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**KNOWLEDGE MANAGEMENT COMPETENCE FOR ACHIEVING COMPETITIVE  
ADVANTAGE OF PROFESSIONAL GROWTH AND DEVELOPMENT**

Collective monograph

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The collective monograph offers a description of sustainable development in the context of knowledge management as a competitive advantage. The authors of individual chapters chose such a point of view on the topic that they considered the most important and specific for their field of study. Theoretical and applied problems of knowledge management and competitive advantage are investigated in the context of economics, education, culture, politics and law.

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## FUNCTIONAL ASPECTS OF ENTERPRISE MARKETING ACTIVITY MANAGEMENT


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### ABSTRACT

*The work reveals the functional aspects of the marketing activity management system of enterprises. Various approaches to definition of stages of process of formation of marketing activity of the enterprise are investigated. The algorithm of forming the functional structure of marketing activity management of an enterprise is offered. The main components of the algorithm are revealed: determining consumers' needs, purpose and sphere of functioning of the enterprise; carrying out preliminary researches of marketing environment (macro- and micro-environment); establishing mission, vision, values, principles of the enterprise; checking mission to the needs and possibilities of the enterprise; current marketing researches and compiling marketing information system; compiling a SWOT-analysis of the enterprise, identifying key factors for the success of the enterprise, creating stable over time excellent benefits; positioning of the enterprise and its assessment from the standpoint of consumers; developing options for market behavior; choosing a marketing strategy; checking the strategy for compliance with market conditions; developing a plan of marketing activities (strategic, tactical and operational) with details of communication activities of the enterprise; administrative measures to manage the marketing activities of the enterprise (determination of positions and functions of employees; determination of organizational and communication structure; distribution of powers and tasks; formation of a system of labor incentives and staff motivation; definition of control indicators, control over performance of duties); analyzing and auditing marketing activities; evaluating results and comparing with planned indicators; identifying problem areas and implementing corrective measures.*

**Key words:** *algorithm, marketing activity, management system of enterprises.*

### INTRODUCTION

Transformation processes in the global and national economies concern the economic activities of enterprises. The latter require the formation of such a system of marketing activity management, should have a market orientation and strategic focus on the result, and was able to respond to changes in the environment in a timely and adequate manner. The issues and many other tasks facing the management of enterprises have been defined; it is possible to solve them only if there is a reliable, qualitatively functioning system of marketing activity management, which will contribute to strengthening the competitiveness of business entities.

To the problem of formation and development of marketing of enterprises in the countries of the post-Soviet world are devoted works of such scientists, as: Balabanova (2011) on the fundamentals of marketing, Vlasenko (2011) - on modern features in

marketing, Datsenko (2014) - on the formation of marketing activities in enterprises, Zakharchenko (2005) - on strategic marketing, Karpenko (2011) - on the formation of a marketing management system in consumer cooperatives, Osnach (2011) - on industrial marketing, Seleznova (2015) - on functional system of marketing activity management, Skibitskyi (2011) - on business organization and others. Marketing activity of enterprises in developed countries was studied by such scientists as Armstrong (2007), Blyde (2004), Doyle (2002), Kartadzhayya (2012), Kotler (2007, 2012) and others. However, in most scientific studies little attention is paid to the functional aspects of marketing activities of enterprises, which indicates the relevance of the topic and led to the choice of research direction. The purpose of the study is to determine the functional aspects of marketing activity management of enterprises, the use of which will contribute to strengthening the competitiveness of business entities.

## **1. INVESTIGATION OF APPROACHES TO DETERMINE THE STAGES MARKETING ACTIVITY FORMATION PROCESS AT THE ENTERPRISE**

Formation of marketing activity management of economic entities means the process of its formation and development at the enterprise.

Skibitskyi (2011) highlights the following stages of the formation of marketing activities at the enterprise:

- enterprise market research;
- analysis of the enterprise, clarification of the marketing organization concept;
- definition of goals and objectives of the marketing organizational structure;
- formation of marketing organizational structure;
- distribution of functions among employees;
- staff recruitment;
- development and implementation of a labor incentive system;
- control and corrective actions.

At the first stage, a marketing research of the market in which an enterprise exists is conducted. Marketing research is a study of the environment in which the enterprise operates, the definition of demand for market capacity and its segments, the state of potential competitors and consumer preferences.

