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STRATEGIC MARKETING AS A DIRECTION TO IMPROVE THE EFFICIENCY OF MANAGEMENT OF INNOVATIVE ENTERPRISE ACTIVITIES UNDER CONDITIONS OF FINANCIAL AND ECONOMIC, ENVIRONMENTAL AND SOCIAL RISKS

The article summarizes the strategic marketing as a direction to improve the efficiency of management of innovative enterprise activities under conditions of financial and economic, environmental and social risks. The scheme of strategic marketing application as a direction of increasing the efficiency of management of innovative enterprise activity has been presented. Systematized basic principles of strategic marketing system for an innovative enterprise: accounting requirements, state and dynamics of demand, market trends and conditions in the process of making economic decisions; creating conditions for maximum adaptation of production to the market, structure and nature of demand; active influence the market and the buyer through a wide set of measures. An analysis of the main competitive characteristics of the innovative enterprise is given and it is concluded that it is necessary to form a strategy of euro-marketing for innovative enterprise in the context of economic, environmental and social risks. A normative profile of the level of customer satisfaction with the products of innovative enterprises is formed.

Key words: *strategic marketing, efficiency of management, innovative enterprise activities, financial and economic risks, environmental and social risks.*

Introduction. Strategic marketing is a systematic approach to production and sale activity with a clear goal and objectives defined by it, carefully designed measures for its achievement, with appropriate organisational, managerial, financial, material, technological, human and other means for implementation of these measures. In connection with the problems of ensuring effective competitiveness management, the stages of product usage in the context of economic, environmental and social risks deserve special attention. The most important advantage that an innovative enterprise need to have is to recognise at an early stage the needs, external forces and trends that others do not recognise, but which will become important over time. These facts determine the relevance of the research topic.

Literature review. The strategic marketing system of an innovative company is built on such basic principles:

1. It is necessary to consider the state and dynamics of demand, market trends in economic decision-making. One of the main tasks of marketing is to understand what consumers need. This implies the importance of the research and analysis function of strategic marketing [1, 8, 9].

2. Create conditions for maximum adaptation of production to market requirements, the structure and nature of demand, striving for long-term work. The modern concept of strategic marketing in the context of economic, environmental and social risks is based on the fact that the activities of innovative enterprises (design and development, manufacturing, in the field of capital investment, sales, service, etc.) is based on the study of consumer demand and its changes in the future. When implementing the

marketing concept, the centre of gravity of decision-making shifts from the production links of the innovative enterprise to a link that feels the "pulse" of the market [3, 6, 7, 10].

3. Actively influencing the market and consumer, using a variety of measures, above all for creating favourable conditions for market and in general economic activity of the innovative enterprise, change of preferences of the buyer in favour of the innovative enterprise goods. The main functions of strategic marketing in terms of economic, environmental and social risks and their content are as follows: comprehensive definition of the current and forecasting of the prospective market and the entire external environment of the innovative enterprise; objective and self-critical evaluation of innovative enterprises of their opportunities, strengths and weaknesses, identify vulnerabilities; substantiation of market strategy within the framework of the model of general economic activity of the innovative enterprise with definition of its goals, tasks, resources and mechanisms necessary for their achievement; product policy planning, formation and management of product range, based on the requirements of a prospective market in terms of economic, environmental and social risks and their capabilities; development of a price policy aimed at ensuring profits from the sale of goods, taking into account the expected requirements of consumers to the price and cost of consumption of goods and the expected level of price competition; demand formation and sales promotion measures; planning and implementation of sales operations; management of marketing activities [2, 4, 5].

Each of these functions is important in its own right, but when taken as a whole, in their interconnectedness and interdependence, and in the context of their overall focus, they provide the necessary conditions for the successful economic activity of an innovative enterprise in the context of financial and economic, environmental and social risks.

