

ГОРОДЕЦЬКА

Тетяна Борисівна

ІВАЩЕНКО

Алла Григорівна

СЕМЕРУНЬ

Людмила Вікторівна

к.е.н., доцент кафедри, Одеський  
національний політехнічний  
університет

к.е.н., доцент кафедри, Одеський  
національний політехнічний  
університет

к.е.н., доцент кафедри, Одеський  
національний політехнічний  
університет

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## INNOVATIVE MARKETING IN THE INDUSTRIAL ENTERPRISE STRATEGIC MANAGEMENT

### ІННОВАЦІЙНИЙ МАРКЕТИНГ В СТРАТЕГІЧНОМУ УПРАВЛІННІ ПРОМИСЛОВИМ ПІДПРИЄМСТВОМ

*The statistics of the innovation program of strategic management are promoted in the industry, and are accelerated by the very heart of Ukrainian ideas, all of which are centrally and theoretically based on the new management systems. There are conceptual foundations of strategic management solutions, as well as the practice of predicting a healthy lifestyle. Innovative marketing, on our mind, is an integrated system of organization, management and analysis on the basis of marketing information and additional information for marketing. Innovative marketing - a price-management mechanism of an innovation process and an analysis of the results based on the marketing information and for marketing. On the basis of a new marketing campaign, you can quickly adjust marketing to a new marketing process. Rocking up your character for a couple of years of grip. You need to know your character. The lead to the exchange of marketing articles by Vitrat in the budgets of industrial enterprises, at his own ear, from the development of the marketing sector in the innovative market.*

*Brought to you, the vibr of the innovation, the development of the company in order to make a priority change for the sake of law-enforcement processes in a new marketing environment. The peculiarities of the development of new processes in the development of economic and social effect, are designated by the party, the concern of the company and that position on the market. The management of innovative activities of the company in the development of a market in the context of the company's activity with the organization of the services, it is also possible to work with a marketing organization and a company, and it will not work, but it will not work, but it will not work, it will not work, it will work, and it will work, and it will be the same, and it will not work at all. International innovation of marketing and warehouse permits with allegedly new views on the management of the marketing industry.*

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*У статті розглянуто розвиток інноваційних програм стратегічного управління в промисловості, що ускладнено сучасними українськими умовами, відсутністю загально визнаної центральної теоретичної основи інноваційних систем управління. Розглядаються концептуальні основи стратегічних управлінських рішень, а також практика прогнозування споживчого попиту. Інноваційний маркетинг, на нашу думку, являє собою комплексну систему організації, управління та аналізу нововведень на основі ринкової інформації та за допомогою засобів маркетингу. Інноваційний маркетинг – це механізм управління інноваційним процесом і аналіз його результатів на основі маркетингової інформації та за допомогою засобів маркетингу. На основі даних інноваційного маркетингу є можливість оперативного коректування завдань маркетингу і всього інноваційного процесу. Розглядаючи проблемний характер застосування інноваційного маркетингу, необхідно відзначити, що для вітчизняних підприємств характерною рисою є брак практичного досвіду та відсутність кваліфікованих кадрів у сфері інновацій та маркетингу, що не забезпечує сучасне підприємство ефективними результатами маркетингової діяльності. Це веде до обмеження фінансування маркетингових статей витрат в бюджетах промислових підприємств, що, у свою чергу, гальмує розвиток маркетингового сектора інноваційного ринку.*

*Доведено, що вибір інноваційного шляху розвитку підприємства в якості пріоритетного напряму створює передумови для вивчення закономірностей процесів поширення інновацій в маркетинговому середовищі. Особливостями прояву інноваційних процесів є наявність економічного і соціального ефекту, що визначають відповідно, прибуток підприємства та його позиціонування на ринку. Управління інноваційною діяльністю підприємства з освоєння ринку вимагає від керівництва підприємства вжиття заходів з організації служб, що поєднують функції маркетингу і планування інноваційної діяльності. Поєднання інноваційної та маркетингової складових дозволяє з якісно нових позицій здійснити погляд на управління маркетинговою діяльністю промислового підприємства.*

**Keywords:** *strategic management, innovation system, micro-environment, macro-environment, forecast of demand*

**Ключові слова:** *стратегічне управління, інноваційна система, модель "SMART", мікросередовище, макросередовище, прогноз попиту*

## INTRODUCTION

One of the most urgent tasks of the modern economic development of Ukraine is the creation of conditions for an effective and dynamic transition to market relations. An analysis of the activities of domestic industrial enterprises showed that the innovative process of strategic management in the industrial complex of Ukraine today

is experiencing a stage of origin. Despite the formal provision to economic entities of complete economic independence, they have no desire for a strategic vision of their activities. Only survival is only a success in the short run.

