

FEATURES OF MODERN STRATEGIC CONTROL OF ENTERPRISE MARKETING ACTIVITY

**M. Mokliak, PhD in Economics, Associate Professor,
A. Hyrka
I. Myronenko
Poltava National Technical Yuri Kondratyuk University**

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Problem statement. In the conditions of the modern dynamically developing economy, one of the main tasks for the enterprises is the combination of buyers' needs and own production capabilities. It is possible to combine it by using means of business management's marketing principles.

Analysis of the last researches and publications. Problems and approaches of the enterprise's marketing activity development were investigated in works by many Ukrainian and foreign scientists, among them: Herasymchuk V., Kardash V., Balabanova L., and Bryndina O; Ansoff I., Bozhkova V.V., Harkavenko S. S., Illiashenko S.M., Kovtun O.I., Kotler F., Lambin J. J., Porter M., Strickland A., Thompson A. and others.

The purpose of article is synthesis of the existing approaches to determination of economic marketing principles of business management essence by means of general economic analysis and justification of an author's position.

Nowadays, every business, first and foremost, is focused on maximizing its profits. In order to achieve this, it is necessary to work effectively and quickly to adapt to the unstable conditions of the marketing environment in the chosen market.

The control of the enterprise marketing activity itself allows to identify problems in a timely manner and evaluate the company's effectiveness to further marketing strategy improvement.

Balabanova L.V. defines the marketing control as the process of measuring and evaluating the results of the marketing strategies and plans' implementation, the implementation of corrective actions that ensure the achievement of marketing goals. Marketing activity control, by its definition, is a periodic, comprehensive, objective and conducted in a certain sequence of checking the enterprise's marketing activity and the correspondence of marketing strategies with external conditions, during which the problems that the enterprise faces are identified. [1, p. 551]

As a result of this review, a plan of action to improve the efficiency of the entire marketing system of the enterprise is created.

Verification of marketing activities should be systematic, consistent, covering all marketing operations and, if possible, carried out by independent experts to ensure objectivity.

Control of the enterprise's marketing activities is divided into four stages:

- goals and standards;
- identification of valid values of indicators;
- comparison;
- analysis of comparison results.

Marketing control should identify problems and deviations, adjust the activity of the enterprise in order to solve existing problems in a timely manner.

Kotler F. distinguishes four types of control of marketing activities: strategic control, tactical control (annual plans), efficiency control, operational control of profitability (Table 1. Types of marketing control) [2, p. 156].

Table 1

Types of marketing control [2,3]

Types of control	Performer	Goal	Methods
Strategic control	Senior managers, marketing auditor	Find out if your business is making the most out of its market, product, and distribution channels	- evaluation of marketing effectiveness; - marketing audit; - reviewing the marketing quality; - review the enterprise's ethical and social responsibility
Tactical control	Senior managers, middle career managers	Find out if the planned results are being achieved	- sales analysis; - market share analysis; - comparison of costs and sales; - financial analysis; - marketing evaluation analysis
Performance monitoring	Linear and Functional Managers, Marketing Controller (Inspector)	Evaluate and improve cost-effectiveness and impact of marketing spend	- sales staff; - distribution; - advertising - sales promotion
Operational control of profitability	Marketing Controller (Inspector)	Determine what the businesses is striving for and where the money is spent	- products; - territories; - buyers; - market segments; - distribution channels; - order sizes

Strategic marketing control is a regular review of compliance of objectives, strategies, programs and other strategic marketing solutions and market opportunities available and predicted [10, p. 115].

The purpose of strategic control is to define the marketing efficiency in the use of the enterprise's existing capacity and identify the existing problems and new opportunities, as well as developing recommendations for a comprehensive improvement of marketing activity efficiency of the enterprise.

While conducting strategic control of enterprise's marketing activities, it is determined the correctness of the goals and mission's choice, compliance with the chosen market conditions strategy and the potential realization of markets, consumers, products, and distribution channels [9, p. 59].

The first phase of strategic control implementation is the external environment conditions' study where the enterprise operates and identifies its trends and future aspects. The next step is reviewing the established marketing objectives and determining how they correspond to existing environmental conditions. The final step is the determination of the correspondence of the marketing activities' basic elements that are used in the adopted marketing program.

