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MARKETING MANAGEMENT PROVIDING OF ENTREPRENEURIAL POTENTIAL AS A REQUIREMENT OF MODERN MARKET

МАРКЕТИНГОВЕ ЗАБЕЗПЕЧЕННЯ УПРАВЛІННЯ ПІДПРИЄМНИЦЬКИМ ПОТЕНЦІАЛОМ ЯК ВИМОГА СУЧАСНОГО РИНКУ

Urgency of the research. The necessity of forming a marketing management providing of business potential associated with the peculiarities of the current stage of market development, such as: globalization, concentration and integration.

Target setting. Dynamic economic conditions and international competition determine the priorities of Ukraine's economy - the entrepreneurial potential building. Actualizing of the problem of providing sales and services.

Actual scientific researches and issues analysis. Various aspects of the economic potential development and its organizational support was revealed in the works of such domestic economists, as: L. Abalkin, O. Alyokhin, A. Anchyshkin, A. Voronkova, O. Honchar, I. Otenko, Y. Fihurnov, A. Cherep and others.

Uninvestigated parts of general matters defining. Small number of works dedicated to marketing providing of business potential development of the company should be noted.

The research objective. The peculiarities of the business potential of domestic enterprises and essence of the author's approach to the formation of the system of entrepreneurial potential on the basis of marketing support.

The statement of basic materials. The results of the research aspects of the formation and development management business potential of industrial enterprises in the current market conditions were generalized.

It is concluded that the current phase of economic development requires new approaches to understanding the full operation and marketing support entrepreneurial potential, which forms the base of knowledge as one of the most valuable resources, which the company uses for its existence.

Conclusion. Based on the fact that the marketing is seen as a function of management activity on the one hand, and the concept of enterprise management on the other hand, it was proposed to examine the mechanism of the marketing support of business and management of their entrepreneurial potential, as a combination of elements, tools, technologies and instruments that enable the creation and development of marketing-oriented company.

Keywords: entrepreneurial potential; elements; formation evaluation; management; marketing support; improvements; marketing management; strategy.

Актуальність теми дослідження. Необхідність формування маркетингового забезпечення управління підприємницьким потенціалом пов'язана із особливостями сучасного етапу розвитку ринку: глобалізацією, концентрацією та інтеграцією.

Постановка проблеми. Динамічні умови господарювання та міжнародна конкуренція визначають пріоритетний напрям розвитку економіки України – нарощування підприємницького потенціалу. Актуалізуються проблеми забезпечення збуту продукції та послуг.

Аналіз останніх досліджень і публікацій. Різні аспекти розвитку економічного потенціалу та його організаційного забезпечення розкривали у своїй праці такі вітчизняні економісти, як: Л. Абалкін, О. Альохін, А. Анчишкін, А. Воронкова, О. Гончар, І. Отенко, Е. Фігурнов, А. Череп та інші.

Виділення недосліджених частин загальної проблеми. Потрібно відзначити незначну кількість праць, присвячених саме маркетинговому забезпеченню розвитку підприємницького потенціалу підприємства.

Постановка завдання. Висвітлено особливості розвитку підприємницького потенціалу вітчизняних підприємств, та сутність авторського підходу до формування системи управління підприємницьким потенціалом на засадах маркетингового забезпечення.

Виклад основного матеріалу. Узагальнено результати дослідження аспектів формування і управління розвитком підприємницького потенціалу промислових підприємств в сучасних умовах ринку.

Зроблено висновок про те, що сучасний етап розвитку економіки вимагає нових підходів до розуміння повноцінного функціонування та маркетингового забезпечення підприємницького потенціалу, який формує базу знань, як один із найцінніших ресурсів, котрий підприємство застосовує для свого існування.