The second stage is the analysis of your own enterprise, its strengths and weaknesses, threats and opportunities. The concept of marketing management of the enterprise is also clarified.

The third stage is definition of goals and objectives of the marketing organizational structure. On the basis of marketing concepts it is possible to establish its main objectives:

maximize profits through a variety of means; identify customer needs and maximize their satisfaction; expand the range of products; improve the quality of life.

The fourth stage includes the formation of the organizational marketing structure (marketing service): functional; market; commodity; commodity and market.

The fifth stage is the distribution of functions among the employees. For the clear distribution of functions between individual employees, you can use the matrix method, i.e. the construction of appropriate line maps with information about who participates in the solution of certain issues and to what extent.

The sixth stage is staff recruitment. Employees must meet the general requirements for managerial personnel: competence, punctuality, discipline, management skills, have certain knowledge in their profession and work with computers.

The last eighth stage is the control of activities. The control of marketing activity assumes: the control over realisation of production, definition of a share of the market of sale of the enterprise, the information on production costs on each goods sent on a warehouse of finished goods, an estimation of efficiency of marketing activity and so forth.

Karpenko (2011) in the process of establishing a marketing management system at the enterprise distinguishes the construction of such marketing management subsystems as:

- planning;
- organization and information support;
- implementation of marketing activities;
- control and correction of marketing activities.

Emphasis is placed on the methodological sequence of the marketing plan execution, management and stimulation of employees and control.

The stages of marketing planning are: marketing analysis, mission formation, hierarchy of goals, determining the levels of strategic planning, tasks and programs of action for their implementation, drawing up a plan and areas of control over its implementation. The marketing planning subsystem involves performing functions related to the analysis of the external environment, identifying its opportunities and threats, assessing the development potential of the enterprise, researching its strengths and weaknesses, forming a mission, developing a strategic plan of marketing activity and so on.

The subsystem of marketing activity organization is formed for the purpose of formation of the corresponding organizational structure of the marketing service, the activity of which should be directed on a choice, development of strategy for the enterprise and management of process of its introduction. This process consists of the following stages: determining the organizational structure of marketing management; selection and placement of personnel in accordance with the selected management structure; establishing the rights and responsibilities of participants of the marketing department; creation of

necessary conditions for performance by participants of the corresponding functions and necessary tasks; formation of the necessary interaction between the marketing department and other divisions of the enterprise or organization.

The main tasks of the subsystem of marketing plan implementation are those aimed at the tactical plan activities, namely to determine the deadlines for the tasks specified in the plan, and people that are responsible for their implementation. The recommended structure and sequence of operation of the marketing plan implementation subsystem includes two directions: process management (achievement of the strategy and implementation plan to participants, distribution of tasks between participants, assessment of the need in internal resources; information support for the participants; qualification training of the participants) and motivation of the participants (identification of specific participants, development of competencies and indicators of their evaluation, development of incentive system, identification of types and amount of penalties). Quite important significance in the implementation of marketing activities is given to the information support to all the participants involved in the process, as well as their constant interconnection in order to coordinate the planned actions. Implementing the marketing plan, considerable attention should be paid to stimulating its participants.

The subsystem of control and correction of marketing activities is aimed at measuring and evaluating the results of the plan to implement the selected strategy. During the control, problems and barriers to plan implementation are detected and corrective measures necessary to eliminate them are identified. Classically, the process of marketing control covers four stages: setting targets and standards (goals and norms); determining the real values of indicators; comparing and analyzing the results of comparison.

Kotler (2007) understands the marketing management process in an enterprise as the analysis, planning, implementation and control of activities that should establish, strengthen and maintain beneficial exchanges with target customers. The components of its formation are the following:

- analysis of market opportunities (marketing research systems and marketing information, marketing environment, markets);
- selection of target markets (demand measurement, segmentation, selection of target segments, positioning)
- development of a marketing complex (product development, price setting, distribution methods, sales promotion);
- implementation of marketing activities (strategy, planning, control).

Balabanova (2011) refers to marketing effort management (building organizational structure, culture, communications), marketing activity programming (strategic and tactical analysis, strategic and tactical planning), control (strategic, tactical, profitability control).