Part of the strategic control is a marketing audit of the enterprise's activity.

Through marketing audit can be defined [7, p. 190]:

- what items of marketing plan are not implemented and for what reasons;
- whether the marketing goals and objectives are determined and their structure is developed;
- whether the marketing plan strategy takes into account changes on the market in the external environment.

The task of marketing audit is to determine which points of the marketing plan are not being implemented and for what reasons, whether the marketing goals and objectives have been correctly defined, whether the structure of further marketing activities has been developed, whether the market situation changes in the environment are taken into account in the marketing plan strategy.

The marketing audit provides an opportunity to develop proposals for adjusting existing marketing plans and taking into account for future plans.

While preparing a marketing audit, the questions given in Table 2 should be answered.

Table 2

Preparation of questions for marketing audit [4, 5]

Question	Options
Who will perform the audit?	<ul style="list-style-type: none"> – Specialist of the enterprise Heads of departments or divisions – External experts
How often is the audit performed? (Marketing audits can be scheduled; unplanned; permanent)	<ul style="list-style-type: none"> – At the end of the calendar year – At the end of the reporting period – Annually at the scheduled times
What areas are being inspected?	<ul style="list-style-type: none"> – Audit is oriented to analyse one of the marketing complex components – A complete audit of the marketing system condition
How to conduct the audit?	<ul style="list-style-type: none"> – Audit’s duration – Audit’s form (documentary; in the form of observations; in the form of surveys, analysis, report) – Employees’ information – Final report preparation

During the fourth stage of the audit, the list of questions necessary for the control sphere’s study is given and the types of information, sources of its reception for evaluation of each of the areas to be audited are indicated. The list of issues is called a marketing audit plan. The Marketing Audit Plan includes six groups of questions (Table 3).

Table 3

Marketing Audit Plan [4]

Part I. Marketing environment audit	<ul style="list-style-type: none"> – macro environment; – microenvironment
Part II. Marketing strategy audit	<ul style="list-style-type: none"> – activity program (mission) of the enterprise; – set goals’ achievement terms; – quality of the set goals’ realization
Part III. Marketing service organization audit	<ul style="list-style-type: none"> – Compliance of the marketing service structure with the existing conditions; – functional effectiveness of the marketing service; – Collaboration’s effectiveness between functional units and marketing services
Part IV. Marketing complex components audit	<ul style="list-style-type: none"> – goods policy; – pricing policy; – sales policy; – communication policy
Part V. Marketing Performance audit	<ul style="list-style-type: none"> – profitability analysis; – cost-effectiveness analysis
Part VI. Support marketing systems audit	<ul style="list-style-type: none"> – marketing information system; – marketing planning system; – marketing control system

The components of the marketing audit plan may vary depending on whether one of the marketing components is audited or whether the overall marketing system in the enterprise is being fully audited.

Also an important part of strategic control of the enterprise marketing activity is marketing audit [11, p.223]. It is an independent, comprehensive enterprise-wide study of the marketing environment, goals, strategies, and activities to identify problems and hidden potential, as well as it is the development of an action plan to improve marketing.

There are four characteristic features inherent in the marketing audit:

- coverage area of marketing indicators (it is necessary to consider all directions of the enterprise’s marketing activity);

- consistency (study of the macro- and micro- marketing environment, goals, strategies and activities);
- independence (objectivity);
- frequency.

There are several ways to implement the marketing audit:

- self-audit;
- audit by higher organizations;
- audit involving independent groups or organizations.

In order to avoid bias and objectivity in the analysis, it is necessary to involve independent consultants in conducting the marketing audit. Self-audit is often lacks of independence in its assessment.

Marketing audit provides answers to the following questions:

- How effective is the staff work?
- Where and how does the company "make its money"?

Does the company have the outlook of attracting new customers?

- How profitable are current agreements?
- If a company operates in several regions of the country, how much profitability does the company have in each of them, for different consumer groups, sales channels, etc.?
- How effective are sales promotion measures?
- How effectively does the enterprise use its available resources?