Висновки. Виходячи з того, що сам маркетинг розглядається як функція управлінської діяльності з одного боку, і як концепція управління підприємством, - з іншого, запропоновано розглядати механізм маркетингового забезпечення діяльності підприємств і управління їх підприємницьким потенціалом, як сукупність елементів, інструментарію, технології та важелів, які забезпечують створення та розвиток маркетингоорієнтованого підприємства.

Ключові слова: підприємницький потенціал; елементи; формування; оцінювання; управління; маркетингове забезпечення; вдосконалення; маркетингове управління; стратегія.

Urgency of the research. Modern dynamic economic conditions and international competition determine the priority of Ukraine's economy - the entrepreneurial capacity building. The industrial complex of Ukraine unites the system of research, design and technological organizations. However, the

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shortage of capital and technology in Ukraine requires new approaches to ensure development. Besides, low labor costs move production factors towards more labor-intensive production until labor costs will stop rising faster than the cost of innovation and the value of providing high-tech equipment companies. Besides, poor access to credit and high interest rates reduces incentives to invest in fixed assets. Informal evidence confirms views on the existence of a significant shortage of investment in Ukrainian industry.

The problem of ensuring the effectiveness of sales and services is getting actualized. Thus, the current market "consumer", "dominance" in the domestic market imported products put new demands on the formation of business potential.

Target setting. Nowadays industrial companies must react quickly on market changes and adapt to the high demands of consumers, who put new problems before the company's management. Intensive growth of international competition leads to the fact that the company may well exist on the market if it combines quick response to market changes, high dynamic innovation focused on customers, the production process, the relevant requirements of the consumer quality management system and good planning and financial security. Targeting consumers, on the one hand, and needs to consider strategies of competitors, creating demand for business software systems marketing system of entrepreneurial potential.

Analysis of recent research and publications. Various aspects of the economic potential and its organizational support have covered in his work such domestic economists, as: L. Abalkin, O. Alyokhin, A. Anchyskin, A. Voronkova, O. Honchar, I. Otenko, Y. Fihurnov, A.Cherep and others. To the problematic aspects of marketing support of enterprises activities were devoted the works of such scientists as: S. Garkavenko V. Herasymchuk, Y. Krykavsky, S. Ilyashenko, P. Pererva, N. Chukhray.

Uninvestigated parts of general matters defining. It should be remarked a small number of works on marketing support of development of the company business potential.

The research objectives. The article highlights the features of the current stage of the business potential of domestic enterprises, and reveals the essence of the author's approach to the formation of the system of entrepreneurial potential on the basis of marketing support.

Statement of the basic materials. The results of the study the statistical materials justify the conclusion that today is happening the deterioration of the overall competitiveness capacity of Ukraine. According to the World Economic Forum (WEF) in recent years, Ukraine has lost much in the international ranking. Thus, in 2014, it took 89 th place before Gambia and Honduras among 139 countries. Ukraine stayed behind such countries as Estonia, Czech Republic, Poland, Lithuania, Azerbaijan, Slovakia, Russia and Kazakhstan, showing a significant gap with the world average index (Fig. 1).

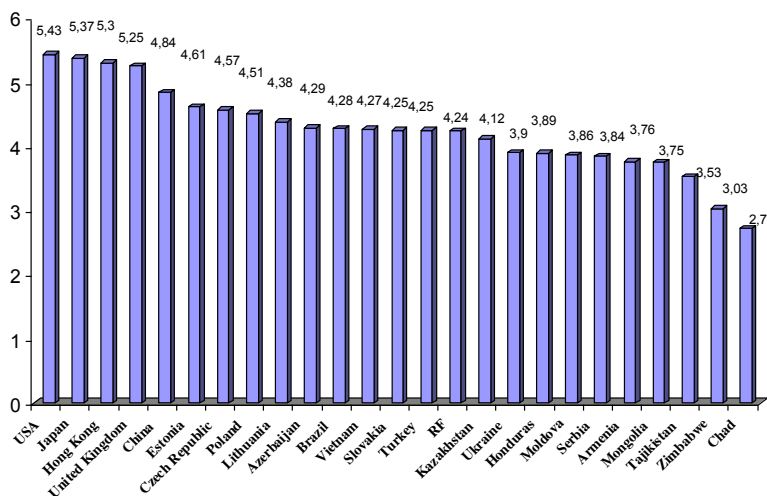


Fig. 1. Place of the countries in the Global Competitiveness WEF (2013-2014.) [according to materials 1]

