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1. Marketing of regional development investments in the context of international diversification

The basis of marketing activities of regional systems is a systematic and systematic study of the state and development trends of the region's territory in order to make rational decisions (on market segmentation, selection of the target market, justification of the marketing strategy for entering the market, development of a complex

According to modern approaches, marketing of regional systems can be defined as a way of establishing, creating, and maintaining relationships with various market actors that would ensure the region's favorable position in relation to resources and target markets, as well as allow it to achieve the goals of the participants in these relationships. Thus, the marketing of regional systems is aimed at identifying the needs of the region's counterparties, aligning these interests with the interests of the region, and achieving competitive success and socio-economic goals of the region on this basis.

Marketing is a universal form of adapting the economic system to new business conditions based on market principles of management, which makes it possible to better study the process of goods' life in the market, as well as to analyze supply and demand in the market from the perspective of the product seller. Marketing has a wider range of methods and techniques for effective assessment of market relations than planning, although it is not an independent method of planning.

Marketing is a type of production activity related to the sale of goods and services on the market based on the information obtained about the market, customer demand, competitors, etc. The task of marketing is to maximize the satisfaction of customer demand in the market, focusing on the interests of consumers. The purpose of marketing is to research the market with an assessment of the supply-demand ratio and to develop measures to maintain the balance. The increasing involvement of resources in the relevant markets makes it expedient to study marketing in the field of using the resource potential of the country and its regions.

The main goal of marketing is to influence consumers and producers of goods and services to achieve mutual agreement, create and stimulate demand for goods and services, expand sales, market share and profit.

The basic principles of marketing in the resource sector, as in general, should include the following:

- focusing the production of goods and services on consumer tastes;
- orientation of the company's activities towards the final result, i.e. profit;
- constant updating of products and improvement of their quality based on a more complete use of the region's resource potential and achievements of scientific and technological progress;
- flexible response of production and sales to market needs, its maximum adaptation to the structure of demand based on the long-term perspective;
- informing potential customers and acting on them through advertising and other means of sales promotion.

It is important to take into account that regional resource marketing includes two main types: regional resource marketing (RRM) and marketing within the region, the content of which, with some clarifications, can be correlated with the interpretations of marketing of regional entities in the broad and narrow sense proposed by A. Blinov [1]. Thus, in a broad sense, marketing of regional entities is the process of identifying, creating and implementing the prerequisites for the formation of environmentally and socially oriented regional policy in order to create the most favorable environment for production and life activities carried out both in the region and beyond. A narrower interpretation defines the marketing of regional resources as an element of local economic policy related to the creation of the region's image and attraction of investments directly to its territory. Thus, regional marketing includes all the previously existing policies of regional and local authorities, supplementing it with the following elements and characteristics: creation and advertising of the region's image, consistent focus on the interests of target markets, environmental and social orientation, partnership between the government and private business. Accordingly, the regional marketing policy should be aimed at creating favorable conditions for improving the quality of the region's product, finding its potential consumers and bringing the territory to a leading position in the interregional division of labor in order to improve the quality of life of the population. Regional and municipal authorities play a leading role in the implementation of the regional marketing policy, as they promote the resources, goods and services of the territory as regional marketing entities. Their activities are focused on creating, maintaining or changing certain intentions and behavior of consumer entities regarding the territory, its capabilities, as well as the capabilities of these entities themselves in the territory [1]. Therefore, they need to know how to analyze market opportunities, select appropriate target markets, develop an effective marketing mix, and successfully manage the implementation of marketing tasks. All this is the process of marketing management, the content of which in relation to solving the problem of increasing the efficiency of cooperation can be defined as follows:

- analysis of the region's opportunities: a system of market research; collection of information in general; study of competitive markets in the region; analysis of needs in the region; analysis of goods produced in the region; assessment of market capacity;
- selection of markets for goods: determination of strategies for operating in the region's markets; selection of international markets for sales;
- developing a marketing complex: organizing the production of goods in accordance with the needs of target markets; setting up logistics systems; setting up a system of goods movement; creating infrastructure in the region, taking into account market volumes; organizing a system of demand generation and sales promotion; conducting product and pricing policy;
- control over the functioning of the regional marketing complex: strategic and operational planning; collection of operational information; advertising, exhibitions, fairs.

As has been repeatedly noted, the essence of the marketing approach to managing investment attraction to a region is to consider the investor as one of the consumers of the territory's product. Investors are one of the most important target markets for buyers of a territorial product. This is the thesis underlying the territorial marketing strategies of many developed and developing countries - Australia, Canada, the United States, etc. [22]. In the author's opinion, foreign experience in managing investment attraction can be successfully used in Ukrainian regions, as the following prerequisites have been established for this:

– it has become almost obvious that regions do not have their own capabilities to ensure sustainable socio-economic development. In this regard, it is increasingly important to attract external investment, foreign investment and develop relations with both domestic investors and external (including foreign) investors, for whom the investment environment of Ukrainian regions is often not attractive precisely because of their internal orientation and information secrecy;

– the successful experience of using marketing technologies and tools to improve management in the commercial sphere indicates that they can be used in the non-commercial sphere, including public administration. Therefore, there is reason to believe that Ukrainian regions will soon begin to realize the need to create marketing concepts for regional governance;

– some tools and methods inherent in the marketing approach (rating assessments, SWOT analysis, etc.) are already used in the management of investment activities in Ukraine, which suggests further integration of marketing into public administration of regional development.

The Ukrainian experience of using marketing tools in management does not have such a rich background as the experience of developing countries for many reasons, the main one being the relatively recent transition from a planned to a market-based economic system. However, some methods of the marketing approach were still used even in the planned economy of the USSR. One of these methods is the rating assessment, which is most often used in investment management. Rating assessments are used to analyze the investment attractiveness, investment climate and investment activity in a region - the basic characteristics that determine the success of the task of attracting investment to the regions. To understand the feasibility of applying rating assessments to these categories of investment development, let us consider their definitions, interrelationships and role in managing the region's investment activity.

In our opinion, it is worth paying maximum attention to such stages as planning and control, since the effectiveness of the company's marketing activities in the context of diversification depends on monitoring the implementation of marketing annual plans, profitability control and strategic control of activities.

E. G. Novitsky believes that the object of control of the marketing activity of an enterprise in the context of international diversification is the issues that arise in ensuring the achievement of certain diversification goals; indicators (their deviations) that characterize the state of achievement of the results of the enterprise's activities in the context of international diversification; models and methods of planning that ensure the reliability of the state for certain periods of time [5, p. 72].

We agree with the opinion of E.G. Novitsky that an important stage is the control of profitability of the enterprise in the context of diversification, which involves control over the budget of marketing programs, projects, calculation of all marketing costs, comparison of these costs with the company's profit, sales, and other economic calculations necessary for the adoption of the annual marketing plan and strategic decisions in the marketing activities of the enterprise. It is worth noting that profitability control also implies an assessment of the profitability of goods, analysis of the product range, profitability of the company's activities in market segments and distribution channels. And by determining the ratio between the company's sales in the domestic and foreign markets and marketing costs, we determine the effectiveness of the company's marketing activities in the context of diversification.