Zakharchenko and Kuznetsov (2005) to the process of marketing management based on goal setting include:

- setting marketing goals (defining strategic, tactical and operational goals of the enterprise, defining the tasks of the enterprise, defining the tasks of the marketing department, defining the tasks of each manager);

- development of plans to achieve marketing goals (determination of measures needed to solve problems, development of a schedule of activities, determining the nature of work and the time required for their implementation, establishing criteria for evaluating the results of managers, determining resources needed to perform work, checking plans, their confirmation and clarification, preparation of cost estimates, bringing plans to implementation);

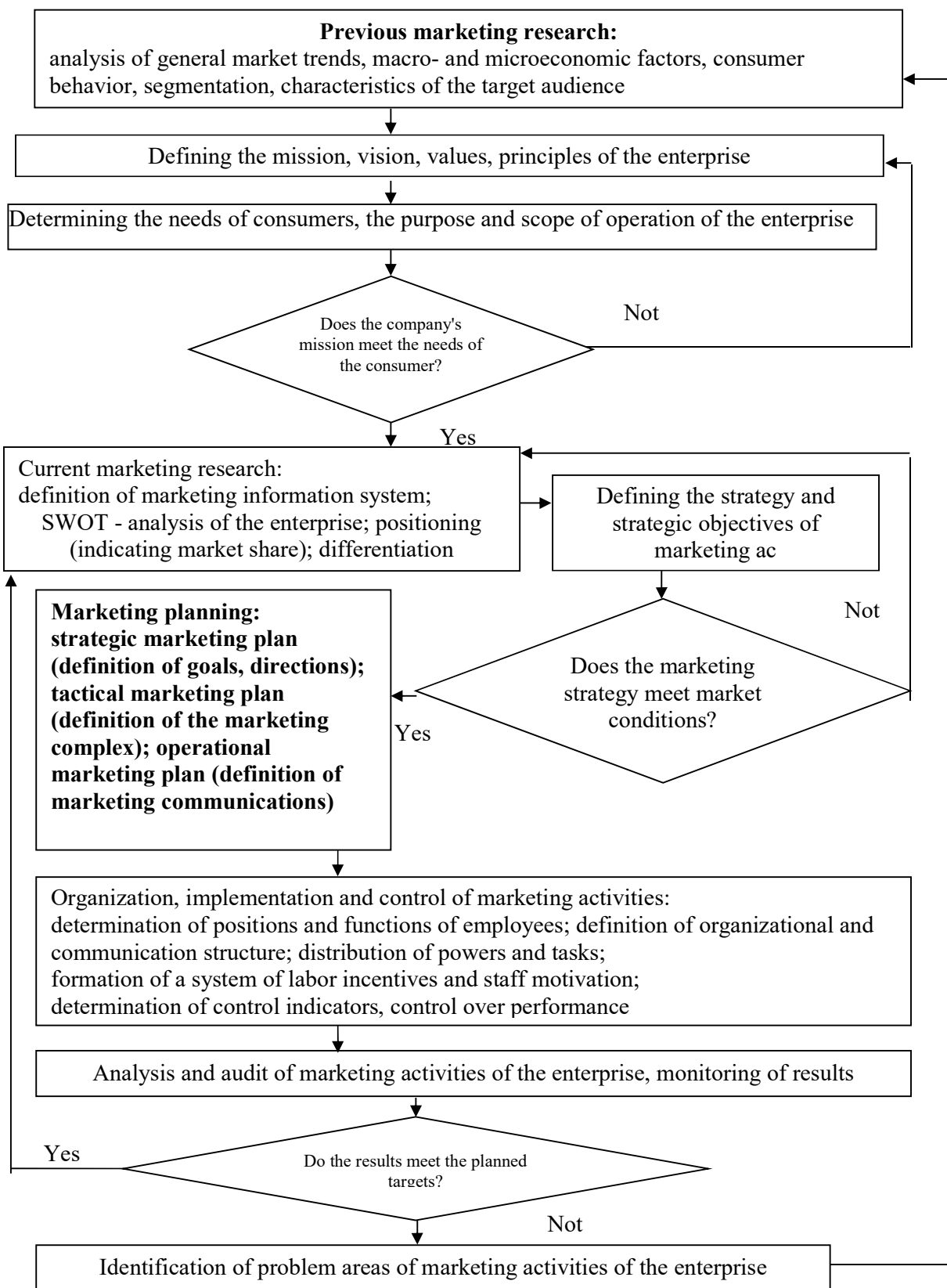
- control, measurement and evaluation of the results of work (assessment of the degree of achievement of planned results, identification of problems and causes of their occurrence, identification of factors and the degree of their influence on the effectiveness of measures to remove deficiencies in the work);

