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## THEORETICAL FUNDAMENTALS AND PRINCIPLES OF USING MARKETING MANAGEMENT IN ENTERPRISES

*The relevance of the research topic is conditioned by the problems of the effectiveness of marketing management planning in enterprises. It is defined and researched that marketing planning as an organizational and managerial process in marketing management. The purpose of the study is to determine the features of marketing management planning in the environment of domestic enterprises, as well as to identify ways of marketing management improvement in enterprises.*

*Key words: planning, management, analysis, marketing, efficiency, management.*

**Problem statement** . The marketing is a social and managerial process aimed at meeting needs and desires of individuals and as well as groups by creating, offering and exchanging valuable goods, marketing activities of enterprise should be considered as an independent type of entrepreneurial activity. The effective implementation of this activity requires effective management.

The management, in a broad sense, is a complex socio-economic process which has a purposeful impact on objects, systems in order to maintain their sustainability or to transfer from one condition into another due to changing circumstances. Enterprise marketing management is analysis, planning, organization, motivation, control and coordination of activities to establish, strengthen and maintain mutually beneficial exchanges with the target market to achieve the goals of the enterprise.

**Analysis of research and publications.** The process of marketing control is called marketing management. It has certain, special features. These features can be traced in the definitions of marketing management at different times by different scientists. Thus, Philip Kotler defines that "Marketing management is the process of planning and implementing policies for pricing, promotion and distribution of ideas, products and services aimed at exchanges that satisfy both individuals and organizations "[4].

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According to Peter Doyle: "Marketing management is the activity of identifying target markets, studying the needs of recognized consumers, development of goods, establishment of promoting methods and distributing in order to exchange to meet the needs of stakeholders "[5].

A. V. Voychak gives the following definition: "Marketing management is the analysis, planning, implementation and control over the realization of measures designed to establish, strengthen and maintain mutually beneficial exchanges with the target market to achieve a specific goal of the organization" [2].

V. P. Pelishenko defines marketing management as "the most important functional part of the overall enterprise management system aimed at achieving and reconciling the internal capabilities of the enterprise with the requirements of the external environment to ensure profit" [6].

Despite of some differences in the above definitions, a key content of marketing management within its main functions remains unchanged.

The specialty of modern marketing management initiates the performance of a wide range of functions. These functions include:

- = development of goals and objectives;
- = development of firm marketing strategy;
- = production planning (including new ones);
- = formation of the production plan;
- = development of distribution strategy;
- = formation of distribution channels;
- = formation and implementation of pricing policy;
- = planning of financial and investment support;
- = organization of marketing research;
- = development of measures for promotion and stimulation;
- = selection, training (retraining), and motivation of staff;

= control over the implementation of developed marketing activities [1].

The implementation of the chosen concept according to the orientation of marketing forms the appropriate management. On the other hand, the effectiveness of the marketing concept largely depends on the organizational structure of the marketing department. It can have several construction options. All departments of the service can be built differently, but what they have in common is that they are all based on a commercial approach.

Each company creates own marketing department in such a way that it best contributes to achievement of marketing goals (detection of disaffection demand, geographical expansion of the market, search for new market segments, increase profits, etc.). Therewith, marketing structures largely depend on the size of the company's resources, the specifics of products and markets in which they are realized.

Every company independently, depending on the purpose, forms its own marketing structure, and therefore there are many options for building it.

The environment constantly influences of the enterprise functioning, which requires making of various operational management decisions. However, this fact does not negate the necessity to plan of the enterprise activities, which allows:

- to articulate clearly the ultimate goals and objectives of the enterprise;
- to allocate properly available resources;
- to evaluate the strengths and weaknesses of the enterprise;
- to develop measures for achieving the plan.

Planning is about preparation for the future, anticipation of events that will allow to get benefit from the expected changes, and at the same time to protect yourself from unacceptable development. The initial condition for each planned activity is the desire for a better or more perfect future. This is always a prerequisite for changes, as it gradually leads to a transition from the existing state to the desired one.

The modern marketing planning is a complex system that includes a subsystem of strategic planning and marketing planning (operational, current).

The planning of marketing in different organizations is carried out differently. This concerns to content of the plan, the duration (horizon) of planning, the sequence of development, the organization of planning. Thus, the range of marketing plan content for different companies is different: sometimes it is only slightly wider than the plan of the sales department. At the other pole, a marketing plan based on a review of business strategy results which is poured into the development of an

integrated plan that covers all markets and products. Some organizations, especially small businesses, may not have a marketing plan as an integral document that includes several types of marketing plans. The only planning document for such organizations can be a business plan, drawn up either for the organization in general, or individual directions of its development. In this plan is provided information on market segments and their capacity, market share; the characteristics of consumers and competitors; barriers to market penetration; formulation of marketing strategies; forecast estimates of sales volumes for several years (possibly for 5 years) with a breakdown by years.