The purpose of the article is to investigate strategic marketing as a way to improve the effectiveness of the management of innovative enterprise activities in the context of financial and economic, environmental and social risks.

Results and discussion. A defining characteristic of modern strategic marketing in the context of economic, environmental and social risks is the strengthening of its social orientation, recognizing the importance of not only technical and economic measures but also social non-financial means of increasing the competitiveness of the innovative enterprise. A strong social position gives many economic advantages to an innovative enterprise, such as support of local authorities and population, the possibility to attract the best human resources, increase the prestige of the brand, and help to find new consumers, enter new markets, which ultimately improves the competitive position of the innovative enterprise. Therefore, innovative enterprises should intensify their PR-policy, organize image-advertising campaigns, participate more in the life of the community, and give more coverage to their activities in the media (Table 1).

Table 1 – Analysis of the main competitive characteristics of a typical innovative enterprise (fragment)*

Indicators	Actual meaning	Planned meaning
Competitive characteristics		
Assortment	Narrow, small number of modifications	Narrow, a large number of modifications
Price	Low price	Competitive price
The size of production batches	Little	Large
Export potential	Absent	Moderate
Distribution network	Absent	Fragmentary (partially developed)

*Source: author's development

One of the sources of improving the efficiency of activity management is a developed, stable distribution network in the form of dealerships. It is advisable for innovative enterprises to constantly intensify their activities in the direction of establishing contacts with consumers of the products, which allows the expansion of the target market. In the context of economic, environmental and social risks, there are the following special attributes of the market for domestic producers: 1) high competition forces

a build-up of stocks of finished products in order to gain the prospect of competing with time (reaction to order); 2) the volatility of domestic and foreign demand, which is due to many factors, in particular, the volatility of primary demand; 3) significant non-compliance of procurement contracts and irregular deliveries caused by suppliers and dealerships, which disrupts the planned mode of operation of innovative enterprises; 4) the specific nature of the production process makes it advisable to partially orient production "to the warehouse", i.e. to produce products that are not secured by orders (supply contracts); 5) seasonal variations in demand.

The presence of such characteristic features determines the priorities of product policy of innovative enterprises in the product market in the system of marketing policy implementation tools in the context of financial and economic, environmental and social risks. It is necessary to focus on the assortment policy of the innovative enterprise, the decisions on which are cross-functional in nature, as they relate to at least three areas: marketing, production and logistics. Therefore, it is very important to narrow down the object of optimization and focus research on strategic assortment positions.

A summary assessment of the factors of marketing activity of an innovative enterprise identifies the following three priority areas for the formation of long-term competitive advantages in the context of financial and economic, environmental and social risks:

implementation and development of export potential by introducing the basics of euro-marketing with an original combination of standardisation and differentiation principles into the export strategy;

development of product potential by taking into account in the project of a new product a full range of requirements from the perspective of the supply chain to the final consumer (standardisation, customisation, maximisation of added value, logistical suitability, etc.).

For domestic innovative enterprises, which have a significant share in total production, it becomes relevant to use the concept of euro-marketing as the basis of their strategy to adapt to the European domestic market functioning conditions in the context of economic, environmental and social risks.

Domestic innovative enterprises, which are wishing to maintain and develop their position on the euro market, have to go through adaptation processes. There are three degrees of activity (intensity) of adaptation, which determine the choice of appropriate euro-strategies. The formation of a euro-marketing strategy for innovative enterprise in the context of economic, environmental and social risks is proposed to be carried out according to the following algorithm (fig. 1).