- corrective actions to achieve the planned marketing results (specification of objectives, specification of plans and activities to achieve the objectives - improvement of organizational structure, training of managers, improvement of methodological support of work performed, etc.).

Thus, the methodology of forming the marketing activity management of enterprises is continuing its development in the works of scientists. The central place in this issue is occupied by administrative functions of management: planning, organization and control of marketing activity of economic entities.

#### **Algorithm of forming the functional structure of the enterprise marketing activity management**

Based on the conducted research, the authors propose the following algorithm of forming the functional structure of marketing activity management of enterprises - see Fig. 1.



**Fig. 1. Algorithm of forming the functional structure of the enterprise marketing activity management**

From the given algorithm it is visible that formation of functional structure of marketing activity management begins with definition of consumers' needs and selection of the corresponding direction of functioning in the market. In other words, the first stage is determined by the top management of the enterprise and covers general prospects of the business entity activity development.

At the beginning of business activity, it is necessary to determine the purpose of existence of a business entity that will meet the needs of the target audience. For this purpose, preliminary studies are conducted on macro- and microeconomic environment, factors that influence consumer behavior. It is necessary to determine the market, where further effective functioning is planned.

According to the author's research, choosing the purpose of the company's existence is one of the most important stages in forming the marketing activity management system. Because the number of requests and requests for products, or efforts to attract and retain customers will depend on the right direction of the business entity functioning, which meets the needs of consumers.

The process of preliminary market research includes environmental analysis, namely:

- analysis of the state and prospects of the industry;
- technology and innovation analysis;
- analysis of competitive environment in the industry and possible actions of competitors;
- analysis of consumer behavior and expectations of potential customers;
- analysis of the political and economic situation and forecasts of financial fluctuations;
- analysis of international product requirements and standards;
- analysis of the demographic situation, ecological environment and other influential factors.

The defining characteristic of the analysis is consumer behavior, because it will determine the activity of clients in search of necessary products manufactured at the enterprise. Consumers are investigated on the basis of demography, geography, culture, psychology, status, income, age and marital status. Market segmentation is performed, target audience is selected and its needs, expectations and moods are determined. The most advantageous segments are those that are characterized by a high level of current sales, high growth rates, high profit margins, weak competition, simple distribution channels and the like. According to the strategy of target segment selection, the company is distinguished by: single-segment concentration, product specialization, segment specialization, selective specialization, strategy of full market coverage.

Preliminary marketing research also includes analysis of the immediate environment of the business entity: suppliers, contact audiences, internal capacity of available resources, etc. Understanding the possibilities of production activity, it is reasonable to specify the breadth of options for future functioning.

The overall objective reflects the mission, the formulation of which is a a very important task. Mission means not only what the company promises to produce. It permeates the work of the enterprise from the idea to the end result. This is a part of the corporate culture of a business entity, which is carried by all employees of the company without exception. Consumers have to believe the mission, for which the company is constantly coordinating its actions with it.

Formulating in one phrase the whole meaning of the company's existence is a task that requires an innovative and meaningful approach. Kotler (2012) proposes to follow three steps to make the right mission and implement it: first invent an original and innovative business idea (entrepreneurship as something unusual), then spread the story that excites people (to touch the emotions through a character, plot and metaphor), further empower consumers through their involvement in the life of the enterprise through communication and creation (rating, feedback on the Internet, suggestions, participation in loyalty programs).

The author believes that for the emergence of consumer confidence in the declared mission of the enterprise, it is necessary to define the basic values and rules of conduct for all employees of the enterprise. These elements of corporate culture help attract the best employees and keep their productivity at the required level. The marketing activity and commercial result of the enterprise will depend on the professionalism and responsibility of the staff in the future.