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This regression, even in comparison to 2013 is the result of deterioration Ukraine's position by 9 of the 12 components of the index of global competitiveness, such as: "Institutes" (134th place in 2013 - 120), "Makroeconomical stability" (132nd place in 2013 - 106), "Efficiency of commodity markets" (129th place in 2013 - 109), "Financial market sophistication" (119th place in 2013 - 106), "Business competitiveness"(100s place in 2013 - 91).

In assessing the potential of the region, polls and experts from Ukrainian and foreign investment and manufacturing companies have some differences in priorities. Though, the foreign experts give more importance to the political situation in the region, Ukrainians - financial and legal risks. In the eyes of foreign investors in our main competitive advantage - is the access to natural resources and skilled and cheap labor. Domestic experts expect high scientific and technical potential, to it's purchases-demand, infrastructure and population resettlement area. Preference is given based on the table 2.10 industry sector, while the regional aspect is rather neutral (with only a slight negative impact).

In the global competitiveness ranking of the World Economic Forum (WEF) for 2015 Ukraine has lost 3 positions and descended from 76 th (in 2014) to 79th among 140 countries [2]. Today Ukraine is between Guatemala and Tajikistan. And the index of competitiveness Ukraine also fell, by 0.11 from 4.14 to 4.03.

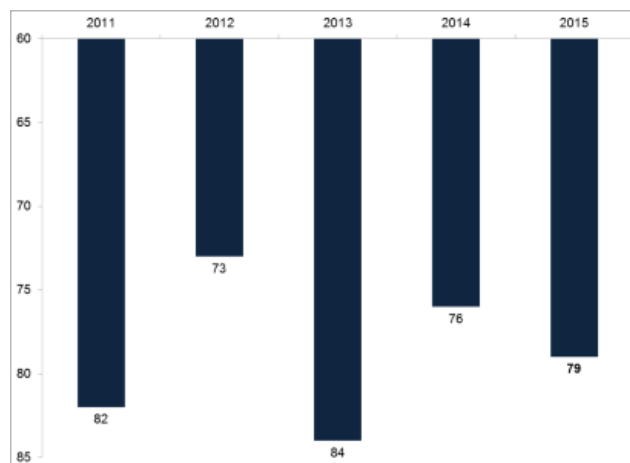


Fig. 2. Ukraine's position in the global competitiveness ranking of WEF [according to materials 2]

As the study shows, in modern conditions the company is unable to achieve the goal - to increase GDP without external support. At the same time, increase of the economic potential at the enterprises directly depends on the opportunities provided by the environment. In this regard, we consider it appropriate to carry out generalizations about the state of the environment in the form of existing opportunities and threats, which can have a significant impact on the improvement of economic and entrepreneurial potential of the company.

Summarizing the results of the study we should focus on the key issues that stand in the forefront in organizing industrial activities and development of their entrepreneurial potential, completing the internal market with a high proportion of goods imported at a reduced customs value and smuggling, creating unfair competition in the market; manufacturer lack of purchasing power; quite high cost of domestic products; unavailability of long-term concessional loans; lack of production in Ukraine specialized on industrial equipment and spare parts to it; a sharp reduction of domestic raw materials and complete dependence on a number of industries to import raw materials; lack of equal conditions for large enterprises and small businesses on the specifics of tax reporting; lack of favorable conditions for attracting investments to the dynamic development of the industry; lack of budget financing of research, development work on the development of new technologies; the complexity of customs proce-

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dures for enterprises as provided tolling scheme, net exports; low wage workers in the sector, a sharp decline in the inflow of young specialists in enterprises, significant migration rate.