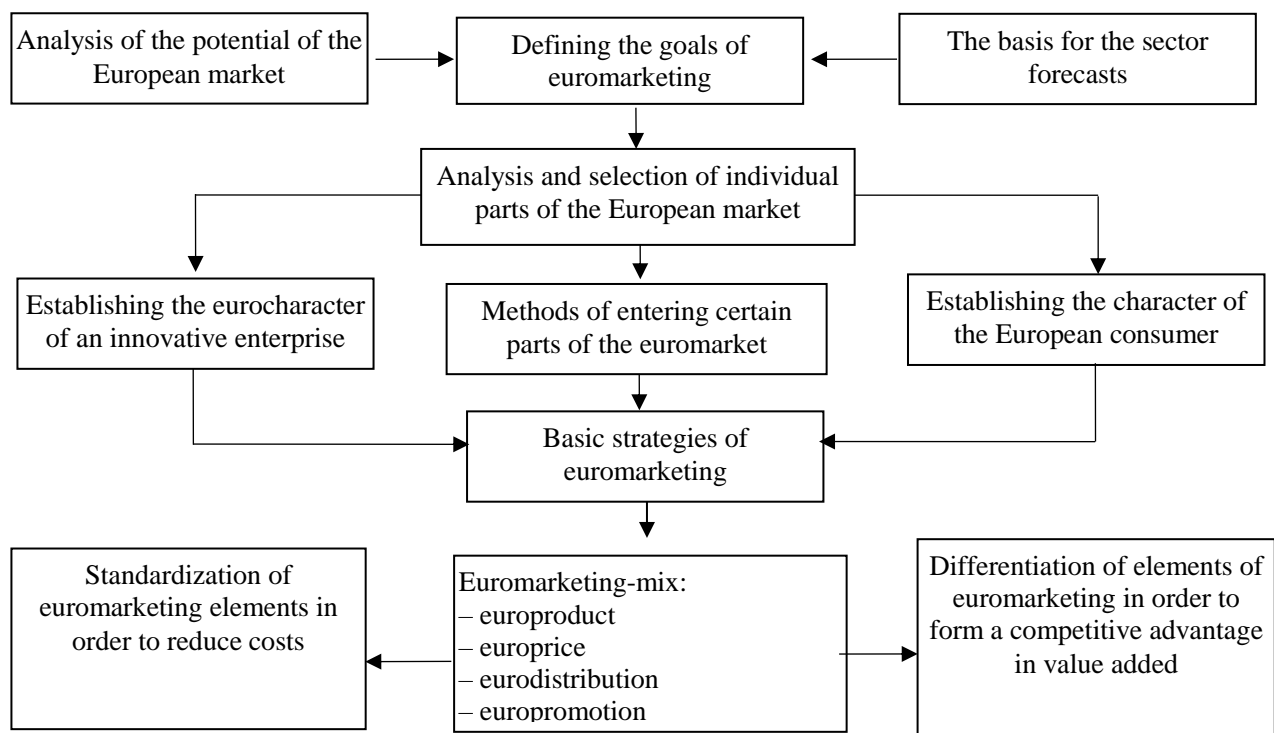


Figure 1 – Shaping a euro-marketing strategy for an innovative enterprise

**Source: author's development*

The steps outlined for strategy formation and the resulting characteristics of the customer's euro-character are the definition of the best strategy option. Domestic innovative enterprises should design the marketing mix in such a way that some tools are more standardized, for example, product and promotion, others, in turn, to a lesser degree, for example, distribution. The degree of differentiation or standardisation of these tools depends on the specifics of the market, but the main dilemma of the enterprise will be to determine the balance between local adaptation of marketing tools and their global standardisation. In order to shape the euro-character of an innovative enterprise on the euro-market under conditions of economic, environmental and social risks, the following conclusions regarding the desired producer euro-character are formulated: cooperation based on strategic partnership: long-term cooperation planning; preferable customers are both specialised and any other consumers; the most significant criteria for assessing the competitiveness of the producer (ranked) are: price, quality, the credibility of the producer, level of service; with equal assessments of competitiveness, customers prefer a competitor with a wide range, better reputation in the market, shorter delivery times.