A logical step in the marketing management of the enterprise's marketing activities in the context of diversification is the analysis of marketing costs, the complexity of which is determined by Sokoliuk K., highlighting the stages of its implementation [19, p. 207]:

– comparison of the company's sales revenues and profits with its current costs and expenses based on accounting statements and financial reports;

– allocation of expenses related to the company's marketing activities in the context of diversification and their distribution among individual cost items, such as expenses for marketing research of international markets, international advertising, participation in international marketing events (specialized exhibitions), salaries of marketing department employees, etc;

– breakdown of marketing expenses by product or product groups, distribution channels, market segments, and customers.

We agree with the opinion of K. Sokoliuk on the need to allocate costs associated with the marketing activities of the enterprise in the context of diversification, but we believe that the budget of marketing programs is planned on the basis of the expected costs of marketing activities and, as a rule, is allocated based on the financial capabilities of the enterprise, current and projected sales, and the enterprise's profits.

A. Meyer, V. Mikhailov, A. Prutskov, A. Tyazhov in their scientific works related to the problems of marketing diversification define that strategic control of the enterprise's activity in the conditions of diversification provides for control over the implementation of strategic decisions, budget control, control of the effectiveness of marketing management of the enterprise's activity in the conditions of diversification [14, p. 174].

An analysis of the region's market opportunities should identify unsatisfied or incompletely satisfied needs. It is important to note that the search for ways and mechanisms for the effective use of the region's resource potential, in particular in domestic and foreign resource markets, has been repeatedly carried out in practice and studied in the scientific literature. However, in the context of globalization and regionalization processes, there is a need for a comprehensive analysis of export opportunities, for regional enterprises and organizations to choose the right marketing strategy for entering regional and foreign markets and to develop tactical methods for its implementation. This is all the more important because an assessment of the resource potential of a region may be necessary when developing measures to strengthen regional policy and gradual marketing restructuring of Ukraine's economic space. However, it is from this point of view that the study of market opportunities and needs of a region based solely on its natural resource potential and economic condition significantly reduces the competitive advantages of the region. The conditions of the modern information age make it necessary to take into account the resource potential of the regions, which is an opportunity to ensure strategic directions of socio-economic development of the region, prospective development of new types of products, entrepreneurship with due regard to scientific and technical ideas.

The modern concept of marketing is to study and analyze the market, taking into account its possible changes in the future. For a more complete picture of the state of affairs, the market and all its elements - demand, supply, market capacity - are analyzed, which involves a comprehensive study of the market structure. Based on the research, a specific action program is developed. Particular attention is paid to analyzing own resources and planning the production of a range of products and services in accordance with the marketing program - strategy. In order to operate effectively in the market and guarantee the expected profit, it is necessary to assess the competitive environment.

Attracting investment in the real sector of Ukraine's economy is a strategic task, and it is solved through strategic management. In turn, strategic management is impossible without the use of marketing methods.

It should be noted that there is no unequivocal agreement on the question of whether marketing has its own research methods. However, there is undoubtedly a wide range of methods and technologies inherent in marketing and focused on solving specific marketing problems that occur in the investment sphere of the regions. These techniques include, in particular, marketing analysis and influence tools, including market segmentation techniques, SWOT analysis (research and assessment of strengths, weaknesses, opportunities and threats), technologies for positioning a region or investment project in the market, assessment of the region's competitiveness, rating assessments, investor relations technologies and many others.

Among the above marketing methods, some, such as rating assessments, assessments of the competitiveness of territories, and SWOT analysis, are used in Ukrainian and foreign investment attraction management practices quite widely and successfully. However, the main, truly marketing technologies and methods, such as positioning, segmentation, targeting and customer relationship technologies, remain unclaimed in the investment sector. In the author's opinion, this is one of the reasons for the low investment activity in Ukraine compared to other emerging market countries, such as China, Eastern Europe, etc.

The method of rating assessments for the investment and banking sector is one of the most common because it allows summarizing many factors and objects and presenting all the necessary data for making an investment decision in one list (or table). The strategic SWOT analysis methodology is also used at the level of enterprises and investment companies, as well as in the field of public administration. Popular methods of strategic management in the investment sector include the Boston Consulting Group matrix. For example, the BCG matrix for Ukraine, according to the experts of the Expert magazine, looks like this (Fig. 1).

"Ukraine's cash cows" are the raw materials industries. They operate with excellent efficiency, but with low growth rates.

"Stars" are industries that serve the domestic market. They are characterized by high efficiency and high growth rates. They are the ones that should be emphasized today. A truly strong economy can be built through the exploitation of "stars" and their ability to grow.

"The cats" are the industries of innovative segments. Only in the context of the country's richer domestic market can companies producing "world-class innovations" thrive in Ukraine.

Building a BCG matrix for a regional economy allows for the correct setting of sectoral priorities in investment policy. The marketing approach to managing regional investment activity is distinguished by the fact that, being focused on meeting the needs of the consumer (investors, population), it allows building the region's investment strategy in the most effective way.