Therefore, for enterprises to succeed, it is necessary to develop a long-term plan of action aimed at achieving the mission of the organization with a focus on market needs and taking into account the market as the main factor of

the environment. In order to achieve its goals, the company must maximize its internal resources, explore the surrounding market environment, and anticipate its development and needs, while taking into account all the strategic marketing tools that are the innovative method of strategic management of an industrial enterprise.

### RAISING OF TASK

A wide range of issues related to innovative marketing in the strategic management have been studied by well-known scientists, such as N. Kiselyova, I. Dehtyaryova, V. Serkin, O. Shevchenko et.al.. In publications related to the study of the features of marketing innovations, there is a two-way complex approach to the research of the processes of functioning and implementation of marketing innovations. On the one hand, marketing innovation is developed for the consumer, either to meet his needs, or to organize marketing support, for example, to attract attention to the product; on the other hand, it is a commodity or technology of innovative marketing for an enterprise engaged in the issues of phased implementation of marketing innovation and evaluation of the effectiveness of such implementation. The analysis of publications on the research topic showed that the new theoretical approaches to marketing innovations as an independent marketing direction have not yet received a sufficiently full scientific understanding. It was also revealed that in modern domestic innovation there is no single conceptual approach to the formation of a specific characteristic of marketing innovations and there is no holistic concept in relation to marketing innovations. The outstanding issues of theoretical understanding of innovative marketing of the enterprise, its specificity and conditions for its successful development remain.

Strategy of innovative marketing it is a program of marketing activities of the enterprise in the target markets, which determines the principal solutions to achieve marketing objectives [1]. The developed strategy must necessarily be linked to the mission of the organization.

### RESULTS

The successful development of Ukrainian industry largely depends on the introduction of quality innovative programs of strategic management. These programs play an important role in industrial activity: the role of the regulator as a direct and feedback between the consumer and the production. But the development of these systems in the country is complicated by the fact that it is unprofitable to realize the main tasks of strategic management achieving maximum consumer satisfaction and improving the quality of life. Today, industrial production in Ukraine becomes a disadvantage for capital investment. Sustained growth of prices characteristic of the Ukrainian economy, on the one hand, is interested in increasing the production of goods by manufacturers, and on the other hand, it reduces market volumes. Due to the weak competition on the Ukrainian market, the specificity of these conditions has led to the lack of interest of many producers in the growth of output.

The special nature of the Ukrainian market system is due to the fact that not all sectors of the economy need a high-quality strategic marketing. An enterprise can be both attractive enough for one target group at the same time, and for another, it is completely unattractive, due to different needs and interests of target groups, which determine

the excellent views on the same characteristics and properties of the enterprise. The attractiveness of the enterprise is largely due to its perception from the point of view of consumers [2]. Positioning an enterprise on the basis of determining its marketing attractiveness is a powerful tool for forming the brand of the company, taking into account the needs and demands of consumers, their vision of the «ideal» image of the enterprise. The result of such positioning is the development of an innovative strategy for enterprise development based on a definite position; representation of the end-of-position positioning in the form of an innovation marketing program; its realization and adjusting if necessary.

However, despite the lack of a central methodological basis, the analysis of the ideas of strategic marketing management and their implementation at the empirical level, suggests that marketing management has become almost, synthetic, an integrated system that is organically linked to a socially oriented market.

Today, the ability to foresee the development of both external and internal environment becomes of paramount importance. It is in this case that an industrial enterprise will receive a strategic competitive advantage. The consistent realization of this advantage can create preconditions not only for an adequate reaction to changes, but also for purposeful influence on the external environment and its active formation. The most significant significance in the formation of strategic innovation management by an industrial enterprise are issues related to ensuring a high quality information basis of marketing management, management methods.

Priority is the creation of innovation management, in front of all, in the field of analysis, forecasting and planning. This step can ensure the consistent implementation of the entire management cycle in the system, will create a marketing structure of the company and implement its priority functional responsibilities:

- studying the marketing situation and forecast its development;
- analysis and evaluation of market prospects of the company;
- development of marketing programs and choice of methods for their implementation.