In order to form a typical domestic consumer of products, the following conclusions are formed regarding the specifics of forming a competitive level of management of an innovative enterprise in the domestic market: 1) consumers of products overwhelmingly have problems in acquiring the products they need for a variety of reasons, with low ability to pay of manufacturers at the top of the list; 2) the solution to this problem is seen as an increase in the price of their products and the corresponding incentive function of the state and society; 3) more than half of customers indicate that there is a seasonality in the cost of certain products; 4) the vast majority of customers use the criteria of price, quality and attractiveness when purchasing products; 5) there are no predominant sources of information about product supply.

Taking into account the characteristics of the manufacturer's euro-character in relations with the customer and the characteristics of the strategic orientation of product consumers in the domestic market of the innovative enterprise, a structured sectoral assessment of the level of customer service using the appropriate profile is proposed (Table 2).

Table 2 – Normative profile of the level of customer satisfaction by the product of an innovative enterprise in the context of financial and economic, environmental and social risks

Evaluation on sector (i)	The name of the evaluation indicator	Рівень задоволення (1÷5)				
		1	2	3	4	5
1. Product availability	1.1. The amount of turnover			●		●
	1.2. Delivery time				●	●
	1.3. Contact with the client				●	●
	1.4. Availability of a distribution network					●
	1.5. Guarantee of substitution supplies					●
2. Sales conditions	3.1. Variety of payment forms					●
	3.2. Providing trade credit					●
	3.3. Possibility of deferred payment					●
	3.4. Providing of discounts					●
	3.5. Promotional sale				●	●
	4.1. Availability of cars park				●	●
3. Complementarity of supplies	5.1. Range of offers	●			●	●
	5.2. Turnkey delivery					●
	5.3. Comfortable purchasing conditions					●
	5.4. Distributor image			●	●	●
	5.5. Quality of supply					●

*Source: author's development

The presented evaluation sectors are dependent on the logistics support system, as its sufficient level guarantees the delivery of specific products, of quality products, delivered in an appropriate (short) time, given the natural conditions, to an appropriate place, given the low mobility (transportability) of these goods for an appropriate (customer-accepted) price.

At the same time, the strategic zones should interfere effectively and be balanced. The formed methodical approach to strategic planning should be based on the organizational and economic mechanism, which will serve as a methodical curve of enterprise actions in the sphere of the formation of competitive business development strategy. A business management model should include four areas – people, sales, finance and processes. This modelling of enterprise competitiveness allows the functional areas of the business to be developed harmoniously. By applying the balanced indicators system to them, to determine in accordance with these ways the functional strategic areas of management. But before beginning the formation of strategic areas of management, we must outline the desired state of the four-vector model of enterprise competitiveness, i.e. determine how we will measure the value of functional areas of competitiveness of innovative enterprises (fig. 2).