Verifying the compliance of the chosen purpose of existence with the needs of consumers is a mandatory task, because an error at the very beginning of production, such as, for example, a product with incorrect characteristics, can make the market activity of the enterprise uncompetitive in general.

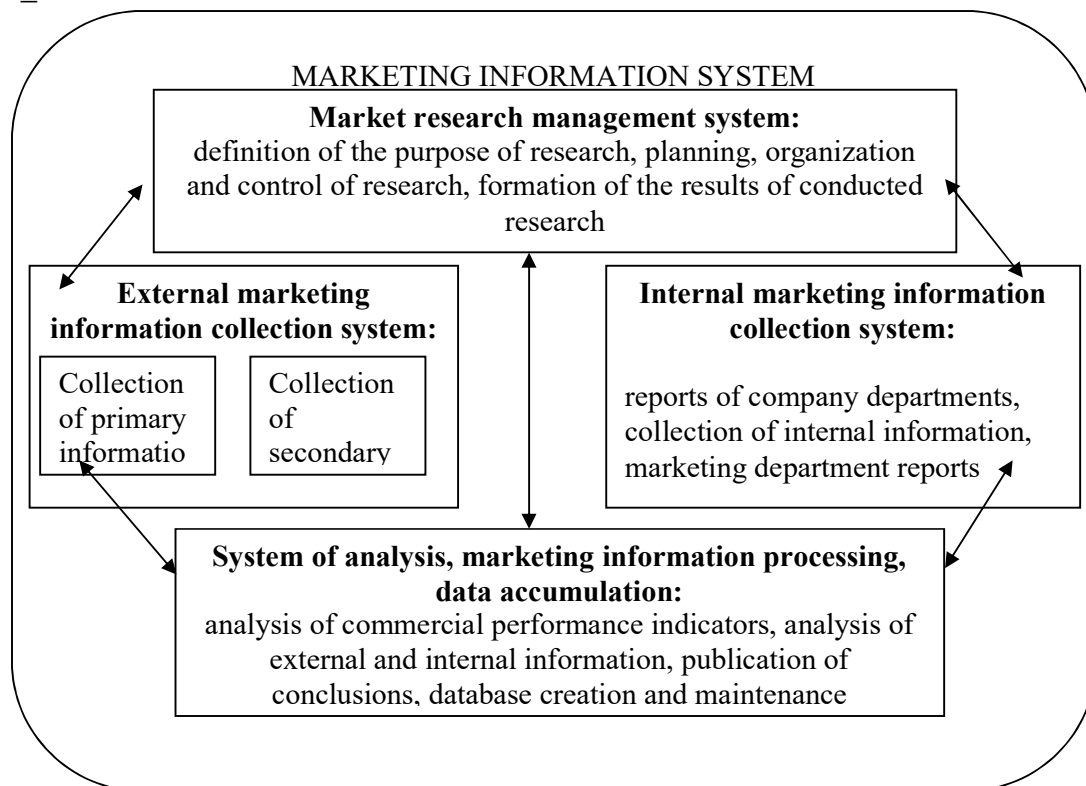
Thus, having determined the purpose, mission, corporate values of the enterprise, employees of the marketing department must conduct current marketing research of the internal and external environment.

A significant element at the stage of marketing research is the compilation of the system of marketing information, i.e. a set of information needed to perform marketing activities. It reflects the ongoing relationship of human resources, computer technology, methodological approaches and is focused on identifying problems, collecting, summarizing, analyzing, evaluating, disseminating timely, accurate, complete and reliable information necessary for directorship to make decisions.

Marketing information is the basis for forming strategy and tactics of marketing activity of the enterprise. It is necessary to determine what data should be researched and analyzed in order to react to market changes in time and maintain competitive advantages.

According to author's research, the components of the marketing information system of the enterprise are:

- marketing research management system (task definition, research planning, results presentation);
- a system for collecting internal information (data that is collected and analyzed at the enterprise, department reports);
- a system for collecting external secondary and primary information (survey, observation, experiment, expert assessments, etc.);
- a system of analysis, processing and accumulation of marketing information.



**Fig. 2.** Marketing information system of the enterprise

The sources of marketing information are enterprise services, market objects (consumers, products, competitors, markets, sales channels), environmental factors (demographic, environmental, economic, natural, political, cultural, scientific and technical).

