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STRATEGIC PLANNING OF MARKETING ACTIVITY IN ENTERPRISES

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In a market economy, enterprises tend to conduct their activities efficiently and use the method of strategic planning in advance in order to obtain high profits for an ever longer period of time. Based on the analysis of changes in the market and directions of scientific and technological development, general goals are determined, which are the basis for developing the company's strategy. The company's strategy reflects the main program of activity, the primary direction and distribution of resources in the field of marketing, finance, organizational activities, personnel policy and other areas.

A. Chandler defines it in the book "Strategy and Structure" as follows: "The strategy of the company is the formation of the main long-term goals and objectives of the enterprise, ensuring the consistency of actions, as well as the allocation of resources necessary to achieve these goals."

F.Kotler writes about the company's strategic planning: “This is a management process for creating and maintaining a strategic correspondence between the company's goals, its possible capabilities and the possibility of success in the field of marketing. Strategic planning relies on a clearly articulated firm's strategic statement, setting additional goals and objectives, and a robust business portfolio and growth strategy."

Strategic marketing planning is the process of defining the mission and goals of the enterprise, determining the resources needed to ensure the effective organization of the enterprise in the future, and choosing product strategies for acquiring them.

Strategic ideas should become the company's action program, in this program the strategic goals are determined and the means of ensuring the implementation of the chosen development strategy are determined. The success of the company in the near future is determined primarily by the financial linkage of various areas in its current activities.

Today, entrepreneurship is becoming very popular, especially strategic management creates the basis for the long-term development of entrepreneurship. Strategic management is currently a new approach to business management. The purpose of a strategic marketing plan is to provide a clear and consistent description of the company's long-term growth strategy.

Picture 1 . Strategic planning process

In fact, a strategic marketing plan is a financial plan, but enriched with information about the sources and purposes of financial flows.

The task of strategic marketing is to always direct and redirect all activities of the company in directions that ensure its development and profitability. Its impulses affect all functions, not just marketing. Therefore, its role is much wider than the role of traditional marketing management: this includes cross-functional coordination.

The main need of the current period is determined by the fact that research and experimental studies are becoming a defining direction in the strategy of companies.

At the same time, when determining the strategy of an enterprise and conducting research and development work, it is necessary to proceed from the fact that it is impossible to fully assess its future results, that the strategy must be implemented chaotically and at the expense of high costs. Risk The marketing planning process is shown in the diagram below.

Strategic planning is the process of developing and maintaining alignment between an organization's goals and capabilities and changing market opportunities. Strategic planning requires rigorous planning steps. Companies usually prepare annual, long-term and strategic plans. Annual and long-term plans are designed for the current work of the company and ways to continue it. On the contrary, the strategic plan requires the enterprise to adapt to the positive use of opportunities in an ever-changing environment.

Michael Porter, one of the leading theorists and specialists in the field of strategic management, identifies three types of market strategies that provide an organization with a competitive advantage:

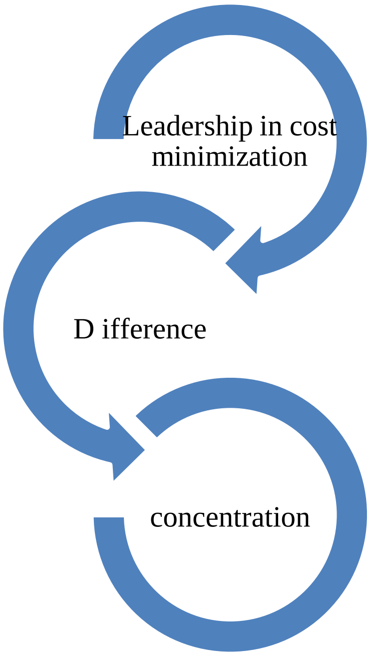

Figure 2. Three types of strategies in the market that ensure the priority[1]

The cost leadership strategy is related to the fact that the company achieves the lowest costs in the development and sale of its products. As a result, he can set the lowest price for his product and take a large share of the market. Firms implementing this type of strategy must have a good technological and engineering base for organizing production, supply and trade. Marketing in this strategy does not have to be highly developed.

The strategy of differentiation (specialization) means that the company creates products with unique characteristics that customers like and are willing to pay for. This strategy aims to produce products that are unlike those of competitors. Firms pursuing this type of strategy must provide good product design, high quality, and an advanced marketing system in order to carry out scientific and technological developments.