Marketing audit is not only a test of the marketing department work, it provides an independent assessment of the enterprise's state as a whole, as well as the position on the market (comparatively to competitors). As a result of the marketing audit conducting, the manager receives objective information about the enterprise's state, problematic zones, ways of solving the existing problems, algorithms of actions in case of possible occurrence of such problems [10, p. 89].

The marketer uses the following elements of audit in his work:

- overall balance sheet evaluation (structure, liquidity, assets' "quality", solvency, equity's dynamics);
- income statement analysis;
- cost structure analysis;
- building business timeline;
- profitability analysis;
- economic security and trading reliability operations evaluation;
- product groups' efficiency evaluation;
- inventory movement evaluation;
- comparative evaluation of the warehouse and sales delivery, delivery-sale process rhythm.

Marketing audit consists of several stages [6, p. 259].

The first step is to evaluate the information security state (as the unified information-analytical system functioning within the enterprise). It also examines the clients' database state (the structure, the possibility of its use for operational reporting and analysis work on sales), the management accounting and reporting system's state.

An important part of the information system is the analysis of:

- sales (for units, range, to clients, in regions, managers);
- the presence and movement of goods;
- business efficiency or systematic data on costs, revenues, profits and losses in terms of specific goods and goods groups, functional departments and the company as a whole;
- competitors (lists and maps of major competitors by territory and their goods, information strategy, price policies etc).

The second stage is planning, namely the level of strategic planning (business development plan of the company), the state of operational planning (calendar plans of sales managers, heads of units), the use of budgeting principles.

The third stage is SWOT analysis.

SWOT analysis is a strategic planning method that allows you to divide all factors and phenomena into four categories: Strengths, Weaknesses, Opportunities, and Threats related to its implementation. [3]

This acronym can be presented visually in the Table 4.

Table 4

SWOT analysis matrix [8,9]

	Positive impact	Negative influence
Internal origin	Strengths	Weaknesses
External origin	Opportunities	Threats

What makes SWOT analysis powerful for business is that it helps to open up new opportunities and demonstrate the strengths of the enterprise. It also gives you an opportunity to understand the weaknesses of the business and eliminate the threats that may arise.

The fourth stage is determination of the enterprise's effectiveness, which largely depends on the work of units that reflect and analyze the problems identified on the following issues:

- procurement;
- distribution;
- marketing;
- warehousing;
- distribution channels;
- logistics;
- accounting, finance.

Fifth stage is the study and analysis of the units' interaction. Lack of clarity in the interaction causes not only a large number of errors in customer service, but also inhibits information processes within the company.

The result of the marketing audit is a description of the enterprise's marketing information system and recommendations for the removal of identified internal maladjustments.

An additional result of the marketing audit is to identify the company's key business processes that can form the basis of a company's competitive advantage.

Therefore, while conducting the strategic control of marketing activities, the enterprise is able to identify its strengths and weaknesses. As the review focuses on well-defined goals, the results show whether the chosen marketing strategy is effective and profitable.

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Мокляк М.В., кандидат економічних наук, доцент. **Гірка А., Мироненко І.** Полтавський національний технічний університет імені Юрія Кондратюка. **Особливості сучасного стратегічного контролю маркетингової діяльності підприємства.** У статті розглядаються сучасні маркетингові принципи управління підприємством. Як відомо, принципи це база знань про процеси та явища. Саме такі принципи маркетингу, як мета, планування, стратегія, організація і контроль, дають правильний напрямок для досягнення максимальної рентабельності виробництва продукції. Сучасний маркетинг є найважливішою функціональною сферою діяльності будь-якого підприємства, завданням якого є зв'язок процесів підприємства зі споживачами з метою задоволення потреб споживача й отримання прибутку підприємством. Функції маркетингу можуть бути дуже широкими, але всі вони відповідають одній з найважливіших цілей прибутку і саме існуванню підприємства в