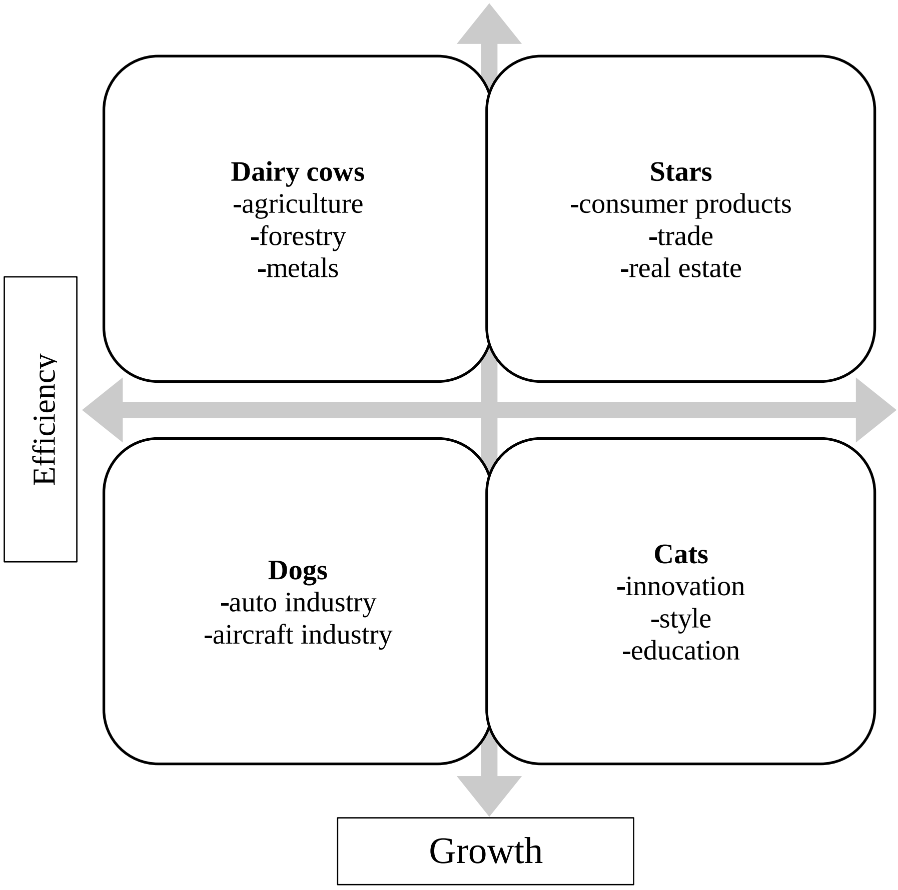

Figure 1 - BCG matrix for Ukraine

Schematically, the development of the region's investment strategy can be represented as follows (Fig. 2).

Applying the marketing approach in strategic management, at the first stage - the stage of setting investment goals - regional management proceeds from the results of studying the needs of the population and the potential of the internal and external environment for investment, or, in other words, studies the demand for investment.

According to one of the classics of marketing management, Philip Kotler, for effective management, goals must meet the following criteria:

– goals should be organized in a hierarchical structure - from priority to secondary (the task of regional governments in this regard is to set sectoral priorities and create conditions for investment in the most needy sectors);

– whenever possible, the goals should include figures (estimating the required amount of investment in the region's economy is one of the key tasks at this stage);

– goals should be realistic and derived from a marketing analysis of the internal and external environment;

– goals should be consistent [12] .

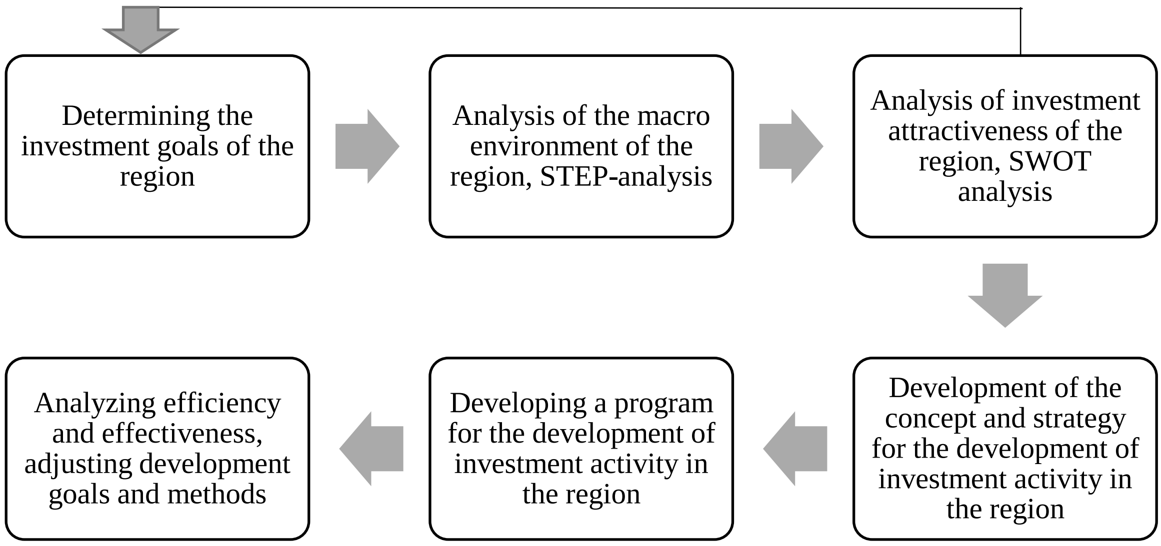

Figure 2 - Stages of development of the region's investment strategy

It is quite obvious that in today's realities, virtually all industries, without exception, require investment injections. A marketing approach to defining the region's investment goals helps not only to formulate them correctly, but also to create the starting conditions for their successful achievement.

At the stage of macro-environmental analysis, it is advisable to use the STEP analysis methodology, which allows to determine which social, technological, economic and political factors of macro-environmental development affect regional development. In addition to STEP analysis, this stage may include rating assessments of investment potential and the investment market, industry analysis, and other marketing methods.

The next step is to analyze the investment attractiveness of the region, which is not only a strategic SWOT analysis. At this stage, it becomes advisable to apply such a marketing technique as region positioning.

Positioning, from the point of view of Al Rais and Jack Trout, is a creative process of highlighting product advantages. This technique allows not only to study the strong and weak investment characteristics of the territory, compare the position of the region with other territories, but also to find exactly those key advantages that will help achieve the main investment goals.

The positioning procedure involves the following steps:

1. selection of positioning criteria through marketing research of the target group of potential investors;

2. determination of indicators according to the selected criteria (in our example, "risk and attractiveness" - respectively, reduction (minimization) of risk and increase of attractiveness);

3. repositioning in case of unsuccessful application of these attributes.

When choosing a territory for investment, investors rely on a variety of factors. At the same time, any investor is interested in how profitable and risky an investment can be. Investment attractiveness, as you know, is characterized by potential benefits and risk, in other words, risk and investment potential are inextricably linked. The investment potential characterizes the region's ability to attract and use funds from domestic and foreign investors, entrepreneurs, and the population to solve territorial problems.

Studies by various authors identify several macroeconomic, socio-demographic, and other characteristics of the territory to assess the investment attractiveness of the region. For example, the Investment Rating of Ukrainian Regions survey, which is conducted annually by the Expert rating agency, uses the following methodology.

The components of investment potential and investment risk are determined. Each of the partial components is generalized and can be calculated as a weighted sum of a number of statistical indicators. To use this methodology, it is necessary to enter the values of the weighting coefficients, which is the most crucial point of the methodology.

The assessment of the contribution to the aggregate risk and aggregate potential is obtained by questioning experts, including representatives of foreign specialists, investment companies, etc. This approach allows, in addition to compiling an investment rating, to identify the most important investment criteria for investors.

Summarizing the above, it is worth noting that the position of the region's investment attractiveness can be determined in the risk-potential coordinates. However, it is worth choosing the type of risk and the type of potential that a potential investor believes to be the most significant. A study conducted in 2016 by Expert RA showed that for an "average investor", consumer potential and legislative risk were the most important for choosing an investment area, and resource potential and environmental risk were the least important. The author believes that an assessment of the actual indicators of investment potential and risk will be able to reflect the high differentiation of investment conditions in different territories. This makes it possible to use the rating of investment attractiveness of a region as a positioning tool.

