.

Today, the globalization of the economy has led not only to the popularization of the Internet in all functional areas of enterprise activity and the emergence of modern software communication systems, but also to the fact that the Internet has become an integral part of successful business. Thus, one can trace the modern trend, when the staff of enterprises is increasingly replenished with specialists hired exclusively to solve certain marketing tasks with the use of electronic technologies.

It should be noted that the effective satisfaction of customer needs is possible not only through their identification, but primarily through the establishment and development of partnership relations with customers, as well as with any counterparties both in the business space and within the organization. The current principle of marketing, which consists in the fact that the world is considered as a place of supply, production and trade common to all, stimulates enterprises to activate activities in the direction of forming a customer-oriented system as a key characteristic of business, since this is the competitive advantage that is based on specific, original capabilities and resources of the enterprise, which are practically impossible to imitate by competitors.

It is becoming increasingly difficult for manufacturers to achieve a clear differentiation of a certain product, and therefore its emotional appeal comes to the fore. Companies increasingly pay attention not to consumer properties of goods, but to their emotional impact on consumers.

Therefore, modern marketing should be based on fast, flexible implementation of innovations, the center of which should be the consumer. Innovative products create new markets, and in existing markets they help fight against competitors. Previously,

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priorities were set taking into account the minimization of the risk of entering the market with an innovative product, and today they are changing towards a faster entry into the market, the desire to become a challenger leader on it, which, as a rule, has a larger market share. The costs of late entry to the market may exceed the costs of the insignificant effectiveness of new products [75, p. 203].

Enterprise marketers emphasize the importance of forming the most accurate information about the needs of their consumers [80, p. 203]. In addition, marketing at the enterprise involves the use of various channels of interaction, which include: - customer relationship management (CRM); – managing relations with partners (Partner Relationship Management - PRM); – management of relations with own employees (Human Resources Management – HRM); - management of relations with shareholders - (Stakeholder Relationship Management - SRM). The level of effectiveness of marketing activities is determined not only by the results of current activities, but also by how reasonably the company conducts marketing policy at the strategic level and how much attention is paid to the problems of business growth [81, p. 117].

Today, the emphasis in the activities of enterprises is shifting from the production and sale of products to the selection of values, their creation and transmission to consumers, and the transition to consumer-driven interaction mar.

If the product is created for a large group of consumers, then a mass marketing strategy is implemented. In this case, marketing activities are focused on attracting new customers, not on retaining existing ones. But it is much easier to interest a consumer who is loyal to a certain enterprise in a new product than to attract new consumers.

In consumer-driven marketing, the main principle of enterprise activity is consumer segmentation. All of the above makes it possible to conclude that in the practice of Ukrainian enterprises there are a number of negative actions that affect the effectiveness of marketing implementation:

- chaotic use of individual marketing components;
- association of marketing only with advertising;
- unjustified use of Western tools and methods;

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- non-creative approach to marketing activities;
 - short-term orientation;
- lack of client-oriented programs as one of the business values;
 - low level of service;
- lack of flexibility and ignorance of own consumers.

In general, the list of these errors creates the impression that the activities of enterprises are aimed only at obtaining the maximum level of profit, regardless of consumer satisfaction and further interest in their products. Therefore, all efforts should be aimed at eliminating these mistakes by attracting new young specialists in this field with creative potential and fresh ideas, in-depth study of consumer needs, promoting the expansion of research works, strengthening control over marketing activities, etc.

Marketing activity includes planning of product range; pricing, i.e. determining the price that the buyer will have to pay to get this product; transportation, i.e. optimal ways of delivering goods to the consumer; storage and warehousing of products; wholesale trade - sale of goods to anyone, except end consumers; retail trade - sale to end consumers themselves; serving potential buyers in the sales hall, i.e. providing them with assistance in choosing a product or service and corresponding "processing" of buyers; crediting - giving buyers the opportunity to pay for the purchase within a certain period after purchasing the product or service; advertising - an impersonal form of communication with consumers through mass media, including television, radio, newspapers, magazines, mail, the Internet, transit vehicles and billboards; marketing research - systematic collection and analysis of data for making marketing decisions [75].