The concentration strategy involves focusing on the specific interests of consumers. Orientation towards creating a product or meeting the unusual needs of a certain group of people, or creating a unique system for accessing a product. Using this type of strategy, the firm carefully determines the demand of a certain segment of the market for a certain type of product and offers serious marketing power for this. The business development strategy is a general strategy (basic or reference). As a direct object, they have the potential of the organization (types of production, network of activities, line of business).

[1] Kotler P, Armstrong G. " Fundamentals of Marketing ". 15th edition. Textbook . "Pearson Education Limited" publishing house . 2014 year . 356 pages.

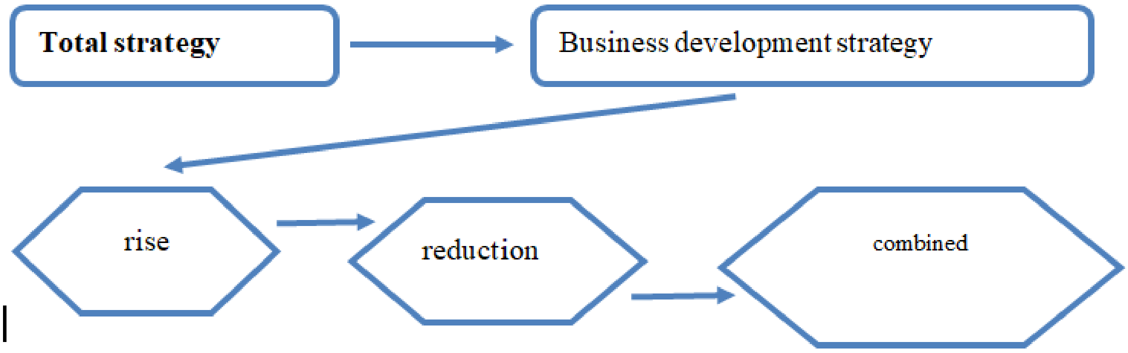

Figure 3. Business development strategy

– For convenience, their diversity can be grouped into three main types:

- growth strategies;
- reduction strategies;

– mixed (combined) strategy.

-The growth strategy has three different groups. The first group consists of a concentrated growth strategy. Sometimes they are also called rapid-gradual growth strategies. This group of strategies is intended to identify opportunities that the firm can use in the scope of its current activities. Cumulative growth is justified when the firm does not fully utilize its current products and market opportunities. In order to determine the possibilities of this growth, I. Ansoff suggested using the methodology known as "type of product and market development", which shows three different types of expansion of the company's market opportunities and includes three different types of integrated growth strategies corresponding to it. . Economic marketers express these strategies in the form of a business activity matrix. The fourth variety corresponds to the diversified growth strategy, which will be described later. The specific types of strategies of the first group are as follows:

- market development strategy, in which the company does everything to get the best position in this market with this product. This type of strategy requires a lot of marketing power to execute. In such cases, it is envisaged to reduce production costs and transaction costs, increase the market share, strengthen the advertising company, change the price policy and expand the areas of use of the produced goods;

- market penetration strategy, which involves finding new geographical markets for manufactured goods, as well as finding new demographic segments of markets that provide a significant increase in the company's sales;

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– product development strategy, in which growth is considered at the expense of innovative product policy for the market occupied by the company, i.e. perfecting the manufactured product, improving its consumer properties, harmony of product assortments, new models and types of products solution by creating, changing their packaging, producing new goods for this market.

The second group is formed by the integrated growth strategy, which is related to the expansion of the firm with the addition of new structures. A firm can achieve integrated growth through both acquisitions and internal expansion. In both cases, there is a change in the firm's position from within the network. Three types of integrated growth strategies are distinguished:

– reverse vertical integration strategy - focused on the growth of the company due to the purchase of the company that supplies the product or strengthening control over them. Implementation of this strategy reduces the dependence of price changes on the requests of assemblers and product suppliers;

– forward vertical integration strategy - focused on the growth of the firm by acquiring or strengthening control over firms that supply products that are engaged in trade and distribution. This type of integration is very useful when the intermediary services are too large or when the firm cannot find intermediaries with high quality of work;

– horizontal integration strategy, or by defeating a competing firm or by merging or creating an organization in cooperation with foreign capital.

The next group of business development strategies is the diversification growth strategy, which is implemented in the event that the firm can no longer develop with this branch of the product. This strategy can be used if the markets are saturated for existing businesses, or the demand for the product is reduced as a result of the "death" of the product, or the antitrust management does not allow the further development of the business within this industry, or the new business is based on equipment, components, raw materials. - better use of the item is chosen if it starts to give better results. The main strategies of diversified growth are:

– centralized diversification strategy - is based on filling the issued nomenclature with products similar to the company's existing goods from a technical or marketing point of view;

– horizontal diversification strategy - refers to filling the existing nomenclature with products that are not similar and unrelated to the products or services that are already being produced, but can arouse interest in existing customers ;

– A conglomerative diversification strategy is one in which a firm expands into products that have nothing to do with the technology it uses or its current products and markets.