In the process of positioning the region's investment goods, the greatest difficulty is the optimal set of attributes by which appropriate differentiation is possible. In other words, it is necessary to find out exactly those key characteristics of investment resources, projects (or other goods) that are most important and influence the decision to invest. In the classical sense of positioning, as described by E. Dichtl and X. Herschegen [9], product attributes must meet the following conditions:

– be clearly perceived by the consumer;
– clearly distinguish one product from another;
– influence the purchase decision.

In the context of our study, the investment attractiveness rating meets these conditions and is one of the attributes of the expected product.

The author of the study suggests that other positioning characteristics may include such attributes as the region's economic growth rate, investment growth rate (both external and internal), positive indicators of priority sectors of the regional economy in which it is planned to invest, the share of investment in the region in the total volume of investment in Ukraine, and others.

There is an opinion that business diversification should not become a strategic priority until the company's growth opportunities in its main market begin to decline. And this is the only necessary prerequisite for entering new markets. That is, for companies that successfully operate in the market, diversification of the company's business is not a crucial strategic direction. Or even more categorically, O. M. Kovinko, considering diversification as a development strategy, determines that diversification of the enterprise's business should not become a strategic priority until the company's growth opportunities in its main market begin to decline [11, p. 12].

The reasoning behind this is that there are many examples of companies that concentrate their activities in one market (one country) and can achieve significant achievements for decades without resorting to international diversification of their business to support their growth.

However, in Ukraine, in the current business environment, more and more companies are operating in the context of international diversification in order to avoid complete financial dependence on the peculiarities of the cyclical development of the domestic market, but also consider the diversification of the company's business as a strategy for their development, i.e. as a stage in the development of a currently successful enterprise.

In our opinion, in today's environment, when the socio-economic situation is changing very rapidly, you cannot live in the present and wait for the company's growth opportunities in its main market to decline. It is necessary to anticipate such a situation in advance and take countermeasures. Therefore, an important issue for any company operating in countries with market conditions is the effectiveness of marketing management.

F. Kotler defines marketing management as the art and science of selecting target markets, attracting, retaining and developing customers by creating, providing and promoting values that are important to them [12, p. 25]. It follows that the main task of marketing management in the context of business diversification is to choose the optimal strategy for entering new markets and adequate means of implementing this strategy.

Studying the prospects for the development of marketing management in the domestic marketing science, A. Voichak in his scientific works gives an idea of the process of marketing management of domestic enterprises, which do not limit the activity of the enterprise only in the domestic market. The stages of the process of marketing management of activities in the context of international diversification are presented in Fig. 3 [8, p. 52].

At the same time, J. Lambin determines that the external environment has an impact on the business entity in the process of attracting and using resources. The process of diversification of the enterprise's business from the point of view of systemicity reveals the properties of complex dynamic systems of the internal and external environment in terms of structural and functional diversity of elements.

For the purpose of a clearer understanding and definition of the concept of marketing management of the enterprise, we note the scientific views of V. Bondarenko and K. Sokoliuk who, having clarified the essence of the concept of diversification of the enterprise, define the concept of the process of marketing management of the enterprise in the context of international diversification (Fig. 4) [5].

Stages of the process of marketing management of the enterprise

↓

Analysis of the company's market opportunities in the domestic and foreign markets

↓

Selecting target markets

↓

Product positioning in the domestic and foreign markets

↓

Development of a marketing strategy for diversification of the company's activities

↓

Development of marketing programs

↓

Implementation of marketing activities

↓

Control of marketing activities of the enterprise

Figure 3 - Stages of the process of marketing management of the enterprise in the context of international diversification

Source: [8, p. 52]

Marketing management of enterprises in the context of international diversification involves building an appropriate system of information collection, research of foreign markets, planning, implementation and control of the marketing program, assessment of risk and profit, effectiveness of marketing decisions, development of a marketing strategy for the enterprise, which allows to obtain maximum effect at minimum marketing costs.

Such an approach to structuring the process of marketing management of enterprises' activities in the context of international diversification is quite flexible and allows business entities in their practical activities to determine the sequence of stages of entering a foreign market entirely independently.