The main negative trend in the development of marketing at Ukrainian enterprises is its short-term planning. Managers of enterprises should develop long-term strategies that would allow them to quickly respond to changing market conditions in the future [76, p. 44].

Domestic enterprises need to produce products that will first satisfy their own needs, the needs of consumers, and later it will be necessary to make a lot of effort to meet the needs of the entire society. Therefore, so far, enterprises are not able to

produce products that will be useful for members of the entire society, and at the same time, that these products bring the expected profit.

The most urgent issue for Ukrainian enterprises remains the need to intensify marketing activities. The transition to an innovative type of economic growth is a necessary condition for it to enter the world economic system. And this involves the purposeful efforts of the state with the aim of forming an economic system receptive to innovations, creating such a mechanism of economic interaction of enterprises, under which competitive advantages would be obtained only thanks to active innovative activities and effective innovative solutions [77].

Today, entrepreneurs face new challenges caused by war every day. Adapting to them on the basis of marketing is the only, sometimes difficult, way to continue your business.

Thus, marketing should be aimed at ensuring the effective operation of enterprises during the crisis that is currently occurring in our country. The above allows us to conclude that only those enterprises that are active and apply a set of measures to manage the enterprise on the basis of marketing, using possible marketing tools, survive and function in the crisis.

The process of managing material and human resources, ensuring their integration and the most effective use to achieve the set goals, is known as management (from the English management – management). On the basis of the above, marketing management or marketing management in an enterprise is the process of analysis, development and implementation of means designed to establish, strengthen and support profitable exchanges with customers to achieve the enterprise's goal - profit, growth in sales, increase in share market, etc.

Marketing management is the process of planning and implementation of pricing policy, promotion and development of ideas, products and services, aimed at carrying out an exchange that satisfies both individuals and the firm. It also aims to solve the problems of the firm's influence on the level and structure of demand in a certain period of time, to determine the optimal ratio of supply and demand, so that the firm achieves its goal [78]. In essence, marketing management is the management of supply and

demand and is carried out when one of the parties to a potential exchange develops and uses means of achieving the desired action (feedback) of other parties.

However, the issues of directions of development of marketing management in the economic sector, taking into account the changes that occurred in the process of its globalization, remain insufficiently studied. After the collapse of the administrative planning system, social and production conditions radically changed, the goals of production changed radically (from the implementation of directive plans to obtaining maximum profit), the forms of ownership changed (from unitary state to its various forms), enterprises gained complete independence in decision-making, appeared new forms of goods (capital, labor, natural resources, means of production), a free market was organized. At the same time, the market factors of the economy have created a number of problems in the country related to the instability of the external environment, changes in the market situation, fierce competition, management's unpreparedness for changes in management technology, the lack of highly qualified specialists in the management of marketing activities of enterprises, and others.

The purpose of marketing is, on the one hand, to create conditions for adapting production to public demand, market needs; development of a system of organizational and technical measures for studying the market, intensification of sales, increasing the competitiveness of goods in order to obtain maximum profit, and on the other hand, through the use of means, techniques, the entire marketing system, influence on the sphere of implementation: demand, supply, prices, conditions sales, distribution channels. Marketing involves the widest and most complete use of market conditions, all factors of commercial success in the name of achieving the main goal - making a profit.

Specific features of marketing in Ukraine: 1. Low level of solvency and awareness of the domestic consumer. 2. The low level of domestic production competition, which makes it unnecessary to use the concept of marketing. 3. Strong pressure from distribution structures, which leads to unjustified price increases. 4. Formation of a layer of professional marketers is in the nascent stage. 5. The mentality of the domestic consumer gives rise to mistrust of advertising campaigns, sales

promotion, etc. 6. Irregularity of the legislative framework on the protection of consumer rights, advertising, unfair competition, registration of patents and inventions, registration and protection of rights to signs for goods and services.