At this stage of the marketing activity management system formation there is SWOT-analysis of the enterprise, assessment of the existing strategy in the enterprise, analysis of using the potential of the enterprise, comparative analysis of competitive advantages, identification of weaknesses and strengths, solution of strategic tasks.

Prediction of competitors' behavior is possible after investigation of their goals, motives, strategy and tactics of market activity. It is also necessary to take into account the emergence of new enterprises, the probability of which directly depends on the attractiveness of the chosen direction of functioning.

The author proposes to make up the key factors of the enterprise's success - to distinguish those characteristics that show the enterprise's advantages among other business entities of the chosen direction of functioning. It can be high-tech, scientific and technical support, availability of qualified specialists in marketing and management, well-worked team, financial reserves, well-established relations with government authorities, impeccable reputation of the trademark.

The enterprise also needs to differentiate itself from competitors - to create stable in time excellent advantages. This is achieved if the distinctive characteristics of the enterprise are unique, long-lasting, profitable and provide consumer benefits (value) for customers. Moreover, the value for buyers is calculated by subtracting the cost of purchase from consumer utility.

Differentiation is the basis for market positioning. The instruments of differentiation of the enterprise can be divided into:

- product differentiation tools (operational and additional characteristics, reliability, design compliance with specifications, durability, operating costs, comfort, aesthetics, credit, service);
- tools for staff differentiation (professionalism, courtesy, honesty, reliability, confidence, efficiency, initiative, communication, honesty);
- image differentiation tools (as a result of consumers' confidence in the value of the company's products).

Having defined the factors of success and created excellent market advantages, the marketing department starts positioning the company - a means of evaluating it from the position of consumers, the process of searching for a market position that will distinguish a business entity from its competitors. The basis for product positioning can be such characteristics as production technology, quality, environmental friendliness, prestige, price, reliability.

Definition of the current position of the enterprise includes such stages as: determination of competitors, characteristics of the corresponding goods, determination of the value of attributes of goods, determination of competitors' positions by the most

important attributes, identification of customers' needs, unification of trademarks in the map (matrix) of their perception by consumers.

Further, the author proposes to calculate the real and potential capacity of the market and the company's share in it. The competitive position of a business entity is determined, strategic tasks of marketing activity of the enterprise are formed, based on which the desired position will be chosen and a marketing strategy and plan will be developed to achieve the set goal.

Possible options for market behavior to achieve the desired position are such strategic alternatives:

- strengthening market positions (the current position of the company is satisfactory, supporting advertising activities are carried out);
- gradual repositioning (it is necessary to strengthen the image, enhance marketing activity of the enterprise with the reason of insufficient satisfaction of consumers);
- radical changes in the market position (unsatisfactory business results require changes in the characteristics of products or the definition of a new approach to their promotion, acquisition of other segments and niches);
- ousting competitors (the aim is to expand the market share through the share held by other companies).

The choice of marketing activity strategy depends on those strategic and obligatory tasks the enterprise has. Factors to be taken into account when choosing a strategy: risk, amount of financial investments, staff attitude towards possible changes, expected results after the strategy execution, position, market growth rate and others.

Before making a marketing plan, it is important to compare the strategy with market conditions. Therefore, the market is a dynamic structure where changes are constantly occurring. In order to operate effectively in the future in the current circumstances, ongoing marketing research is constantly supported.

According to the author's research, the planning of marketing activity of the enterprise in terms of content is divided into strategic, tactical and operational. The main tasks of marketing planning are definition of goals and objectives, structuring of marketing activity directions, determination of input data, determination of general process organization.

In general, the structure of the strategic plan of marketing activity of a business entity includes: general market trends, prospects of development of the industry and the selected segment, mission and marketing goals, content of the marketing strategy, ways of its implementation, efficiency assessment. As part of the strategic planning system it is recommended to analyze the prospects and competitive positions of the company for 5-10 years with the search for new opportunities and products.

Tactical planning is formed based on the goals of the enterprise and the objectives of marketing activities. It includes planning of financing and investments, sales, purchases, personnel and results to be obtained by the enterprise within the next 2-5 years. Marketing decisions, which should be taken into account in tactical level planning, relate to the main and additional components of the complex marketing of products; goods promotion; demand formation and sales stimulation; price policy, personnel, etc.