The planning process itself is a systematic approach to solving the following issues:

- where the enterprise is now;
- what is its future;
- where the enterprise wants to come;
- how to do it;
- how much it will cost;
- what is the probability of success.

Although the planning process involves a certain sequence of steps, which transforms the planning into a systematic and logical procedure, but this is not enough. It is necessary to take into account subjectivity when making decisions that undermine the strategic thinking of recognizing the political nature of planning. In planning, you need to follow the following steps:

- development of guidelines for the market;
- market review and situation analysis;
- interpretation of the collected data;
- definition of the gap in planning;
- diagnostics of the problem;

- strategic choice;
- assessment of the strategy and the choice of one of them;
- planning for unforeseen circumstances.

To this end, it is necessary to develop a number of methodological provisions, the use of which will allow to strictly correct the processes in the industrial company associated with the development of strategic and tactical management decisions.

The search from the methodological point of view of the correct options for the implementation of management functions, of course, should be carried out in an aspect directly related to the solution of functional marketing tasks. From these positions, the most important for the company is the sales area, which reveals all the problems that arose in the strategy of management of the organizational structure of the enterprise, processes associated with the development of strategic and tactical management decisions.

The most important, when forming the methodological quality management of an industrial enterprise, become the following issues:

- collecting, processing and providing structural external and internal marketing information;
- analysis, forecasting and marketing planning;
- strategic planning of marketing on the basis of qualitative information-analytical systems.

We consider it to be an effective method for creating new techniques and models that can be used in the domestic industry. The conceptual foundations of strategic decisions are based on the following principles:

- bias, when the search for strategic decisions in the spheres of production, and then competition, is;
- shifted towards entrepreneurship and innovation;
- use of the potential of the enterprise;
- the multiplicity of the reaction, that is, the combination of two components: external and internal;
- functionality of strategic, search for ways to enter different markets.

It should be envisaged increasing independence of the divisions of the company:

- maximum closeness to the buyer, its target segments;
- the growth of integrated marketing communications, as well as the strengthening of state regulation.

It is expedient to formulate the requirements for strategic goals of the company using the «SMART» model, according to which the well-formulated goals should be simple and clear, measurable or evaluated, ambitious but achievable. They are in line with the general direction of the company's development and are realistic in terms of effort and necessary resources with clear timeframes.

If you use a combination of several major strategies, it may be possible to use combined marketing programs.

Marketing performs two functions in strategic management:

- it is a means of collecting and processing information for the development and definition of enterprise strategies;
- it is a means of implementing enterprise strategies.

For example, if an enterprise implements a market expansion strategy, it can implement it either by increasing

the consumption of this product by the buyer, either by attracting competitors from competitors, or by absorbing a competitor, or, finally, by attracting new customers who have previously did not consume this product. It is possible to use a combination of these variants of action.

The role of strategic marketing is to target the business to attractive economic opportunities, that is the opportunities adapted to its resources and know-how, providing the potential for growth and profitability.

In order to choose a marketing strategy for the marketing service, it is necessary to conduct an appropriate market research, which should help answer the following questions:

- why some customers buy a product company, while others do not buy it, while buying the product of competitors;
- how buyers use the product of the company that they it likes and does not like it;
- what additional actions can attract attention to the product of the enterprise;
- which groups of customers do not consume the product at all and why.

After answering these questions, the marketing service will be able to make a proposal for a marketing toolkit, which will act as a tool for implementing marketing strategies. Schematically this process is depicted in Fig. 1.

During the development of programs that affect the quality of management in order to find out the assessment of the real practice of a number of industrial enterprises (Protek, SIA), we conducted an expert survey in the period from April to July 2017. Most of the heads of enterprises (73 %) noted that the most recent influence on the activity of their enterprises is very external factors. Among them, according to experts, the company has the most impact on the results of the economic conditions (87 % of managers noted it), the consumer (63 %), the supplier (63 %) and the intermediary (55 %).

At the same time, during the survey, attention was paid to the factors of the microenvironment. The influence of the sociocultural environment on the results of the activities of companies was noted by only 10 % of managers, political conditions – 17 %, scientific and technical development – 30 %. Research shows that these factors can be critical for businesses. In this regard, we conclude that not all executives are sufficiently clear about the importance of the influence of environmental factors on the management of enterprises.

It has been found that information on environmental factors is often inadequate. It is not always reliable or timely. In addition, it was found that the collection, analysis and transmission of information are largely carried out without a specific purpose (with the exception of those services specially created for these purposes - marketing departments, legal departments and other analytical units).