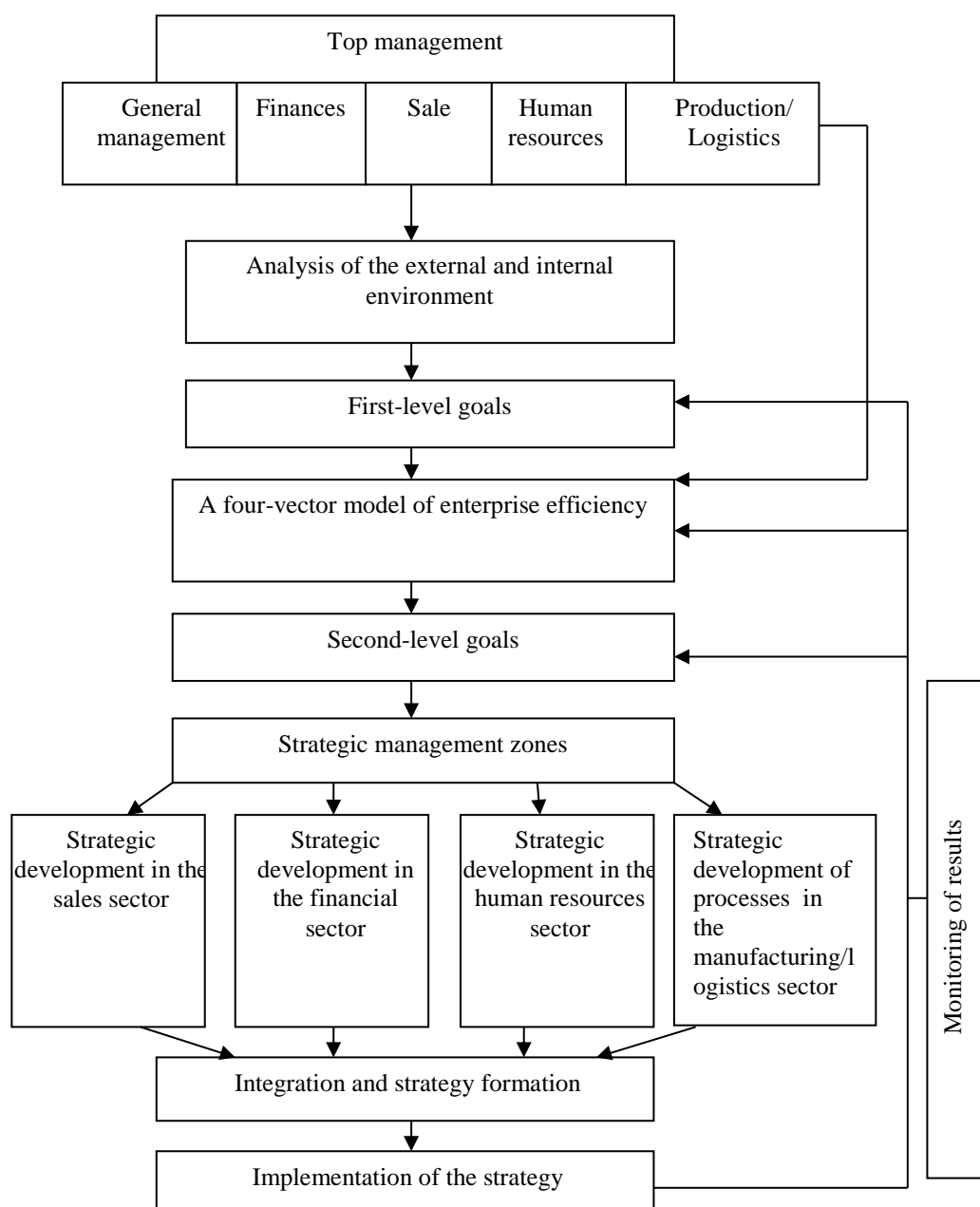


Fig. 2 – Organizational and economic mechanism of formation of the strategic plan of innovative enterprise activity in conditions of financial and economic, environmental and social risks

**Source: author's development*

Assessing the level of customer satisfaction by comparing actual estimates with normative ones allows, in particular, to optimise the design and planning process of logistics support and to implement a competitive marketing policy effectively in general.

The basic production process and the supporting logistics process should characterise the movement towards integration. The wide range of tasks and functions of a logistics support system allows the identification of generally recognised typical logistics activities (transactions: and processes). These actions, implemented within the framework of the logistics support system of a particular economic entity, should not be regarded as stand-alone tasks, but as an integrated system solution in the context of financial and economic, environmental and social risks.

Conclusions. The scheme of strategic marketing application as a direction of increasing the efficiency of management of innovative enterprise activity has been presented. Systematized basic principles of strategic marketing system for an innovative enterprise: accounting requirements, state and dynamics of demand, market trends and conditions in the process of making economic decisions; creating conditions for maximum adaptation of production to the market, structure and nature of demand; active influence the market and the buyer through a wide set of measures. An analysis of the main competitive characteristics of the innovative enterprise is given and it is concluded that it is necessary to form a strategy of euro-marketing for innovative enterprise in the context of economic, environmental and social risks. A normative profile of the level of customer satisfaction with the products of innovative enterprises is formed.