The main tasks of tactical planning of the enterprise marketing activity are:

- definition of goals that will contribute to the implementation of the marketing strategy;
- definition of the means that will help to achieve the set goals;
- budget development, cost planning for specific marketing programs (advertising, market research, creation of new products, distribution);
- stages of marketing programs implementation;
- control over the results of marketing activities and determine its effectiveness;
- correction of the marketing activity tactics.

Operational planning of marketing activities of the company is based on improving the position of individual products, achieving the desired level of sales in the current year, the distribution of functions among employees. Most often, operational plans are clarified strategic and tactical plans and have a certain structure:

- 1) Introduction - current situation;
- 2) Situation analysis - past period trends;
- 3) Objectives: consumer demand, volume and share of sales;
- 4) Marketing strategy: market segments, positioning, range and nomenclature, prices and discounts, strategy for specific markets;
- 5) Marketing program in accordance with the marketing mix;
- 6) Marketing control and correction - algorithm, structure, organizational structure, inflation;
- 7) Marketing budget - total amount and distribution by divisions;
- 8) Additional materials - tactics of actions, alternative strategies, results.

Operational plans include specific marketing programs aimed at solving specific complex problems, such as organizing the production of a new product, winning a new segment or the market as a whole. Marketing program is a logical result of scientific and practical research in the following main areas:

- marketing environment analysis;
- comprehensive study of consumers' needs and demands, motives for their behavior;
- study of market indicators;
- study of the pricing system, price dynamics and structure;

- study of competitors, counterparties and neutrals;
- study of forms and methods of sales;
- evaluating the production and sales capabilities of an enterprise and determining the level of its competitiveness in different markets and their segments, etc.

A significant share in operational planning is occupied by marketing communications. Elements of the communication system of the company are advertising, exhibitions and fairs, public relations, pricing policy, commodity policy, the system of turnover, organization of places of sale, service, business correspondence and direct mailing.

Participants in the marketing communication process can include a diverse contact audience that contributes to the success of the company or the promotion of its products. These are the company's employees, mass media, government agencies regulating commercial activities and the like.

Distribution of marketing appeals can be carried out both by means of a pre-designed program of marketing communications, and by means of unplanned use of elements of a marketing mix and other ways of establishing contact with the consumer. The main elements that are present in all marketing communications are the purpose, the persuasion of consumers, the place of contacts, the participants in the marketing process and the various types of marketing communications activities.

Osnach (2017) defines a communications marketing policy as a set of activities that a company uses to inform, persuade or remind consumers about its products. The process of choosing a product promotion complex consists of defining goals, evaluation of factors influencing the promotion complex, development of promotion strategy, budget preparation and distribution, evaluation of the promotion complex.

Organization of marketing activities at the enterprise is carried out in the relevant departments, the formation of which requires compliance with certain principles. The main rules of building the structure of the marketing department are:

- compliance with the company's goals (adherence to the policy and philosophy of the business entity, solving the tasks of marketing activity);
- clear specialization of divisions (complex solution of clearly defined problems);
- unity of management (subordination to a single management body);
- structuring of strategic, tactical and operational levels;
- flexibility (prompt response to external and internal changes).
- employee motivation (a system of incentives to encourage activity and creativity);
- coordination and coordination with other departments of the enterprise.

The scheme of marketing department organization reflects its communication structure, i.e. the directions of marketing information transfer between the company employees.

In the author's opinion, the support for the well-established work of employees is the corporate spirit, which is the result of relentless HR work of managers, and is one of the most effective tools of motivation. Productive unification of different people in order to achieve a common corporate goal with the identification of personal goals with the company is possible if there is a team spirit, creates a synergetic effect in commercial activities.

The formation of corporate spirit begins with the establishment of relationships between employees within the enterprise and depends on the cultural level of employees and their interests, the relationship of staff at different levels among themselves and with management, respect of supervisors to their subordinates, recognition by the enterprise of achievements and rewards for results (bonuses, sending abroad for training, promotion). Organizational ideology is an emotional state characterizing the level of employees' involvement, their loyalty and compliance with corporate standards, as well as the brand perception by external target audiences (for example, the image of the company as an employer).