Therefore, today information about the external environment in companies is largely discrete and does not give it a holistic presentation. In addition, many executives (63 %) noted that they imagined the future nature of the environment only intuitively, and some (25 %) – in general, almost do not have a proper presentation about it.

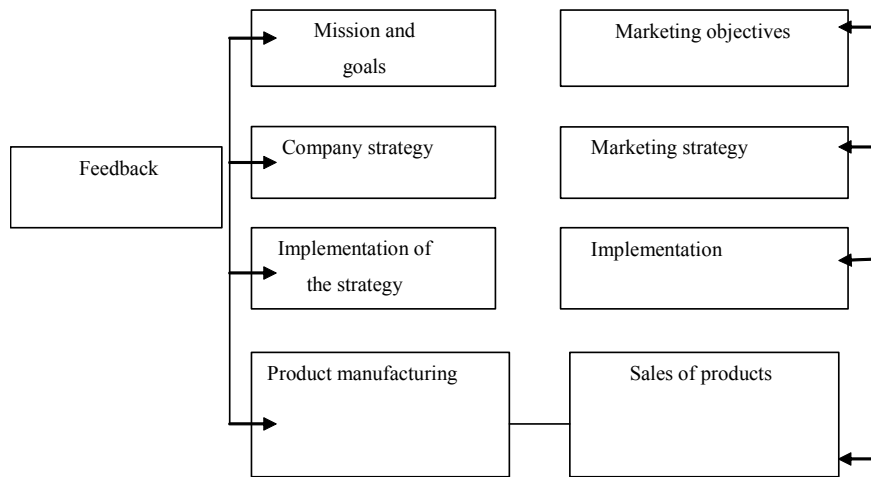


Fig. 1. Inclusion of marketing in the strategic management of the enterprise

One of the main reasons for such a situation is the lack of clear methodological recommendations for the integrated observance of the environment. This is due to inadequate information and other types of interaction between different departments, shortages of skilled personnel and, above all, marketing specialists, as well as lack or insufficient financial resources. Marketing is a «route map» that defines the direction of the marketing activity of the enterprise for a specific period of time [3].

is necessary to continuously improve the quality of marketing information systems in industrial enterprises. The key to success is segment information. This knowledge ensures the development of an accurate market strategy and the right choice of tools, as well as cost savings. According to the developed method, the process of complex study of the environment in industrial enterprises should be carried out within the model of successive stages and procedures, presented in (Fig. 2).