Reduction Strategy- It is realized when the firm needs to regroup forces after a long period of growth or when there is a decline and radical change in the economy, due to the need to increase efficiency, as well as when the existence of the organization is threatened. In such cases, firms purposefully reduced production. And no matter how difficult it is for the firm, it must be recognized that this is also a development strategy for the firm, which cannot be avoided in certain situations, as seen in the growth strategy. The following types of reduction strategies are distinguished:

– liquidation (liquidation) strategy - reflects the last state of the reduction strategy and is implemented when the firm is no longer able to conduct business;

– "harvest" strategy it is used when there is no future, there is no profit from the sale, but it is possible to bring income from the gradual reduction of the business to zero;

– A divestment strategy is often implemented by diversified firms when they close or sell a business or division.

In real practice, a firm can implement several strategies at the same time. This is especially common in multinational companies. In such cases, the firm is said to be implementing a mixed (combined) strategy. Marketing management means that the general strategy of the firm has a marketing character and involves the analysis of the dynamics of competitive forces, market, goods, prices, etc. Sometimes it is difficult to draw a clear line between an organization's overall strategy and its marketing strategy.

Therefore , marketing strategy is a logically constructed general direction of marketing activities, which ensures the achievement of a certain goal of the company's marketing. Implementation of the marketing strategy involves the development of marketing tactics, indicating specific marketing activities, deadlines and who is responsible for their implementation. For example, the decision to increase market share by lowering the price is strategic (market entry strategy), but reducing the price by a certain percentage at a specific time is tactical. The marketing strategy shows a clear system of strategies for choosing the firm's target market and serving it in the competitive environment.

Marketing strategy includes:

– competitive strategies;

– strategies to address market demands;

– market penetration strategies;

marketing complex strategies: brand strategies, pricing strategies, sales (transfer) strategies, and strategies for bringing the product to the market.

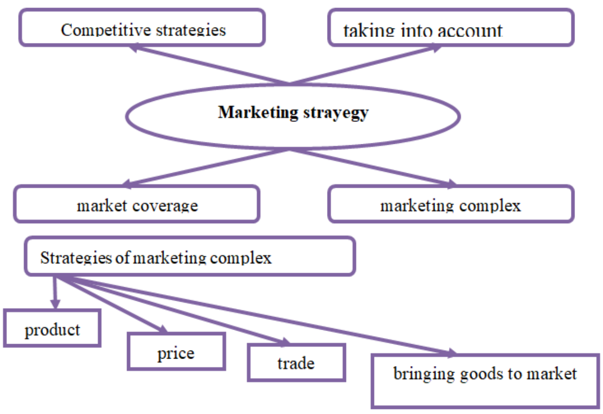

Figure 4 . Marketing complex strategies

Marketing strategies are directly related to target customers and competitors, as the organization's marketing aims to satisfy customer requirements better than competitors. Therefore, developing a marketing strategy with two main directions is market demand and competition. The American professor L. Rosenberg defined the marketing strategy as a combination of the activity of demand formation and the activity of defeating competitors .

The strategic management plan of the enterprise is the process of developing and maintaining the connection of internal resources and market opportunities of the enterprise . In the demand-related external marketing strategy, the market situation requires a description of the demand or the adoption of strategies aimed at changing the company in accordance with them.

First, let's focus on the overall strategic goals of the organization leading to the marketing strategy and plan. Then, based on a strategic plan, we discuss how the seller can collaborate with others inside and outside the firm to create value for the buyer. After that, we will test marketing strategy and planning, that is, how an entrepreneur can choose a target market, position his market offer, develop the market mix and manage their marketing programs. Finally, we will focus on the market capitalization rate and its management, which is an important step.

Every company needs to find a game plan that will pay off and grow over the long term. These plans should be able to reveal opportunities, goals and resources in the most clear way. This is the main goal of strategic planning, that is, to develop and maintain the alignment between the goals and capabilities of the organization and the changing market opportunities. Strategic planning requires strict planning stages. Companies usually prepare annual, long-term and strategic plans. Annual and long-term plans are intended for the company's current work and how to continue it. A strategic plan involves adapting the firm to take advantage of opportunities in a changing environment.

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