Most of the problematic aspects are related to external factors causing the impact on market activity industry [3].

However, none of the sources we've studied do not question that the lack of sustainable competitive position of the company might be the result of ineffective marketing support of these enterprises. At the same time, even these common causes indicate insufficient attention of industry management to the marketing aspects of their activities.

Thus, as for to the first reason, in our opinion, it is possible to prevent the emergence of unfair competition if industry when forming their pricing policy will focus not only on legal documents or build on their cost of production, but will increasingly rely on marketing pricing. So in order to develop entrepreneurial potential it is necessary to introduce a flexible pricing policy, taking into account the needs and demands of consumers.

As for the second reason, majority of industrial companies do not conduct market research neither on their own nor with the help of specialized agencies. So it is not clear: how can they know the purchasing ability of consumers and consider it in a commodity policy.

Regarding the third problem, it should be pointed out that it exists and is associated not only with external factors such as prices for raw materials, energy tariffs, but also with internal ones. This concerns, above all, the use of wasteful technologies in the production process. Internal marketing, aimed to unite the efforts of the team to solve this problem could be used.

Financial issues are mainly related to the need for technical and technological rearmament. If there is no chance to attract long-term loans on favorable terms, attraction of investors should be considered. It's impossible for company in case it doesn't create its own brand (brand), which can significantly increase its goodwill (market value).

Other problems may also be considered in terms of marketing. However, most of the cases company's management is trying connect all the problems attributed to the influence of external factors, because it eliminates the need to exercise their own initiative and improve their own management.

Therefore, all this requires new approaches to understanding the full operation in industrial marketing support of the entrepreneurial potential that forms the basis of knowledge as one of the most valuable resources, which the company uses for its existence.

Schematically the approach to building of flexible and adaptive system of entrepreneur potential of marketing management is presented in Fig. 3. Thus, the control system consists of 3 levels, which is carried out: setting objectives and characteristics of entrepreneurial potential on the basis of marketing; decision-making process; implementing solutions in action and monitoring its implementation.

Thus, the proposed system of entrepreneurial potential on the basis of marketing support does not create a marketing structure, although it is aimed at restructuring the enterprise management system and its business potential based on marketing knowledge. That is marketing, which, on the one hand combines diverse areas of industrial and economic activity, and on the other - seeks to resolve operational problems with new unconventional means. It is therefore crucial for this stage is the creation of a local information network organization of workstations in areas of professional activities.

In our opinion, relevant for industrial enterprises in modern conditions is the creation of the benchmarking consortium, which would give the opportunity to generalize and systematize experiences and best practices of enterprises working in the field, to improve the efficiency of the industry. However, there may be other approaches used in the field of optimization of management decisions, which include outsourcing.

Conclusions. Thus, marketing support of management software entrepreneurs potential in modern conditions, provided an adequate mechanism model which includes a system of interrelated elements, functions, principles, and is based on the system of activation levers of macro- and microeconomic impact and application of the relevant market situation of the company organizing structures marketing activities able to ensure the effectiveness of the company and its business development potential.