In the literature, the wording of the term "marketing activity management" is often found as a simplification of this concept - "marketing management". In fact, these two terms mean the same thing, having a single meaning. In our opinion, it is more correct to use the term "management of marketing activities", because it more accurately reflects the essence of this process. But there are both types of wording, and when "marketing management" is written, it means "marketing management."

"Marketing management" (marketing management) and "marketing service management" are different concepts. As you know, the marketing service of the enterprise is a special unit that carries out its activities based on the principles and methods of marketing in order to comprehensively study the market, ensure sustainable product sales, market orientation of production and design and construction works. And the management of the marketing service is a clearly defined program developed on the basis of decisions made and strategic directions of development. Therefore, marketing management (management of marketing activities) in the enterprise is a wide complex of measures of a strategic and tactical nature, aimed at the effective implementation of the market activity of the enterprise and the achievement of its main goal - meeting the needs of consumers of goods and services and obtaining the greatest profit on this basis.

An enterprise that implements management of marketing activities in its activities provides for itself:

- target orientation of the enterprise's market activity, which is related to meeting the needs of society and individuals;
- the effectiveness of marketing activity, which is manifested in the organization of the technological process from the design of the product to its consumption;
- analysis of the market, i.e. its potential, capacity, situation, demand, consumer behavior, company capabilities, competition, etc.;

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- motivation: creation of appropriate material and moral incentives for employees in order to ensure that they fulfill their duties;
- control and analysis of marketing activities.

Identifying, on the basis of various analysis, those types of products that can provide the organization with the highest level of profit, and the orientation of activities through the planning and sale of these types of products is the most important task of the enterprise's marketing activity.

Having analyzed the concepts of marketing activity management given in literary sources, we offer the following improved and developed definition of it, which is considered from the standpoint of its purpose, essence and systematicity.

Management of marketing activities in Ukrainian enterprises is a system of various types of activities, which is a wide complex of measures of a strategic and tactical nature, interconnected and aimed at the effective implementation of the market activity of the enterprise and the achievement of its main goal - meeting the needs of consumers of goods and services and obtaining on this basis of greatest profit. This concept, in our opinion, takes into account the complexity of the marketing management process, its purpose and essence, it emphasizes the systematic nature of this process, because marketing management should be carried out systematically and comprehensively.

Marketing management can be carried out from the positions of five approaches: improvement of production, goods; intensification of commercial efforts; marketing; social and ethical marketing.

The concept of production improvement states that consumers will favor products that are widely distributed and affordable, and as a result, the company should focus its efforts on improving production and increasing the efficiency of the distribution system. The application of this concept is possible in two situations: when the demand for the product exceeds the supply and when the cost of the product is very high and it is necessary to reduce it, for which it is necessary to increase productivity.

The main idea of the concept of product improvement is the statement that consumers will favor products of the highest quality, with the best operational

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characteristics and properties, so the company should focus its efforts on continuous product improvement. The negative point of this concept is that consumers actually satisfy not the need for a specific product, but their needs.

The concept of intensification of commercial efforts states that consumers will not buy a company's products in sufficient quantities if the company does not make sufficient sales and promotion efforts. The field of application of the mentioned concept is the promotion of products of the so-called passive demand (insurance, encyclopedic dictionaries, etc.) to the market.

The essence of the marketing concept is that the key to achieving the organization's goal is to determine the needs of target markets and ensure the desired satisfaction in more efficient and productive ways than competitors. Orientation in this concept goes to the needs of customers.

According to the concept of socio-ethical marketing, the company's task is to establish the needs and interests of the target markets and ensure the desired satisfaction in more efficient and productive ways while simultaneously strengthening the well-being of the consumer and society as a whole. This concept tries to resolve the contradiction between meeting the true needs of customers and their long-term well-being.

The general functions of marketing management in the enterprise are analysis, planning, organization of execution, control. The specific functions are the development of the goals and tasks of the enterprise, the main strategic principles of its activity; development of enterprise strategy, definition of markets; product planning; preparation of procurement plans for material and technical resources; formation of a production plan; planning and implementation of a complex of marketing communications; formation of distribution channels; formation and implementation of price policy; financial support planning; selection of employees; formation of the marketing activity management structure; formation and implementation of the system of managerial influences; organization of collection and processing of marketing information.

