

# **PROBLEMS OF MANAGEMENT AND MARKETING IN THE CONTEXT OF GLOBALIZATION**

**Mariia Bahorka, Doctor of Economics,  
Professor of Marketing Department,  
Nataliy Yurchenko, Candidate of Economic Sciences,  
Associate Professor of Marketing Department**  
*Dnipro State Agrarian and Economic University  
Dnipro, Ukraine*

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## **MARKETING RESERVES TO INCREASE THE COMPETITIVENESS OF THE ENTERPRISE**

In modern conditions, both wholesale and retail enterprises face today's problems: constant changes in demand and prices, high risk, and at the same time make strategic decisions without deep marketing reasoning and analysis, without a marketing management system. The consequences of this may be unprofitable and instability of most commercial enterprises. We have identified and summarized the main shortcomings in the organization of marketing activities of most commercial enterprises, among which are the following:

1. Enterprises do not have a department that would be directly engaged in marketing activities, and the functions and tasks performed by employees of the enterprise are quite diverse and unevenly distributed among them. In our opinion, this is a very serious problem, because the effective work of the company as a whole is possible only with the efficient work of individual employees, and this is possible only in a clear division of responsibilities between employees.

2. Employees of the enterprise are guided in their activities by outdated management concepts, are not always sufficiently qualified and motivated.

3. The state of advertising for most companies is quite low.

4. Lack of a unified methodological approach to the implementation of the marketing management concept.

5. Lack of a well-established system of «feedback» with buyers of goods and services of the enterprise.

Therefore, we are convinced that most companies use only certain elements of marketing, which follow from the needs of their current sales activities.

For most commercial enterprises, there are threats that can lead to:

- to a critical state of the enterprise can lead or entry into the industry of a large number of competitors and a radical change in consumer tastes;

- restrictive policies of state bodies may lead to liquidation of the enterprise or its withdrawal from the industry, for example, increase of customs duties and fees, increase of transport tariffs, change of trade rules. In our opinion, marketing reserves are a set of tools with the help of which modern enterprises will be able to significantly improve the existing situation, accumulate internal opportunities and help implement effective development strategies.

At the same time, marketing reserves cannot be narrowed only to characterize the capabilities of the enterprise, but are part of a comprehensive marketing system based on the marketing concept of management, organization and implementation of effective marketing activities through marketing tools, research, collection and analysis, organization strategic planning and control of marketing activities. The basis of marketing reserves are groups of elements: marketing complex, marketing research and marketing analysis of information, tangible assets, human resources, qualified work of the marketing department.

It is important to enhance the marketing potential through personnel policy requires compliance with certain principles:

- the principle of professional skills and competence of staff;
- the principle of development, which provides for continuous training of staff in accordance with modern requirements for doing business;

- the principle of motivation, according to which the management of the trading company should encourage professional competition of staff, motivate the achievement of goals;
- the principle of attitude to staff as the main human capital to establish a system of motivational factors, taking into account the factor of individuality of each employee.

Adhering to certain principles, it can be argued that although personnel policy is not the only reserve of the enterprise, but its effectiveness and efficiency can ensure the prestige of work in the enterprise and increase its competitiveness.

In our opinion, increasing the competitiveness of the enterprise depends mainly on three factors: properly formed marketing tools, elements of organizational structure and management system. In this context, the organizational structure of marketing activities in the enterprise can be defined as a basic component of the organization on the basis of which marketing management will be carried out, ie – a set of services, departments, units, including employees engaged in various marketing activities. One of the main principles of marketing management is to bring the places of marketing decisions closer to the units where they are engaged in practical marketing. In order for the management system to be able to adapt to consumer demands, innovations, market conditions, it is necessary to create a marketing service at the enterprise. Any marketing organizational structure should be based on the following components and their interaction: functional features, location, products and consumer markets. We consider it necessary to pay attention to the fact that the extreme lack of reliable market information leads to high uncertainty in management decisions, and primary information is not collected and systematized. The primary task for the employees of the department will be to gather information in the right form and volume.

Kovalenko V.O. emphasizes that the attractiveness of a product does not provide sufficient guarantees for its sale. To do this, you need to inform consumers about its existence, to convince of its good quality and persuade them to purchase goods [2]. That is, consumers need complete information to understand the benefits of the product. From

this point, we want to draw attention to the importance of creating a CRM-system – customer relationship management as one of the main components of the marketing communications complex. We offer active use of the marketing communications system in a comprehensive marketing system. We insist that in modern conditions, special attention should be paid to the full use of the Internet resource. We offer marketing reserves that will help increase the competitiveness of the enterprise (Table 1).

Table 1

**Suggestions for more efficient use of marketing reserves**

<b>Events</b>	<b>Characteristics</b>
Creating a marketing organizational structure	In order to strengthen analytical work, strategic planning and sales promotion.
Creation of CRM-system and B2B and B2C systems	In order to manage relationships with customers and construction companies, the use of e-commerce
Formation of a permanent marketing information system	It will help the company to avoid strategic surprises, receive timely, complete and reliable information about the environment, build a positive reputation, promote more successful marketing and increase sales, the strategic planning department will include monitoring and audit services, public relations
Review contracts and implement a system of discounts	Refuse unprofitable deliveries and sales; introduce a system of discounts for regular customers.
Increasing employee interest in product sales	Motivation and incentive system for employees (bonuses, salary increases, interest on sales).
Active use of marketing communications system	Carry out a number of measures to intensify work on promotion on the Internet, site reconstruction, site distribution in search engines and other work.

*Source: suggested by the authors*

Without sufficient experience and strategic management tools to take into account the growing competition, instability and high level of uncertainty of the external environment, it is very difficult for companies to ensure efficiency and high level of competitiveness in the market. In this context, it is necessary to understand that in the system of market economic relations, as a result of a number of inherent features of enterprises it is difficult to adapt to changes in the business environment. Given this fact, the introduction of a marketing approach in the practice of commercial enterprises is a reserve for improving the efficiency of existing resource potential, and especially marketing to ensure its competitiveness and sustainable development.

The main areas of search for reserves to increase competitiveness are: resource, organizational, technological and marketing potential – the degree of customer satisfaction with products, strengthening human resources, focus on innovation, competitive potential and effectiveness of strategy for a particular market segment.

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