We are convinced that in order to optimize investment, it

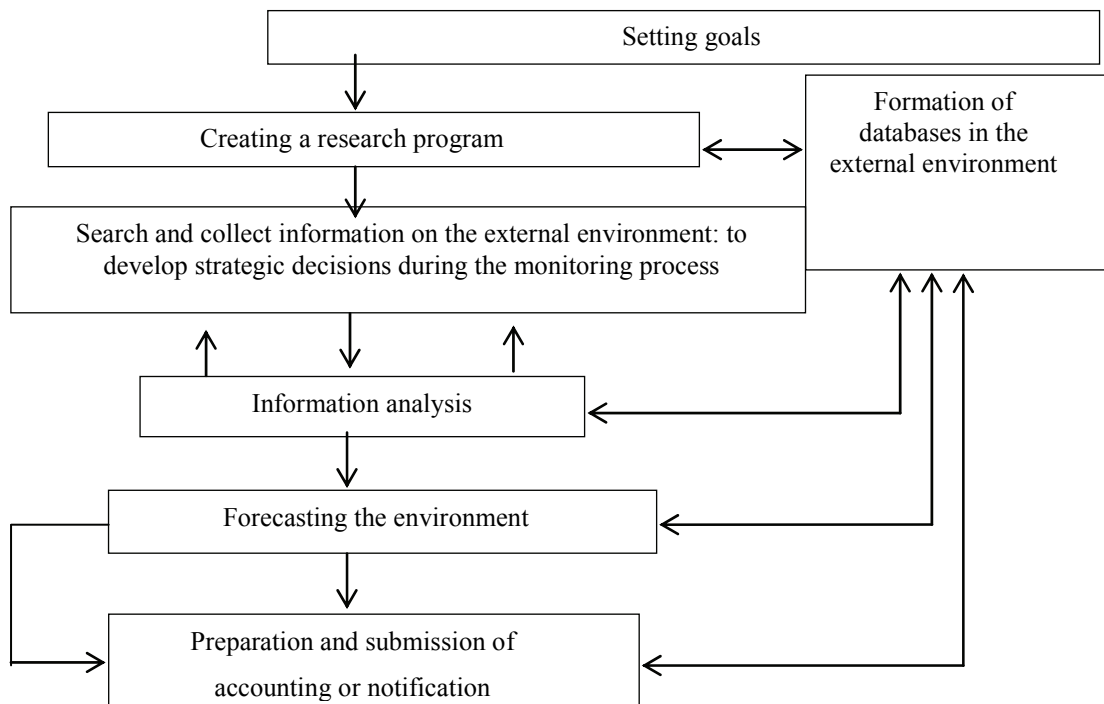


Fig. 2. The model of research of environment of industrial enterprise

For the development of strategic plans of enterprises and their annual adjustment, it is necessary to carry out the pro-engagement of the environment using extrapolation methods, structural analytical and expert methods.

In order to effectively use this technique by industrial enterprises, we propose:

- creation of appropriate organizational and economic conditions;
- definition of the organizational form of the study of

the environment;

– appeal to specialized research organizations such as consulting and information firms, research institutes, higher education institutions and the like;

– for large and medium-sized companies - the creation of a specialized structural subdivision for the research of the external environment: the marketing department or the information-analytical service, as well as the technical support of the research.

As we can see, the organization of environmental research requires adequate financial support, research costs should be considered as investment in information that promotes the development of optimal strategic decisions. And also the timely elimination of hazards and the use of opportunities, the benefits of which can be of a lasting nature.

Identify such reserves can be based on their level of occurrence and on the subject of research, as shown in the example of the model in (Fig. 3).

The theoretical basis for the development of develop-

ment strategies taking into account the peculiarities of the industrial branches are reserves, when formulating a strategy for the detection and use of which important methodological approaches to the development of the norm of the use of production capacity, the definition of the direction of a comprehensive system of studying the market and reserves in the process of marketing research. Comparison of supply and demand allows us to determine the size of the margin of use of marketing in the form of increased sales volume. In this regard, we propose a model of a comprehensive market study system, depicted in Fig. 4.