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Functional support of marketing activity, that is, creation of a marketing service, functioning of a marketing information system, definition of marketing strategy and planning, marketing control begins with market research (including consumer behavior, competitor analysis, marketing capabilities of the enterprise, market segmentation and product positioning). Then the development of the enterprise's marketing complex, that is, the product, pricing, sales methods and channels, methods of promoting the product on the market, is carried out.

Market research also involves studying and forecasting the demand for the product, analyzing the prices and products of competitors, determining the market capacity and the company's share in it. Such an analysis helps to assess market opportunities and determine an attractive direction of marketing activity, in which the company can gain competitive advantages.

At the same time, the company is looking for its potential customers, whose needs the company seeks to satisfy. At the same time, they use a very important marketing technique - market segmentation, that is, the division of consumers into groups based on the difference in their needs, characteristics and behavior. If the company has correctly chosen the market segment for further cooperation, it means that it has found its "niche" in the market.

Then it is necessary to position the product on the market, that is, to clearly define how the product of this company will differ from the products of competitors, thanks to which characteristics it is possible to gain competitive advantages in the minds of potential consumers. Having made a decision on product positioning, the company can start developing a marketing mix.

This is one of the fundamental categories of modern marketing, the most important elements of which are the marketing complex - the so-called "4Rs": product, price, place, distribution or delivery, promotion. These four elements together create a marketing mix that is developed for a specific market situation. The ability to correctly "mix" marketing elements to solve a practical problem is the basis of marketing. Marketing elements are:

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1. Product (quality, assortment, service). Each product has properties that are of interest to the consumer - design, durability, reliability, functions, capabilities, that is, it has a certain quality (the entire set of product properties, based on which the consumer makes a conclusion about its advantages). More often, the assortment, its breadth (the number of product names) and depth (the number of types of products per one product name) become a tool that promotes the sale of goods on the market.

2. Price (discounts, mark-ups, term of payments). Determining the price is considered one of the most difficult tasks of the marketing complex. It should be attractive for a potential buyer and at the same time beneficial for a trading company and provide the latter with a profit.

3. Product delivery to consumers - includes the choice of the optimal scheme of product delivery from the manufacturer to the consumer (direct method, through wholesale trade, agents), its physical embodiment (transportation, storage, cargo handling), as well as after-sales (service) service to consumers. Today, the winner on the market is not even the one who wins new customers, but the one who manages to keep the old ones, so service comes to the fore in the competition. Among the elements of service, such as instruction and recommendations before and after purchase, delivery and installation of goods, training of personnel, handling customer complaints, provision of documentation, provision of component parts, high-quality telephone communication and prompt response, technical maintenance (repair and prevention), guarantee.

4. Promotion on the market involves effective contacts with buyers and is carried out in the following forms: creating a positive image of the company and its products; advertising, exhibitions, fairs, providing discounts, transferring goods for temporary use, trading on credit; personal selling and others.

The company's possibilities here are inexhaustible - from advertising through mass media (television, radio, newspapers) to effective actions of the public relations service [79, p. 15-18.].

In general, the competitive advantages of an enterprise should be considered as a manifestation of advantages over other enterprises that are competitors in all spheres

of activity. That is, it is ahead of the specified competitors, first of all, due to the effective implementation of market factors of success, both external and internal, or key competencies. From the point of view of the main sources of competitive advantages in agricultural enterprises, they can be divided into competitive advantages of low and high levels. At the same time, low-level advantages for enterprises are created, for example, through the use of cheap labor resources, available cheap sources of raw materials, which, today, are unstable when used. Therefore, these advantages can be quickly lost. The competitive advantages of high-level enterprises are already formed by the presence of qualified personnel, the use of the latest technological innovations, etc.

In theory, the competitive advantages of an enterprise are a concentrated manifestation of advantages over competitors from the point of view of economic, technical-technological, organizational, managerial and other types of enterprise activity. At the same time, they can be measured by general economic indicators, such as reducing production costs, obtaining additional profit, increasing the level of profitability, increasing the market share of enterprises or product sales, etc.

