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**PLANNING MARKETING ACTIVITIES OF THE ENTERPRISE
ПЛАНУВАННЯ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВА****Mushtai V.A./ Мущгай В.А.***s.e.s., as.prof. / к.е.н., доц*

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Abstract. *The paper states that problems of planning of marketing activity in the conditions of an unstable economy are very relevant, since most state and private enterprises do not have the optimal system for organizing marketing planning. The role of planning as a special form of activity is defined, the content of which is the development, coordination and control over the implementation of the organization's plan for the production and sales of products, and the feasibility of introducing a strategic planning system based on modern marketing principles into the activities of enterprises by the method of scripting is substantiated. It is proved that effective formation and development of marketing activity on the basis of strategic planning using the method of script development will allow enterprises to react in a timely manner to changes in the external competitive environment and contribute to the achievement of the set goals.*

Key words: *strategic planning, optimistic scenario, pessimistic scenario, realistic scenario, strategy, economic effect, macro environment, microenterprise, SWOT analysis, strengths and weaknesses, opportunities and threats.*

Introduction.

In conditions of a developed market economy, the efficiency of any enterprise activity depends to a large extent on the effectiveness of the marketing system introduced. Marketing, as one of the management subsystems, exerts an active influence on the company's activity, ensuring its improvement and achieving a high final result, and if the marketing activities are properly planned, it may, to a certain extent, weaken the negative or, conversely, increase the positive environmental impact to the company.

Basic text.

The role of planning, its individual subsystems and elements is determined by the position that planning plays in the management system. Analysis of the content of the main management functions allows us to conclude that the dual function of management "preparation and approval of management decision" means, first of all, practical work on setting goals, objectives, development of measures that ensure their achievement. In its content, such activities are planning.

Planning of marketing at different enterprises takes place differently from the point of view of the content of the plan, the planning period, the sequence of development, planning organization. In modern conditions, the marketing-oriented companies plan for production and economic activities in general based on the marketing plan [1, p.285].

Planning should be carried out at all stages of the marketing management process in the formation of a competitive model of marketing interactions of the enterprise. In general, planning is one of the most important areas of marketing



activity of the enterprise, in the process of which a complex of subsystems of marketing interactions is formed: organizational, planning, information, logistic, production - marketing and controlling.

In the integrated model of planning and management of marketing activities of the interactions of the enterprise, first of all it is necessary to allocate marketing - management - management activity, which is connected with intensification of marketing of the enterprise. Marketing - management provides finding the optimal rate of combination of supply and demand, i.e. such speed, which would combine the most favorable rates of appearance of ideas, their implementation in production, production, distribution and promotion of products at minimum cost, based on the constant study of the behavior of consumers, suppliers, intermediaries, competitors and the mechanism of adaptation of the enterprise to the changing factors of the marketing environment [2, p.82].

In order to strengthen the position of enterprises in the market by increasing the volumes of production and sales of their products, we consider it necessary to develop strategic marketing plans and to further strictly adhere to their structures.

To achieve this goal, we will provide some recommendations for the detailed and practical implementation of the strategic marketing plan.

We offer in the development of a strategic marketing plan to use a method of developing scenarios, which will allow the company to build several versions of scenarios for the development of events in the future. Based on the results of the analysis, the company management will be able to formulate effective and flexible strategies for changing the environment. We propose the formation of three main scenarios of development: optimistic, pessimistic, and most realistic.

In an optimistic scenario, we propose a selection of factors and indicators that have the greatest positive impact on the company's activities. The pessimistic scenario should include trends that have a negative impact on the organization. The most realistic scenario should consist of trends that are likely to occur, regardless of the potential strength of the positive or negative effects.

The procedure for creating scenarios in our opinion should include: definition of the main components of the macro environment, which have a significant impact on the operation of the enterprise; an estimation of the factors of the environment and the internal environment, which must be carried out in terms of: the strength and direction of the influence of the factor on the organization; formation of basic scenarios; determination of the average force of the influence of individual macro-environment factors.

Within the framework of this method, each tendency or a separate process of the environment should be considered in the context of three directions of future development: regression, stagnation, progress. On the basis of this analysis it is possible to determine the main regularities that will help the enterprise to effectively interpret the results, namely [3, p. 167 - 168]:

1. The greater the difference in the quantitative indicators between the optimistic and pessimistic scenario, the stronger the enterprise's dependence on the environment. Thus, in the process of strategic planning of marketing activities, the enterprise must pay special attention to those areas of the environment that are



characterized by the trend of strong changes.