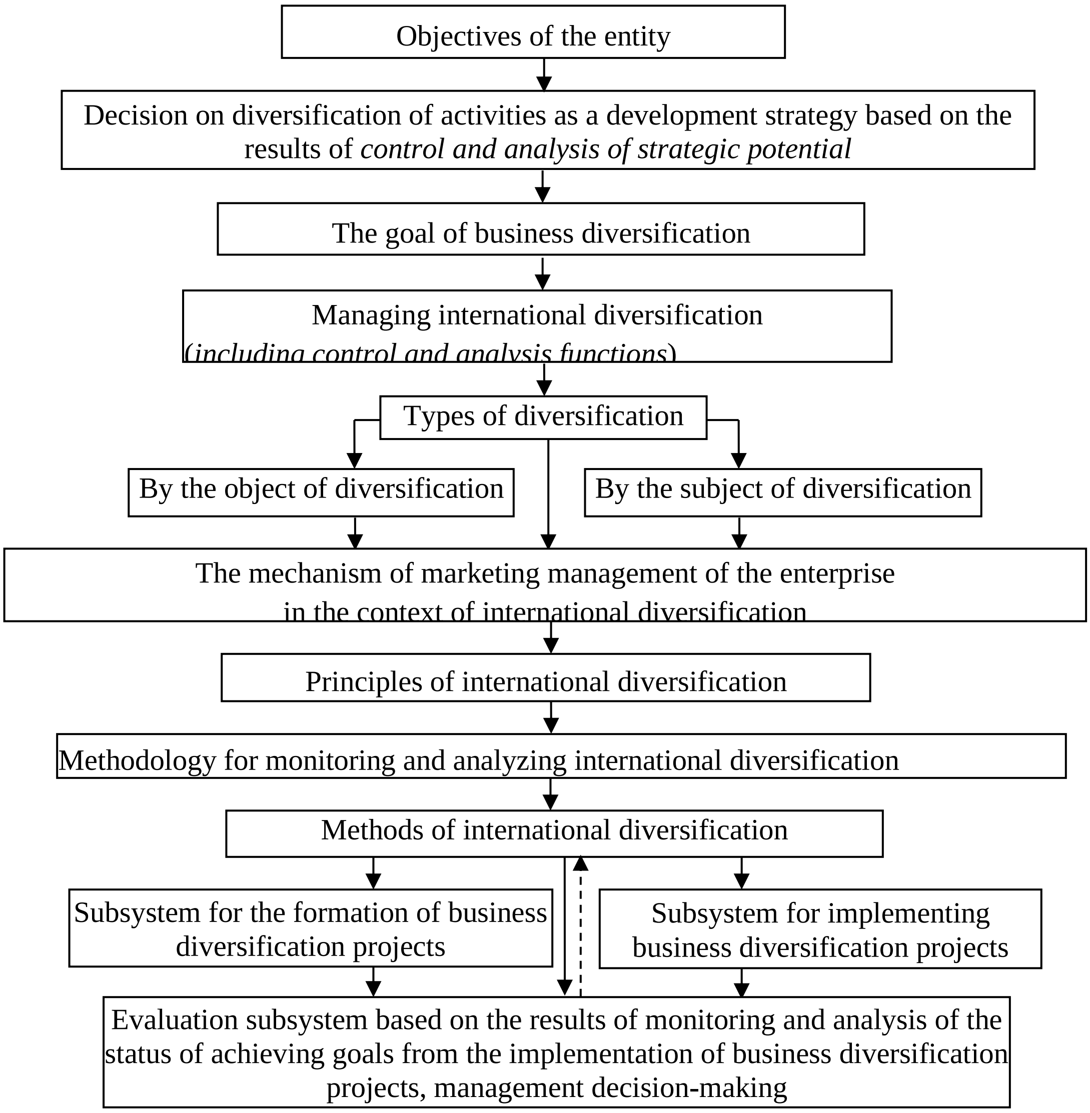

Figure 4 - The concept of marketing management of the enterprise in the context of international diversification *Source: [5]*

The mechanism of marketing management of diversification of enterprise activities is based on a certain methodology as a set of principles and methods of management, provides socio-economic effect through the formation and implementation of diversification [8, p. 52].

The methodology includes knowledge about the phenomenon and the process of its formation, structured relationships, development directions, principles of formation (implementation), methods of study and influence. At present, the theory is primarily focused on the development of practical recommendations, and practical problems are solved using theoretical provisions, which are developed in the form of schemes with the reflection of applied connections to prove their conceptuality. The process of diversification as an object requires a systematic approach to its study, which determines the methodology of its management. This takes into account the principles, classifications and methods of analysis used in the complex to ensure continuity in obtaining analytical assessments of the object's state. A business entity as a hierarchical structure, operating the subsystems created in its composition, carries out its own activities in the external environment [8, p. 52].

The sequence of implementation of the concept of marketing management of enterprise activities in the context of international diversification includes the following stages [5]:

1) setting the goals of the system (corporation, city, region) in which the business entity operates using economic relations, including industrial, technical and socio-economic relations;

2) search and formulation of the company's goals in the process of diversification;

3) developing ways to adapt management to these goals;

4) specifying the means of achieving the goals. The main purpose of the process of marketing management of the enterprise in the context of international diversification, as an object of control and analysis, is to support and coordinate the processes of planning, accounting, control and analysis in order to determine the status

of project implementation and the need for regulation and information support of these processes [5].

The algorithm for providing these processes with information, according to the stages, is proposed by the domestic scientist-economist V. Semeniuk, who determines that the processes of planning, control, analysis and regulation of business diversification of an enterprise form a closed cycle (Fig. 5) [16, p. 135].

In the end, it should be noted that the approaches proposed by J.-J. Lambin to building an integrated system of marketing management of enterprises in the context of international diversification are real, since they are aimed at solving the problems of coordination of planning and control activities of the enterprise: priority of operational planning over strategic planning, with its insufficient structure and intensity; insufficient detail of plans in relation to the defined goals and projected activities; lack of comprehensive

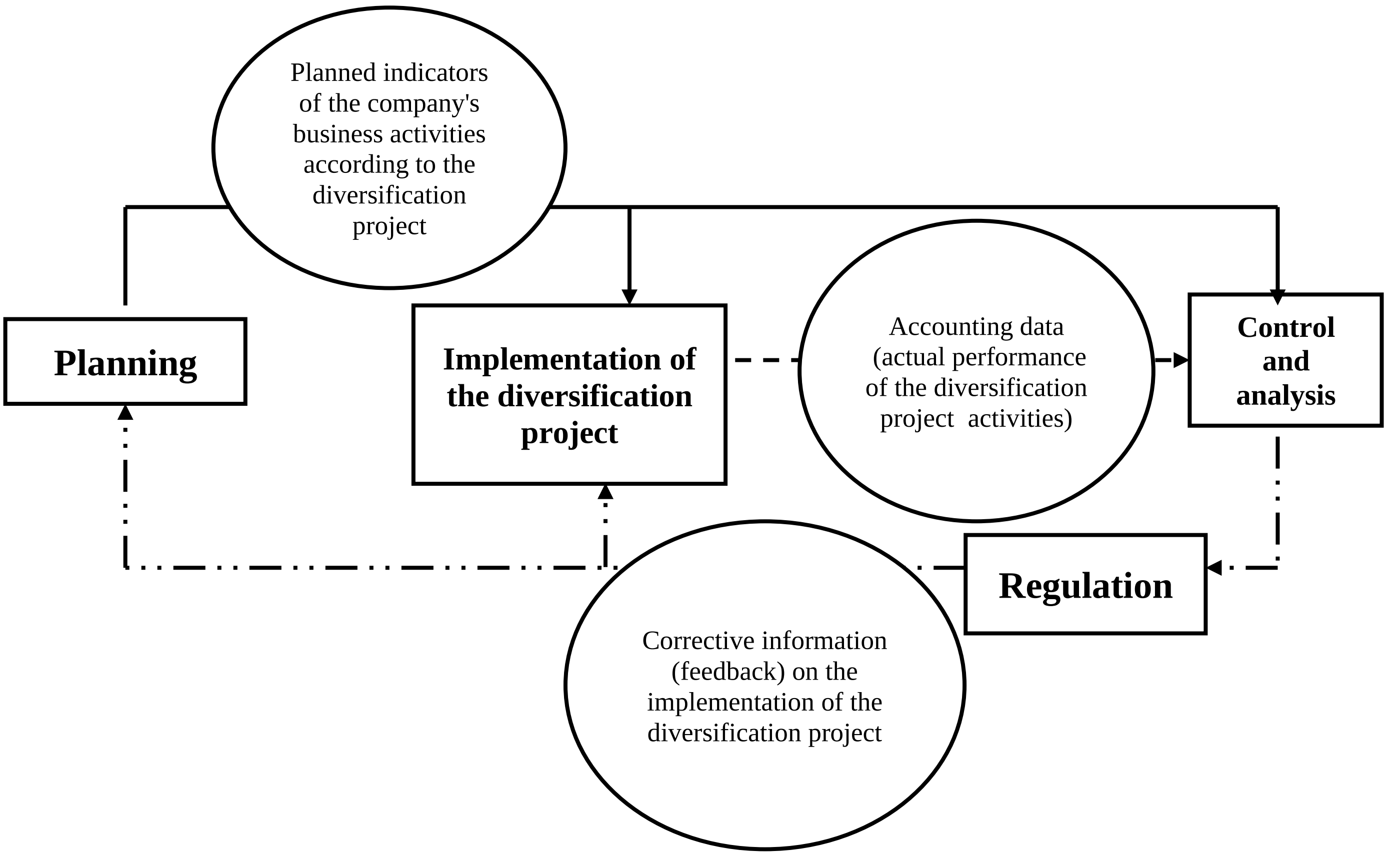

Figure 5 - Flowchart of providing information to the process of marketing management of the enterprise in the context of diversification

Source: [5]

Defining the diversification of enterprise activities as a factor of adaptation in a transformational economy, the author believes that planning of marketing activities of an enterprise in the context of diversification can be strategic, designed for the long-term development of the company, and operational, intended to solve short-term tasks of the company, for example, during the year.