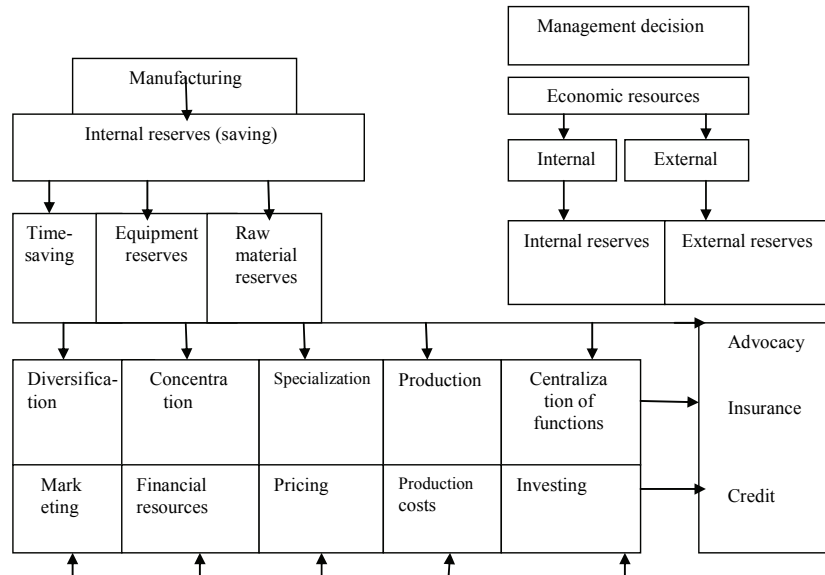


Fig. 3. Model research of the environment of an industrial company

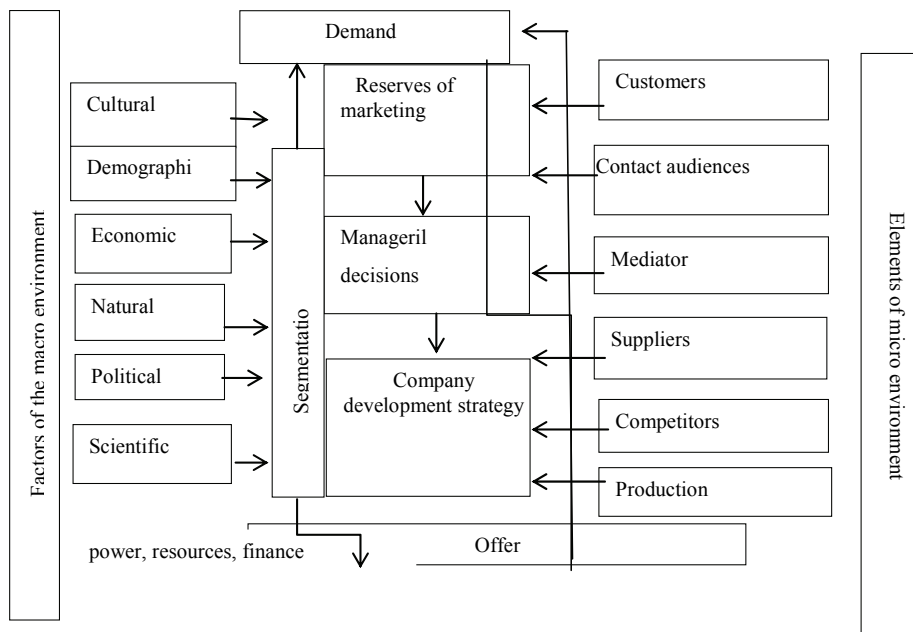


Fig. 4. Model of integrated market study system

Market analysis is recommended for positions:

- segmentation and selection of the target segment of the market;
- determination of supply and demand.

Particular importance should be given to improving the forecasting of consumer demand, which allows to improve the quality of forecasts. And also to ensure the effective use

of their results in the management of the enterprise.

At present, the problem of assessing the quality of forecasts of consumer demand is characterized by fuzzy work of the conceptual apparatus, which generates inaccuracies in determining its essence. It complicates the development of adequate conditions for uneven dynamics of industrial production, methods for assessing the quality of

forecasts.

Under the quality of the forecast of consumer demand, we understand the aggregate and level of signs of forecast information on consumer demand, which determines the ability to meet the requirements for consumer demand forecasts. In this definition, improving the quality of forecasts for consumer demand is fully consistent with its objective basis, subject and object. Increasing the efficiency of the standards of forecast activity allows avoiding difficult situations when studying and evaluating the essence of consumer demand, determining its level.

In the conditions of uneven dynamics of industrial production, the assessment of the group forecast of consumer demand becomes especially relevant, as well as practical significance. The number of features most closely characterizing the group's quality of the forecast should include accuracy, reliability and reliability.

But an overview of existing methods for evaluating individual quality properties of forecasting demand has shown that these methods can reveal only the technical level of the enterprise. They do not provide data of different quality-based content in one group or complex assessment.

In order to reflect the peculiarities of the formation of consumer demand in market conditions, in our opinion, an additional procedure for determining the following factors should be introduced:

- commodity limits, which can predict the consumer market;
- scenario approach in forecasting consumer demand;
- the model of accounting for the cyclical factor of conjunctural fluctuations;
- a network of politics of conjunctural fluctuations;
- adaptation of the method of technical analysis to the peculiarities of forecasting of consumer markets.

Incorporation of these additions into the forecasting technique will increase the extent of substantiated forecasts of consumer demand for managerial decisions.

Therefore, it is necessary to maintain a functional ap-

proach in organizing the forecasting of consumer demand at large industrial enterprises. To create regional centers of economic conditions that are aimed at meeting the needs of medium and small industrial firms in demand forecasts. This will ensure the dissemination of forecast information of conjunctural nature among firms that do not have the capacity to create in their structure the units responsible for forecasting, marketing and market research.

The introduction of the recommendations we propose to improve the organizational structures of forecasting consumer demand in economic practice will facilitate the ordering of the system of government. Ensuring the development of competition in commodity markets.

An environment analysis is very important for developing an organization's strategy and a very complex process that requires careful tracking in the process environment, evaluating factors and establishing a link between the factors and the strengths and weaknesses of the organization, as well as opportunities and threats, which are enclosed in the external environment.

### CONCLUSIONS

Obviously, without knowing the environment, the organization can not exist. The organization studies the silverware to ensure a successful advancement to its goals, develops a strategy for interacting with the elements of the environment, providing it with the most comfortable coexistence.

From the above it is clear that the activities of the main industrial enterprises are interwoven and depend on each other, from consumption and production.

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