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**СТРАТЕГІЧНИЙ МАРКЕТИНГ ЯК НАПРЯМ ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ
УПРАВЛІННЯ ДІЯЛЬНІСТЮ ІННОВАЦІЙНОГО ПІДПРИЄМСТВА В УМОВАХ
ФІНАНСОВО-ЕКОНОМІЧНИХ, ЕКОЛОГІЧНИХ ТА СОЦІАЛЬНИХ РИЗИКІВ**

Постановка проблеми. Стратегічний маркетинг – це системний підхід до виробничо-збутової діяльності з чітко поставленою метою і задачами, що нею визначаються, ретельно розробленими заходами щодо її досягнення, з відповідними організаційно-управлінськими, фінансовими, матеріальними, технологічними, кадровими та іншими засобами для здійснення цих заходів. У зв'язку з проблемами

забезпечення ефективного управління конкурентоспроможністю особливої уваги заслуговують стадії використання продукції в умовах фінансово-економічних, екологічних та соціальних ризиків. Найважливішою перевагою, якою може володіти інноваційне підприємство, повинно стати розпізнавання на ранньому етапі потреб, зовнішніх сил та тенденцій, які для інших залишились непоміченими, проте з часом набудуть важливого значення, що і визначає актуальність даного дослідження.

Мета статті – дослідити стратегічний маркетинг як напрям підвищення ефективності управління діяльністю інноваційного підприємства в умовах фінансово-економічних, екологічних та соціальних ризиків.

Результати. Доведено, що визначальною рисою сучасного стратегічного маркетингу в умовах фінансово-економічних, екологічних та соціальних ризиків є посилення його соціальної спрямованості, визнання важливості не тільки технічних і економічних заходів, а й соціальних, нефінансових засобів підвищення конкурентоспроможності інноваційного підприємства. Актуалізовано увагу на тому, що сильна соціальна позиція дає багато економічних переваг інноваційному підприємству, таких як підтримка місцевої влади і населення, можливість залучення кращих трудових ресурсів, підвищення престижності торгової марки, допомогу у знаходженні нових споживачів, виході на нові ринки, що в кінцевому рахунку поліпшує конкурентні позиції інноваційного підприємства. Обґрунтовано, що інноваційним підприємствам варто активізувати PR-політику, організовувати іміджеві рекламні кампанії, брати більшу участь в житті населених пунктів, ширше висвітлювати в засобах масової інформації свою діяльність.

Новизна. Наукова новизна одержаних результатів дослідження полягає у розробці теоретичних положень, методичних та науково-практичних рекомендацій щодо стратегічного маркетингу як напрямку підвищення ефективності управління діяльністю інноваційного підприємства в умовах фінансово-економічних, екологічних та соціальних ризиків.

Висновки. Представлено схему застосування стратегічного маркетингу як напрямку підвищення ефективності управління діяльністю інноваційного підприємства. Систематизовані основні принципи системи стратегічного маркетингу для інноваційного підприємства: врахування потреб, стану та динаміки попиту, ринкових тенденцій та кон'юнктури в процесі приймання господарських рішень; створення умов щодо максимального пристосування виробництва до вимог ринку, структури й характеру попиту; активний вплив на ринок та на покупця за допомогою широкого набору заходів. Дан аналіз основних конкурентних характеристик інноваційного підприємства та зроблено висновок щодо необхідності формування стратегії євромаркетингу для інноваційного підприємства в умовах фінансово-економічних, екологічних та соціальних ризиків. Сформовано нормативний профіль рівня задоволення споживача продукцією інноваційного підприємства.

Ключові слова: стратегічний маркетинг, ефективність управління, діяльність інноваційного підприємства, фінансово-економічні ризики, екологічні та соціальні ризики.

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