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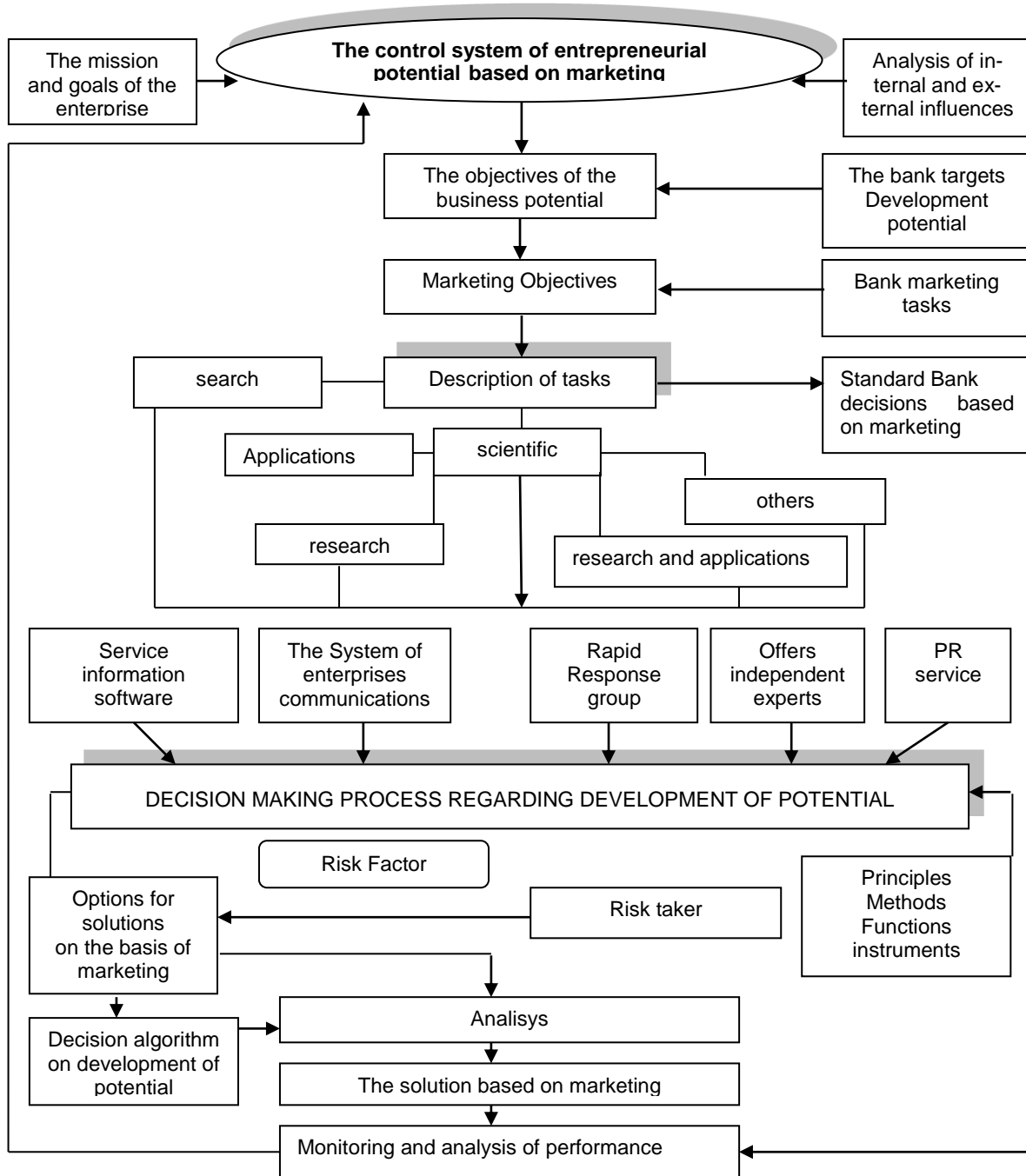


Fig. 3. Control system of entrepreneurial potential on the basis marketing support

Based on the fact that the very marketing is considered by us as a function of management activities on the one hand, and the concept of enterprise management, - the other, we propose to consider the mechanism of the marketing support mechanism of enterprises activity and management of their entrepreneurial potential, as a combination of elements, tools, technologies and instruments, providing marketing oriented creation and development of enterprises. In addition, the use of marketing outsourcing schemes in industrial enterprises can significantly improve their efficiency and open up en-

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tirely new opportunities for mutually beneficial cooperation, significantly enhance their competitiveness in the global economic environment.

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