In our opinion, planning as a stage of marketing management of an enterprise in the context of diversification is based on system analysis, forecasting of market trends, assessment of resources, funds necessary for the implementation of the planned sequence of actions and marketing activities.

Summarizing the scientific views of the foreign scientist Peter R. Dixon, it can be determined that marketing plans play an important role in planning the activities of an enterprise in the context of diversification, which can be organized using different approaches. One of such approaches is the so-called "ring" principle.

For the purpose of a clearer understanding of the organization of the marketing process according to the "ring" principle, let us consider its main stages and their characteristics (Fig. 6) [5].

Figure 6 - Organization of marketing activities of the enterprise in the context of diversification by the "ring" principle

Source: developed by the author based on [5].

At the stage of situational analysis, the company's condition, the impact of the external environment, analysis and forecasting of possible situations, events, factors affecting the company's evolution, its commercial and marketing activities in the context of diversification are assessed.

Marketing synthesis involves defining and evaluating goals and making decisions for strategic planning. Strategic planning involves the selection of strategies: which strategy is the best and why, how to act to implement this strategy and achieve the goals. Marketing control involves the collection and evaluation of initial data that allow for decision-making [5].

Providing a description of all stages of the process of marketing activities on the "ring" principle, Peter R. Dixon believes that the basis of planning and control of marketing activities of the enterprise and the conditions of diversification on the "ring" principle is the same basic sequence of actions, the scheme of "feedback", which is used in the organization of marketing activities of the enterprise in the conditions of diversification on the "ring" principle (Fig. 7)

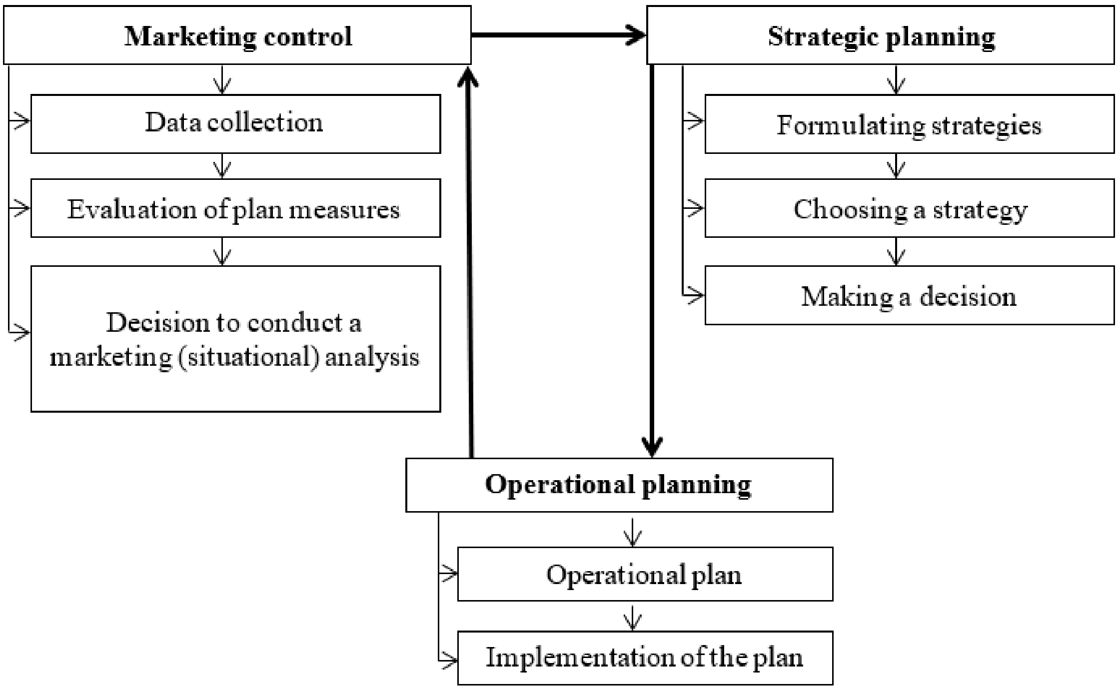

Figure 7 - Planning and control of marketing activities of the enterprise in the context of diversification by the "ring" principle

Source: developed by the author based on [5].

Thus, this approach, applied at different levels: at the level of management of the company and organization of marketing activities in general and at the operational level - the level of planning and control of marketing activities of the enterprise in the context of diversification, allows to effectively organize marketing activities of the enterprise in the context of diversification.

In the economic literature, in connection with the issues of business diversification of an enterprise, foreign enterprises are mainly considered, since this is a relatively new phenomenon for Ukraine. Therefore, when formulating methodological principles and listing the ways of organizing the system of marketing management of the enterprise's activities in the context of diversification, we will also refer to the experience of foreign companies, taking into account the specifics of domestic enterprises and the current economic situation [18, p. 72].

Since the goal of marketing management in an international company is to increase shareholder value rather than maximize current profits, it is common to see that the faster a company's profits grow, the higher its share price becomes. Most companies in the West have a complex structure: they consist of several divisions that produce different products and operate in markets around the world, often unrelated to each other. According to A. Meyer, if the profits of one division grow by 15% per year, while the other division grows by only 2%, the company should get rid of the slowly growing division. Sometimes the opposite happens: in order to increase shareholder value, a fast-growing division is spun off [14, p. 174].

Currently, due to the intensification of competition, Western companies are focusing on those markets where they have a competitive advantage and getting rid of activities in other distribution markets. To achieve the best results, a company needs to strike a balance between cutting out redundant divisions and acquiring new ones that contribute to shareholder value.

Based on the analysis of domestic and foreign sources that describe specific examples of business diversification and analyze their consequences, we will form a set of methodological principles that should be used by domestic enterprises in the context of business diversification when choosing the optimal strategy for entering foreign markets. This complex consists of three groups of principles (Fig. 8).