Effective development of marketing is facilitated by the constant emergence of new ideas and trends in this field. Although countries with a developed market economy have accumulated rich experience in the practice of using marketing in the activities of enterprises, it should be taken into account that it is one of the most dynamic branches of economic activity. Trends in the development of the modern market are of particular importance for the evolution of marketing, this is the growing importance of the following areas:

- quality, prices and consumer satisfaction;
- building relationships with consumers and maintaining them;
- management of business processes and integration of management functions;
- global thinking and planning of local markets;
- strategic alliances and networks;
- industries with high technologies;
- marketing services; - direct and online marketing;

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- ethics of marketing behavior.

To successfully master marketing, you must adhere to the following conditions:

- organization of training of managers and specialists in basic methods and tools;
- training of relevant personnel;
- creation of personnel potential of marketing professionals;
- building the necessary organizational structure (special marketing services); - creation of scientific and material support for marketing research;
- high level of implementation of marketing elements;
- an incentive mechanism for reorientation to marketing.

The application of marketing largely depends on the form of ownership and the specifics of the management organization of a specific enterprise. Private, leased, and joint-stock organizations respond more quickly to market requirements, have great opportunities for independent decision-making on interrelated elements of the marketing complex: product range, volume of output, price, product distribution channels, sales promotion, etc., which is organically necessary for the development and implementation of policy in the field of marketing.

In our country, the application of marketing as an integral concept of market management is not very widespread. The use of groups of interconnected methods and means of marketing activity, as well as individual elements of the marketing complex, is widely used.

Organizations producing products or providing services intended for the mass consumer operate in conditions of competition in markets dominated by consumers and where there are conditions for making independent, coordinated decisions on all elements of the marketing mix. Such organizations include, first of all, private and joint-stock enterprises of small and medium sizes, which are faster to adapt to the market economy.

In particular, I would like to note that at every enterprise, including in the agricultural sector, there is a product policy, and pricing, and communication or promotion, and, of course, a product distribution or sales policy. All mentioned marketing tools function properly, but only as separate elements. We believe that the

effectiveness of their use will be much greater when the specified policies are applied in a comprehensive manner, as a single whole. And if we add to this the analysis of a separate object market, at least some of its main indicators, then all this will systematically constitute marketing and marketing activity. Only then will agricultural enterprises be able to assert the marketing innovativeness of their operation.

The following methods are used to analyze the company's marketing activities:

1. Analysis of absolute indicators, which is based on the analysis of data presented in marketing reports. This includes the structure of financial investments, the amount of borrowed funds, revenue from the sale of products, the size of the company's products, etc.

2. Horizontal analysis consists in comparing each component of reporting for the year with the previous period. This method helps to identify changing trends in balance sheet items and financial statements.

3. Vertical analysis is used to identify the impact of each reporting item on the overall result, that is, to determine the structure of the final financial indicators.
4. Dynamic analysis is used to compare each position from the reporting for several years, and based on this, the main trend of the indicator's dynamics is determined without taking into account random influences and individual characteristics of individual periods. Creating a trend helps to carry out predictive analysis [80, c. 76].

The evaluation of the enterprise's marketing activity is primarily evaluated based on a set of criteria such as the volume of turnover, the size of inventories and turnover costs. However, for a more accurate assessment, such indicators as the breadth of the product range and the satisfaction ratio of the purchasing demand are used [81]. Continuous information about the state of circulation of goods at the enterprise is necessary for the assessment, since without such accounting it is impossible to calculate how many goods with slow turnover have settled in stocks. The increase in the dynamics of the circulation of goods should be considered as a result of the improvement of the enterprise's marketing activities.

Also, in the analysis of the enterprise's marketing activity, indicators of demand for the products of the trading enterprise and the amount of its actual shipment during

a certain period of time help. Since such indicators make it possible to determine the ability of a business entity to fully satisfy consumer demand, which in market conditions also becomes one of the main goals.