довгостроковій перспективі. Маркетингова служба на підприємстві як основу своєї діяльності використовує комплексне вивчення ринку для виявлення ринкової ситуації, динаміки і структури попиту, оцінюванню ємності ринку, конкурентів і власного становища на ринку. Успішно організована і здійснена робота з маркетингу допомагає оперативно і своєчасно виявити й ліквідувати недоліки у стратегічному плануванні, організації та реалізації комерційної діяльності. Управління маркетингом це найважливіша складова частина загальної системи управління підприємством. Неможливо уявити успішне підприємство, яке б розвивалося без застосування маркетингових принципів. Таким чином, при формуванні маркетингової діяльності на підприємстві слід визначити ті принципи, за допомогою яких буде формуватися маркетингова діяльність, притаманна кожному окремому підприємству. Правильне використання маркетингових принципів управління допоможе підприємству вижити в жорсткому конкурентному середовищі.

Ключові слова: аналіз, бізнес-планування, конкуренція, маркетинг, виробництво, стратегія.

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Mokliak M., PhD in Economics, Associate Professor. **Hyrka A.** **Myronenko I.** Poltava National Technical Yuri Kondratyuk University. **Features of modern strategic control of enterprise marketing activity.** The present article contains a study of the contemporary principles of enterprise management. As it is known, the principles are the basis of knowledge about the processes and phenomena. These named principles such as goal, planning, strategy, management, and control give the correct direction to achieve the maximum profitability of the product production. Modern marketing today is the most important field of activity of any enterprise which task is to bind the processes of the enterprise and the customers with a purpose of satisfying the customers' needs and receiving the profit by the enterprise. Marketing functions can be very large, but they are subject to one of the most important goals such as profit and the existence of the enterprise in the long-term outlook. Marketing service at the company as a basis for their activities uses a complex market research to identify market conditions, demand's dynamics and structure, market content evaluation, competitors and its own position at the market. Successfully organized and done work on the marketing helps to quickly detect and eliminate the shortcomings in the strategic planning, organization and implementation of commercial activities. Marketing management is an essential component part of the overall enterprise's management system. It is impossible to imagine a successful enterprise that develops without application of marketing principles. Thus, the formation of the marketing activities of the enterprise should determine the principles by which marketing activities inherent to each individual enterprise will be formed. Proper use of marketing management principles will help the enterprise to survive in a tough competitive environment.

Key words: analysis, business planning, competition, marketing, production, strategy.

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Мокляк М.В., кандидат экономических наук, доцент. **Гырка А.** **Мироненко И.** Полтавский национальный технический университет имени Юрия Кондратюка. **Особенности современного стратегического управления маркетинговой деятельностью предприятия.** В статье рассматриваются современные маркетинговые принципы управления предприятием. Как известно, принципы – это база знаний о процессах и явлениях. Именно такие принципы маркетинга, как цель, планирование, стратегия, организация и контроль, дают правильное направление для достижения максимальной рентабельности производства продукции. Современный маркетинг является важнейшей функциональной сферой деятельности любого предприятия, задачей которого является связь процессов предприятия и потребителей с целью удовлетворения потребностей потребителя и получения прибыли предприятием. Функции маркетинга могут быть очень широкими, но все они подчинены одной из важнейших целей - прибыли и самому существованию предприятия в долгосрочной перспективе. Маркетинговая служба на предприятии в качестве основы своей деятельности использует комплексное изучение рынка для выявления рыночной ситуации, динамики и структуры спроса, оценки емкости рынка, конкурентов и своего собственного положения на рынке. Успешно организованная и проделанная работа по маркетингу помогает оперативно и своевременно выявить и ликвидировать недостатки в стратегическом планировании, организации и реализации коммерческой деятельности. Управление маркетингом является важнейшей составляющей частью общей системы управления предприятием. Невозможно представить успешное предприятие, которое развивается без применения маркетинговых принципов. Таким образом, при формировании маркетинговой деятельности на предприятии следует определить те принципы, с помощью которых будет формироваться маркетинговая деятельность, присущая каждому отдельному предприятию. Правильное использование маркетинговых принципов управления поможет предприятию выжить в жесткой конкурентной среде.

Ключевые слова: анализ, бизнес-планирование, конкуренция, маркетинг, производство, стратегия.