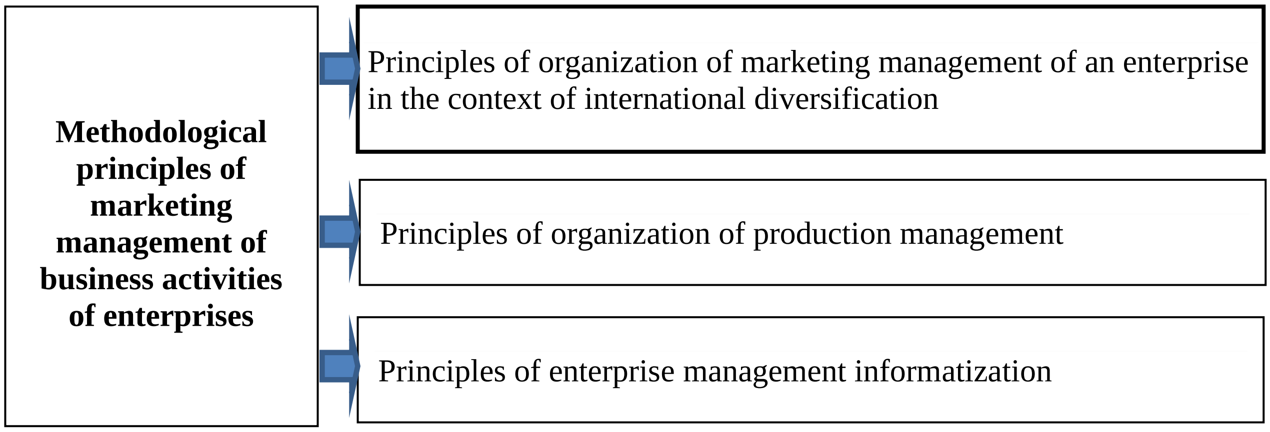

Figure 8 - A set of methodological principles of marketing management of enterprises in the context of international diversification

Source: developed by the author based on [2].

Based on the above problems faced by companies operating in markets around the world, it is worth noting that creating a conglomerate is one of the ways to reduce the dependence of business on the general economic cycle. However, a conglomerate should consist of companies in industries that experience cyclical peaks in profits at different stages of the overall economic cycle. Thus, companies that are diversified in such a way that they have advantages at all stages of the economic cycle and do not experience problems from recessions maximize their profits regardless of the economic situation. That is, an enterprise has organized its business correctly if it operates in different foreign markets and in different industries, since the peak of income in each market (each industry) occurs at different stages of the economic cycle [14, p. 174].

Let us consider the characteristics of the first group of principles - "Principles of organization of marketing management of an enterprise in the context of international diversification" (Table 1) [2, p. 15].

Based on the above principles of organization of marketing management of an enterprise in the context of international diversification, we can conclude that the ability to plan and control the marketing activities of an enterprise in the context of international diversification, the corresponding income and expenses is a prerequisite for the success of the activity.

Table 1 - Principles of organization of marketing management of an enterprise in the context of international diversification

Principles	Characteristics
Adjusting the company's objectives and changing their priorities	Tasks are formed taking into account the state of the internal and external marketing environment
Concentration of efforts	Limiting the main areas of activity to three or four, concentrating efforts on more attractive foreign markets
Saving and rational use of resources	Focusing on foreign markets with low entry costs
Strengthening our leading positions	Intensify efforts mainly in those markets where the company has a strong position compared to competitors
Minimizing efforts	Entering new markets by acquiring new businesses, which is more profitable than entering new markets
Highly technological production	Lack of industries with intensive use of human resources
The principle of cutting off the excess	Realized through the sale of unprofitable divisions
Increasing the organizational and economic independence of the company's divisions in the context of diversification	Reducing the centralization of management (limiting control to the areas of finance, accounting, planning, law, and acquisition strategy) and, accordingly, granting autonomy to individual units
Centralization of control over strategic tasks of the enterprise	In certain situations, it is related to control over the distribution and use of capital to ensure that responsible branch managers are not able to use the firm's funds in their own interests
Personal motivation	It is implemented in the form of incentives for managers based on their successes
Enterprise security	The need to ensure enterprise security comes first in terms of importance

Source: developed by the author on the basis of [2, p. 15].

Agreeing with the opinion of scientists, we would like to note that controlling the budget allocated for the implementation of marketing programs is an integral part of financial control over marketing activities in the context of diversification.

Summarizing the results of the research of various scholars, in our scientific work we conclude that planning and control of the marketing activities of an enterprise in the context of diversification is one of the main areas of management activity, as it ensures the long-term development of the company, control of income and marketing expenses of the enterprise, and successful implementation of the marketing program of the enterprise.

It follows that the effectiveness of the process of marketing management of enterprises' activities in the context of international diversification should be determined by indicators that characterize the status of achieving the results of business diversification of an enterprise and are calculated based on the results of monitoring and analysis of the status of achieving the goals from the implementation of business diversification projects, and making management decisions.

Taking into account the scientific views of foreign economists T. A. Gaidaienko and N. A. Pashkus, who argue that the possibility of assessing the marketing management of an enterprise's activities in the context of diversification facilitates the economic analysis of the enterprise's strategy and its correction, we propose to compare diversification phenomena at the level of enterprises and markets. Given that diversification takes place in several forms (horizontal, vertical, and lateral), we believe that this complicates the task of calculating a comparable indicator for this process, which takes place in different ways. In the studies of foreign economists, several indicators have been developed and the methodology for their calculation is presented.

Based on different scientific approaches and views of marketers, we will present a generalized description of the methods that have been developed to quantify business diversification.

We believe that one of the methods of quantitative assessment, which was developed on the principle of "backwardation," is worthy of attention. The calculations were made not by the total amount of income received by the company, but by the share in the main market of the "main" product. This method is relatively easy to calculate quantitative data. However, in our opinion, it provides an indicator that may be more indicative of the degree of specialization of the enterprise in traditional markets, without providing information on the breadth of the enterprise's expansion into foreign markets. Therefore, the scope of this indicator is relatively narrow - it is advisable to calculate it to assess the diversification of business of companies with a pronounced industry affiliation.

The next indicator that we believe is worth noting is the degree of business diversification, which is measured by counting the industries (markets, including foreign ones) in which the company actually operates. At first glance, this method is extremely simple and straightforward. However, there is a weakness in this quantitative assessment, since it does not take into account the extent to which a company's activities are developed in domestic and foreign markets. If, for example, the share of a firm's transactions in a certain market (industry) is rather low (in relation to the total amount of the firm's transactions), the fact that this market (industry) is reflected in the indicator of the degree of business diversification development (for this firm) will not matter. In our opinion, this indicator does not reflect the level of control of the company over the market. Obviously, in markets with low capacity, the dominant position of the enterprise and a high degree of market coverage make it possible to maximize profits "as usual". Hence, it can be concluded that the use of such an indicator is generally incorrect for firms diversified in different domestic and foreign markets.

The proposed methods for quantifying business diversification need to be adjusted using statistical indices. The general principle of their calculations is to take into account the number of markets (industries, business areas) and the relative share that this market (industry, business area) accounts for in the total volume of the firm's business activity.