To assess the adequacy of the funds spent, it is necessary to compare the indicators given above with the analysis of losses of the marketing service. Determination of the coefficient of competitiveness will help in the estimated profitability of the commercial activity of the enterprise.

So, as we can see, in the activities of modern organizations, marketing and in particular marketing activities play a very important role. Every year, consumers become more demanding, which stimulates enterprises to constantly improve their products and ways of promoting them to the market. In addition, the modern market economy is characterized by a high degree of competition, so those enterprises that are able to flexibly respond to rapid changes in the competitive environment survive on the market [82].

Planning of marketing activity is quite important in the enterprise, because it is marketing activity that will allow the head of the enterprise to make management decisions based on the implementation of marketing activity, the sales market and obtaining competitive advantages, and with the help of this we will be able to learn how to survive in a fierce competition and achieve new level in their activities.

The marketing management of the enterprise is based on the marketing concept of a new method of action and communicative connections of the enterprise with the market, which is manifested at the level of the entire enterprise and in almost all management decisions in accordance with market requirements. The marketing function of management is based on the formation of the marketing system of the enterprise, because it is closely related to the production, financial and administrative functions of the enterprise, which perform the coordinating role of all divisions in relation to the goals of the enterprise. From this we can come to the conclusion that marketing is an important component of the enterprise, which functions in the sphere of the enterprise, the task of which is all the processes of the enterprise and consumers in order to satisfy needs and obtain profit.

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Modern marketing in the field of entrepreneurial activity is in the process of formation. There are many problems that partially slow down the work in the marketing system, which causes low efficiency. However, despite the existing problems, it is difficult to imagine an enterprise that would develop without marketing principles.

The marketing enterprise is based on a number of the following principles:

- focus on meeting needs, which will lead the enterprise to the sales links of the enterprise. The main objects are consumers, competitors and the characteristics and structure of the market;

- making strategic decisions not within the set schedule, but as potential sales problems are identified. Continuous collection and processing of information regarding market situations and the management situation.

- focus on achieving long-term and effective success.

Having read briefly about marketing in the enterprise, we can conclude that it plays a significant role and affects a number of certain factors that interact with each other.

In the conditions of modern marketing, it is possible to highlight new prospects for the development of marketing, namely:

- "over-marketing" - concentration of efforts on creating a comprehensive offer, which contributes to solving several consumer problems at the same time, and not just satisfying one need;

- "multi-marketing" - multi-channel merchandise movement;

- "turbomarketing" - reduction of time for the creation of a new product, for the corresponding reaction of the company to the identified demand.

Unfortunately, the market economy of Ukraine is focused on profit, and not on satisfying human needs, the dynamic development of modern marketing takes place precisely in these conditions. The most important problematic issues (problems) of marketing is the problem (more precisely, the goal) of marketing and marketing activities, which is to sell, sell, sell goods in any way and of any quality. Such an economy will never work for the needs of people, its task is to stimulate people's demand for goods with the help of advertising and fashion, so that their implementation

brings maximum profit. Therefore, marketers represent the interests of the producer (entrepreneur) and not the consumer.

Modern marketing should be based on fast, flexible planning of innovations, in the center of which should always be the consumer. New products can create new markets, and in existing markets help to displace competitors. If most often priorities were given to minimizing the risk of entering the market with a new product, today priorities are shifting towards accelerating market entry, striving to become a pioneer in it, which, as a rule, has a larger market share. Losses from late entry to the market can significantly exceed losses from insufficient efficiency of new products [80, p. 203].

CONCLUSIONS

Therefore, the success of any company depends not only on the financial results of its activities, but also on the correct organization of marketing activities and on the flexibility of the management system, since under market conditions of management, the management of the company needs market reviews, research on purchasing advantages, forecasting sales volumes , calculations of product advertising effectiveness.

Management that does not keep up with dynamic changes within the enterprise and in the external environment leads to the "death of ideas" and makes the enterprise incapable of adaptation and further development, and marketing activity is an integral sphere of the enterprise's functioning, often determining for other areas of the organization's activity.