In the internal system planning, which should become the main in the practical activity of Ukrainian enterprises in the conditions of market relations there are at least three important basic principles:

- 1) first of all, plans should be developed by the person who will implement them later;
- 2) the level of competence in planning should correspond to level of competence in relation to resource management of enterprise;
- 3) it is necessary to ensure flexibility and adaptability of planning in accordance with changes in external and internal environments of the enterprise.

The latter principle is especially important for managers of Ukrainian enterprises for which the plan has always been a "law" and must be enforced in all possible ways without any changes in its structure and timing, regardless of whether the product is needed by society or not.

The relationship between the marketing system and the planning sub-function is active and bilateral. On the one hand, marketing goals have a decisive influence on the planning system, on the other - the implementation of all marketing activities is interconnected within the plan-program. Planning in the implementation of marketing activities is expressed in the development and implementation of a marketing program, which, in essence, is a global plan and determines the content of all other plans of the enterprise.

#### **The main goals and objectives of planning.**

The planning in marketing solves the following main tasks:

- defines the goals, basic principles and criteria for evaluating the planning process (for example, differentiation of goods depending on selected market segments, complex planning of market strategy, determining the amount and timing of funding depending on marketing goals);
- sets the structure and reserves, their interconnection (for example, connects sales plans for

individual market segments, implements a complex market strategy, sales and production activities of regional offices and affiliates);

- sets the initial data for planning (condition and prospects of market development, existing and future needs of end consumer of enterprise products, forecast of changes in the commodity structure of markets, etc.);

- determines the general organization of process and limits of planning (levels of competence and responsibility of heads, the rights and duties of organizational and structural divisions of the enterprise and so on., etc.) [3].

The marketing plan can be made for their own firms' needs in order to better management of marketing functions, and for the investors' needs to assure the latter that the firm is well aware of the market and its customers, their needs, products that can meet these needs, and also knows how to deliver and informs to consumers about these products.

Each one of the enterprises assumes that its resources (land, capital, labor) are limited, that is why they are forced to make the best use of them. The marketing plan is designed to ensure that each task is performed by appropriate persons based on available resources. Consequently, the marketing plan serves as a kind of tool to inform employees about their functions, tasks, and responsibilities for the implementation of these tasks.

A successful marketing plan allows the enterprise to:

- systematically and timely identifies the needs of consumers and customers or get replies to questions: what they want to buy;

- constantly evaluates the market and its changes;

- systematically analyzes competitors and their market forces, intentions towards the market and customers or finds an answer to the question: what are the strengths of competitors and what dangers should be expected from them, and what marketing strategy should be applied in this regard;

- constantly explores the strengths and weaknesses of your own company, its chances and dangers in the environment;

- optimally stirs the tools and uses them rationally to implement marketing tasks;

- effectively uses financial resources for marketing activities, it means for product improvement, staff training, development of distribution channels, communication activities;

- directs the thinking of staff in the future categories: what will be in the future, how the company will be able to use the available opportunities and if there is a danger how to avoid it;

- better coordinates marketing activities, goals and means of their implementation;

- maintains the stability of current and future actions in the market;

- takes a holistic approach to the formation of market strategies (connection of goals and means), thus achieving higher efficiency;

- avoids conflicts over the plans' implementation by notifying staff in timely manner about intentions of the firm [3].

The formalization degree of planning systems significantly depends on many factors, including the position of organization and features of activities in market. Organizations operating in markets with a certain range of consumers, a stable structure of demand and competition that is in the so-called "mature" markets, as a rule, they use relatively formalized planning systems with rigidly defined planning periods, distribution of planning functions and system of plan development.

The organizations whose specificity is the presence of several market segments with uncertain fluctuations of amount and structure of demand, a high degree of risk in commercial operations, aggressive, growing competitors, often focus on flexible marketing management using situational plans and scenarios that are developed as potentially dangerous situations arise or new prospects for the company's development.

**Conclusions and prospects for further research.** Marketing management is the analysis, planning, implementation and control over the implementation of measures designed to establish, strengthen and maintain mutually beneficial exchanges with the target market to achieve the specific goal of the organization. Every firm is interested in the effective management of its marketing activities. It needs: analysis of market opportunities; selection of target markets; development of a marketing complex; implementation of marketing activities for achieving this goal. The process of the firm marketing management includes a number of specific procedures aimed at demand managing of target customers, service and comprehensive satisfaction of the needs is the purpose of its marketing activities. The important component of marketing management is marketing planning - the process of analyzing the firm capabilities, choosing goals, developing plans and implementing marketing activities, monitoring their implementation. The purpose of planning in marketing is to reconcile the firm's capabilities with the market opportunities formed as a result of the firm purposeful actions as well as bringing the firm's capabilities in line with those market factors that are not under the control of the firm. The profile of the

marketing environment gives a generalized study of enterprise and allows to clearly see which of characteristic of the main factors of the macro- environment and micro-environment that affect to them have the greatest impact on the enterprise.

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