In our opinion, statistical research methods are the most adequate for summarizing large amounts of economic information. To date, the following indicators are scientifically substantiated and methodologically developed, which can be used to describe the processes of diversification of production and capital business: the Atton index, the Gort index, the Berry index, and the entropy measure.

Having considered the methods of analyzing the quantitative aspects of business diversification, let us turn to the methods that can be used to assess the qualitative parameters of this process. Such methods of measurement include the so-called categorical method.

Qualitative indicators of diversification of activities give an idea of the specifics of the enterprise's choice of the "product-market" link [4]. This method involves the use of "internal" information that reflects the strategic plans of the enterprise. In this regard, its use is possible only at the intra-company level, for the purposes of marketing management of the enterprise's activities in the context of diversification.

This method of measuring the diversification of activities was proposed by American economists L. Ringley and R. Rumelt [21, p. 557]. According to their concept, the diversification of the enterprise's activities can be determined by the type and volume. In order to measure the scale of diversification of an enterprise's activities, it was proposed to use 4 types of categories: a simple product; a dominant product; a related product; an unrelated product;

According to L. Ringley's approach, the "simple product" category includes all enterprises whose total output consists of at least 95% of one product. If this figure is 70-95%, then we are talking about a "dominant product". For enterprises with a share of one product below 70 %, two options are indicated [21, p. 557]. The category "related product" includes those enterprises in which all elements of the production program are interconnected.

The concept of L. Ringley was clarified by P. Rumelt. He proposed three indicators for the classification of enterprises [21, p. 558]: the degree (measure) of specialization; the degree of kinship, characterized by the ratio of the turnover of related production areas of the enterprise to the total turnover; the degree of vertical ties, which determines the share of turnover of vertically related activities of the firm in the total turnover of the firm.

According to the first indicator (the degree of specialization), enterprises differ from each other in the same way as reflected in L . Ringley's classification. However, P. Rumelt uses in his scheme not the number of different products, but the so-called "discrete business" [21, p. 559].

The indicator "degree of vertical linkages" is used to distinguish vertically integrated enterprises from those that are not. When this indicator takes a value higher than 0.7, such an enterprise should be considered vertically integrated. A general overview of the classification used by P. Rumelt can be visualized in the form of a structural and logical diagram (Fig. 9) [21, p. 557].

The proposed methods and indicators for assessing the degree of diversification of enterprises' activities can be used to evaluate the effectiveness of marketing management of an enterprise in the context of international diversification, but it should be noted that there is a linear dependence of this process on the systematic approach to the implementation of the project of diversification of activities.

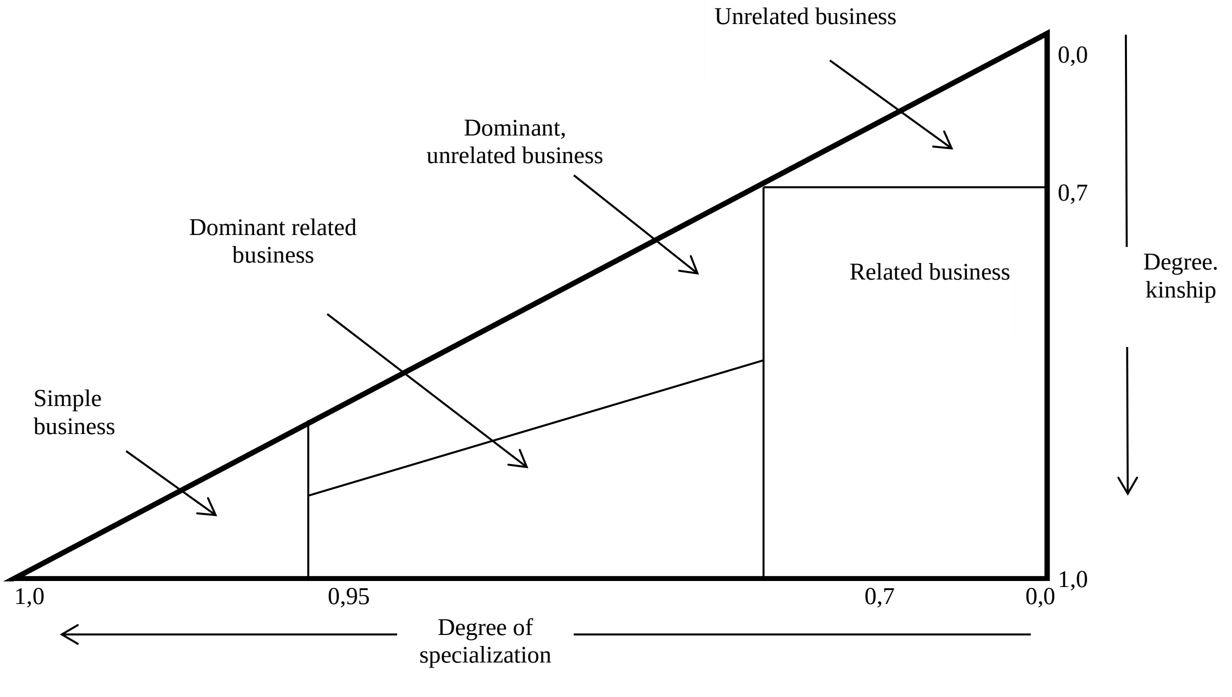

Figure 9 - Discrete-category assessment of business diversification

Source: [21, c. 557]

In order to further develop a methodology for assessing the effectiveness of marketing management of an enterprise in the context of international diversification, the main priorities of which are entering new markets, we propose to take into account the following factors: risk-return ratio; business development goals, main industries in which the activity is carried out, specialization and image of the organization; requirements for the size and adequacy of equity capital (when entering international markets, it is necessary to take into account the norms of other countries in which it is planned to conduct.

In the current economic environment, domestic enterprises should take into account the methodological principles and methods of organizing a management system for the most promising areas of activity. Based on the stages of the process of marketing management of the enterprise's activities in the context of international diversification, taking into account the factors that should be taken into account when assessing its effectiveness, we propose to identify and form zones of potential product distribution and determine the impact of the competitive environment on the activities of the enterprise in the context of international diversification.

When studying the features of marketing management in the context of international business diversification of enterprises, it is recognized that the ability to plan and control the marketing activities of an enterprise in the context of diversification, the corresponding income and expenses is a prerequisite for the success of the activity. Therefore, in the process of carrying out the marketing activities of an enterprise in the context of diversification, maximum attention should be paid to planning and control, since the effectiveness of marketing management in the context of international business diversification depends on control over the implementation of marketing annual plans, profitability control and strategic control of activities.

Thus, the above features make it possible, in the context of international diversification of an enterprise's activities in a competitive market, to identify problematic issues that arise in the course of international business diversification, to quantify and qualitatively assess and determine the degree of diversification of the enterprise's activities in different markets, as well as to conduct marketing research on the most important consumer segments and foreign markets for business and to choose the best way to penetrate international markets with a diversified company.