Marketing activity helps to solve and study the following types of issues: determination of factors of the external environment that are obstacles and opportunities for the company; analysis of consumers, their characteristics, which help them make decisions regarding the purchase of this or that product; development of the concept of creating new products and improving old ones; sales planning; formation of demand using a set of marketing tools; management of price policy; etc.

As a result of the conducted research, it is possible to conclude that there are a number of shortcomings in the practice of domestic enterprises that reduce the

effectiveness of marketing activities. These include: chaotic use of individual elements of marketing, reduction of marketing functions only to sales promotion, orientation to the short-term perspective, lack of flexibility and ignorance of one's own consumers.

Marketing planning in different companies is carried out in different ways. This applies to the retention of the plan, the duration of the planning horizon, the sequence of development, the planning organization. So, the range of maintenance of the marketing plan for different companies is different: sometimes it is only a little wider than the activity plan of the sales department; at the other extreme is a marketing plan based on the broadest consideration of business strategy, resulting in the development of an integrated plan covering all markets and products. Individual organizations, especially small businesses, may not have a marketing plan as a single document that includes several types of marketing plan. The only planning document for such organizations can be a business plan drawn up either for the organization as a whole or for individual areas of its development. This plan provides information on market segments and their capacity, market share; characteristics of consumers and competitors are given, barriers to market penetration are described; marketing strategies are formulated; forecast estimates of sales volumes for several years are given, broken down by year.

The analysis shows that many companies conduct their activities without any plans. Moreover, in small firms there is an opinion that only large companies need formal planning, and therefore there is no need to spend additional time, which is constantly lacking, on drawing up plans that will not be needed anyway. And large enterprises consider this activity a waste of time, because rapid changes in the market make any attempts to draw up plans no more than a formal procedure [78, p. 22]. For the most part, marketing plans are prepared separately for each main product. Thus, among firms that produce consumer goods, almost half turn to the development of such plans, and among firms that specialize in the production of technical goods - 34%. Planning horizons are also different. About 2/3 of the companies for which there is data develop only an annual plan, which is sometimes supplemented with instructions for

the following years. But the most accurate and most effective are the plans for two years and more.

It is important to carry out such marketing planning, which helps to coordinate the trade policy, correctly implement sales tactics and make a profit. It is also necessary to improve marketing services, expand and stimulate their activities. The company's marketing activity plan should be complete, differentiated and detailed. It should clearly coincide with all other measures and actions of the enterprise. This makes it possible to constantly monitor the situation and adjust the current goals. Marketing planning plays a very important role in shaping the success of the company, so marketing techniques should be actively used. Ignoring this important structural element in modern conditions can lead to bankruptcy or takeover of the company.

It is worth noting that there is no unified marketing plan suitable for all types of enterprises. Marketing planning is carried out differently in different enterprises. This applies to both the content of the plan and the planning horizon, the sequence of development, and the organization of planning. So, sometimes the marketing plan is a slightly expanded plan of the sales department, in other situations it can be based on a broad consideration of the business strategy, which entails the development of an integrated plan that includes all markets and products of the enterprise. As for small businesses, they may not have a marketing plan at all. The only planning document for such enterprises is a business plan, which will include in detail individual areas of their development, including a marketing plan. In this plan, information is given about market segments, their capacity, market share, characteristics of consumers and competitors are given, "barriers" to entering the market are described, marketing strategies are formed, sales volumes are forecasted, etc.

Most manufacturing companies develop separate planning documents for each main product (or group of homogeneous products - product line). This is especially true of consumer goods. Thus, several marketing plans can be implemented simultaneously. Although these plans can be purely mechanically combined into one book of planning documents. Some companies develop a single integrated marketing plan that includes all products.

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In some companies, a three- or five-year planning cycle is used, in others it is equal to six months. The following scheme is most often used: planning is carried out annually, but with a focus on the next three years. At the same time, the marketing plan consists of detailed recommendations for the next two years with extrapolation for the third. Further, the analysis and plans are supplemented with updated information and corrected every year. Key recommendations, consolidated into a plan, are then presented to the organization's top management.