2. The more factors a more realistic scenario encompasses the different spheres of activity, the more heterogeneous and less structured will be the environment. In this case, the company should focus on events that are related to this area.

3. In the process of analysis, it is necessary to determine the factors that shape opportunities and threats for the organization. Adaptation to these factors should be the main principle in the process of marketing strategies. If the dominant factors of potential opportunities are identified, then the company should direct its activity to their use. However, having formulated the threat factors, the company must minimize the interaction with them and take protective measures against them.

In our opinion, in the strategic marketing plan, the analysis data should be presented in the form of tables. With the help of which, the company's management can not only see that the environment is a source of opportunities and threats, but also realize that, since they accurately determine the influence of individual factors on their organization, their activities will be so successful in the future. taking into account a correctly determined assessment of the strength and weakness of the enterprise itself. This will allow the establishment of a strategic priority based on this model; will provide an opportunity to optimally determine the directions of the enterprise in accordance with selected features and formulate specific marketing strategies within the proposed situations variants, which, in our opinion, greatly simplifies the practical activities of management and marketers in the enterprise.

We believe that in order to carry out objective analysis of the industry it is necessary to form an expert marketing commission at the enterprise. It should include both business analysts and external experts. However, in case of impossibility to involve additional experts, the enterprise should independently analyze all factors of the environment of the market. In order to facilitate work in the process of strategic analysis, we propose to have formed a selection of web resources and periodicals, from where marketers can gather information about market trends, major economic, legal, technological, sociological and demographic changes in the external environment.

The next step in the proposed analysis is to formulate the main scenarios for future developments. Table 1. presents the developed forms of pessimistic, optimistic, realistic scenarios for Talanprom LLC.

To create a pessimistic scenario, we suggest using indicators for estimating consolidated marketing profiles macro and micro-environment with the lowest values. For optimistic - the data with the highest values.

In the simulation of a realistic scenario, we propose to take into account the probability of occurrence and influence of the factor with the definition of a particular development trend using the method of extrapolation to determine the planned indicators.

On the basis of retrospective data for the period from 2014 to 2018, it is planned at the expense of increase of the total volume of sales, including on the domestic market, on 9191, 20 thousand UAH. or 3.77% and UAH 4918.69 thousand or 4.24% respectively, increase the share of the domestic market by 1.57 p.p., which will increase the profit of the company by 160.99 thousand UAH. or 8.13%. The level of

**Table 1****Formation of the main scenarios of enterprise development**

Indexes	2018y.	Scheduled for			Forecast according to a realistic scenario until 2018y.	
		Optima scriptwriter	Pissy scriptwriter	Realistic scenario (by extrapolation method)	+;-	%
		Revenues from sales of products, thousand UAH.	243493,00	255667,66	231318,35	252684,20
in. i.e.						
in the domestic market	115902,67	121697,81	110107,54	120821,36	4918,69	104,24
in the foreign market	127590,33	133969,85	121210,81	131862,84	4272,51	103,35
Market share in the domestic market,%	36,92	38,77	35,07	38,49	1,57п.в.	-
Cost of sold products, ths. UAH	236718,0	246186,7	224882,1	245356,4	8638,4	103,65
Gross profit, ths. UAH	6775,00	9480,94	6436,25	7327,84	552,84	108,16
Sales expenses, thousand UAH.	290,00	419,53	225,91	320,84	30,84	110,63
Net profit, ths. UAH	1978,00	2796,88	1737,79	2138,99	160,99	108,13
Total profitability,%	0,84	1,14	0,77	0,87	0,03 п. в.	-
Marketing cost factor	0,00119	0,00164	0,00098	0,00127	0,00008	106,72
Return on investment in marketing,%	278,14	632,19	374,80	522,02	243,88 п. в.	-

Author's development

aggregate profitability thus will increase by 0.03 p.p. from the previous year. These results can be achieved as a result of more active and effective marketing activities, whose figures for the year 2018 will increase by 6.72% and 243.88 \$. respectively, respectively.