Motivation is a set of objective and subjective factors that force an individual to behave in an appropriate or necessary way. The core content of motivation includes three key concepts: effort, organizational objectives and individual need.

The scheme of the motivational model's operation includes successive stages: human needs and stimuli are identified; tension is created as a result of not meeting an individual's needs; this tension is influenced by external circumstances, favourable opportunities and goals; efforts are spent to meet needs; efforts lead to a certain level of indicators based on weaknesses; and different types of rewards are provided for certain indicators that meet initial needs and stimuli. After all, as some needs are met, new ones will emerge, and new efforts will be needed to meet them again.

Motivation and control are the main engines of quality implementation of planned tasks. The company should constantly check the current work of the employees of the marketing department and labor stimulation to improve the efficiency of the process of implementation of planned marketing activities.

Control in the marketing activity management system is closely related to accounting and reporting. The main methods and techniques of control are: analysis of sales opportunities, analysis of market share, analysis of the ratio between marketing costs and sales, identification of consumer relations, evaluation of the profitability of activities by product, territory, segments, trade channels and volumes of orders, revision of marketing.

The task of the marketing audit is to establish which points of the marketing plan are not implemented and for what reasons, whether the marketing goals and objectives, its structure are correctly defined, to what extent the marketing plan strategy takes into account

changes in the market situation, the environment and the like. The audit is conducted according to a certain plan, the components of which depend on the purpose and scope of the audit of the marketing activity management system at the enterprise. When creating a system of control and audit, it is necessary to understand clearly the task, define the criteria for evaluating the system's performance, how quickly the results of audits can be used, identify responsible people and the cost of its implementation.

The author believes that situational control is an exceptionally effective method of controlling the competitive position of an enterprise on the market. The main areas of issues that cover the situational analysis related to markets, products, novelties, customers, internal and external environment, competitors, purpose, program and organization of marketing, prices, product movement, organization of sales, demand formation and sales promotion, quality service . The purpose of the situational analysis is to propose new goals, assess how to achieve them, develop appropriate strategies.

Audit of marketing activity is complex, systematic and regular research of the marketing environment of the enterprise, tasks, strategies and operational activities in order to identify problems and to improve marketing activity. The main objects of the audit are the volume of sales, the amount of profits and losses, the reaction of buyers to the company's products, compliance with planned and actual results of production and commercial activities.

The analysis of results includes studying of the market share occupied by the enterprise, use of possibilities of realization of production, ratio of expenses for carrying out of marketing actions on their return, establishment of level of satisfaction of consumers, performance of planned indicators of marketing activity.

Correspondence of the results to the planned indicators shows the efficiency of construction and functioning of the enterprise marketing activity management system and whether it reveals the need for corrective actions. Emerging problems are usually divided into urgent (require immediate intervention), important (can be solved in the next management cycle), non-urgent (not fully understood phenomena that require further research and analysis), insignificant (do not deserve further attention).

## **CONCLUSIONS**

The following conclusions can be drawn from the conducted research.

The methodology of forming the marketing activity management of enterprises is continuing its development in the works of scientists, and the central place in this issue is occupied by administrative functions of management. The author offers an algorithm for the formation of a functional structure for the management of marketing activities of

enterprises, begins with the definition of consumer needs and the selection of the appropriate direction of functioning in the market.

The developed methodology proposes to conduct preliminary studies of the macro- and microeconomic environment, the factors that influence consumer behavior. An important element is the compilation of a marketing information system, the constituent elements of which are: marketing research management system; internal information collection system; system for collecting external secondary and primary information; system of analysis, processing and accumulation of marketing information.

Having identified the success factors and created excellent market advantages, it is proposed to position the company.

Before making a marketing plan it is necessary to compare the strategy with market conditions. The main tasks of marketing planning are definition of goals and objectives, structuring of marketing activity directions, determination of input data, determination of general process organization. The organization of marketing activities at the enterprise is carried out in the relevant departments, the formation of which requires compliance with certain principles.

Motivation and control are the main engines of quality implementation of planned tasks. Correspondence of the results to the planned indicators shows efficiency of construction and functioning of the enterprise marketing activity management system.

The use of these provisions will contribute to the qualitative construction of the functional structure of marketing activity management of enterprises, should strengthen the competitiveness of business entities.

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