It is not possible to achieve the results of marketing activities in certain scenarios without implementing tactical and strategic measures. With this in mind - our proposal to build a SWOT analysis matrix in a strategic marketing plan that will provide a relatively simple and effective way of choosing the most appropriate business strategy for each of the scenarios for the development of events. We believe that in an optimistic scenario it is expedient to use an aggressive strategy; for pessimistic - competitive and defense strategies; for realistic - to follow a conservative strategy.

Since one of the measures of any strategy is effective segmentation of the market, in our opinion, it is important that in a strategic marketing plan, based on the results of the conducted analysis and market assessment, consumer segmentation, product positioning was clearly defined by product, price, marketing strategies and strategies. promotion for each of the specific segments of the enterprise.

Summary and conclusions..

Summing up the consideration of individual issues of planning marketing activities in management, we distinguish a number of requirements for a modern marketing plan. It must: be specific, contain clear and measurable goals, as well as actions and measures, terms for each activity and specific individuals; Be realistic,



otherwise it makes no sense to design it. The plan will vary with 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 every member of the team, which will enable her to act and work as a whole to achieve their goals; assume the remuneration of employees; to provide for the restructuring of the functional responsibilities of the marketing department with emphasis on monitoring and market analysis, benchmarking with major competitors; optimize the development of managerial decisions in marketing (if the company size allows, create a special group); to formulate a choice of pricing strategy in accordance with real threats to the financial and market position of the enterprise; contain marketing measures in modern conditions that cover all stages and areas of operation of the company; to provide a system of indicators for assessing the implementation of the components of the marketing plan and monitoring the effectiveness of the implementation of planned activities.

In general, a modern marketing plan is designed to direct the company to effective action, focused on long-term and useful goals at the moment. The key areas of economy at the same time should be tools and measures that give the company only a medium-term effect.

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Анотація. В роботі зазначено, що проблеми планування маркетингової діяльності в умовах нестабільної економіки є вельми актуальними, оскільки більшість державних і приватних підприємств не мають оптимальної системи організації планування маркетингу. Визначено роль планування як особливої форми діяльності, змістом якої є розробка, узгодження і контроль за ходом виконання плану організації щодо виробництва та реалізації продукції та обґрунтовано доцільність впровадження системи стратегічного планування на підставі сучасних принципів маркетингу у діяльність підприємств за методом розробки сценаріїв

При розробці стратегічно – маркетингового плану надано пропозицію з використання методу розробки сценаріїв, що дозволить побудувати підприємству декілька версій сценаріїв розвитку подій у майбутньому. На основі отриманих результатів аналізу керівництво підприємства зможе сформувати ефективні та гнучкі до змін зовнішнього середовища стратегії. Запропоновано формувати три основні сценарії розвитку: оптимістичний, песимістичний, найбільш реалістичний.

Для формування песимістичного сценарію запропоновано використовувати показники оцінки зведених профілів маркетингового макро – і мікросередовища з найменшими значеннями. Для оптимістичного – дані показники з найбільшими значеннями.

У процесі моделювання реалістичного сценарію рекомендовано враховувати ймовірність виникнення та силу впливу фактора з визначенням конкретної тенденції розвитку використовуючи для визначення планових показників метод екстраполяції.

Аргументовано, що досягнення результатів маркетингової діяльності за визначеними сценаріями не можливо без впровадження тактичних та стратегічних заходів. З огляду на це - надано пропозицію щодо доцільності побудови в стратегічно-маркетинговому плані підприємства матриці SWOT-аналізу яка забезпечить відносно простий і ефективний спосіб вибору найбільш прийняттого типу бізнес-стратегії для кожного із сценаріїв розвитку подій. Обґрунтовано, що за оптимістичним сценарієм доцільно використовувати агресивну стратегію; за песимістичним – конкурентну та оборонну стратегії; за реалістичним – додержуватися консервативної стратегії.

Доведено, що ефективно формування та розвиток маркетингової діяльності на основі стратегічного планування з використання методу розробки сценаріїв дозволить підприємствам вчасно реагувати на зміни зовнішнього конкурентного середовища та сприятиме досягненню поставлених цілей.

Ключові слова: стратегічне планування, оптимістичний сценарій, песимістичний сценарій, реалістичний сценарій, стратегія, економічний ефект, макросередовище, мікросередовище, SWOT-аналіз, сильні та слабкі сторони, можливості та загрози.

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