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## **SELECTION RATIONALE OF POWERFUL GOOD DISTRIBUTION METHODS MANUFACTURING ENTERPRISES**

This article is concerned with the major systems of sales distribution and methods of product sales selection of manufacturers. Different systems of distribution of goods between sales agents are comparing. It is regarded the experience of international manufacturers and it is comparing the nature and methods of distribution in different countries. There were also pointed out the differences between using the marketing mechanisms on the domestic market and on international markets. It was

regarded the problem of incomplete using or underusing the marketing system in a business environment of Ukraine the Ukraine, were proposed the ways of effectivization the distribution of goods to improve the overall operation of enterprises efficiency.

**Keywords:** distribution systems, sale, sales agents, sales channels, marketing costs.

*Ананьєва Марія*

### **ОБГРУНТУВАННЯ ВИБОРУ ЕФЕКТИВНИХ МЕТОДІВ РОЗПОДІЛУ ТОВАРІВ ПІДПРИЄМСТВ-ВИРОБНИКІВ**

Стаття присвячена розгляду основних систем розподілу та вибору методів збуту товарів підприємств-виробників. Порівнюється різні системи розподілу товарів між агентами збуту. Розглядається досвід міжнародних виробників та порівнюються характер та методи збуту у різних країнах. Крім того звернуто увагу на відмінності використання збутових механізмів на вітчизняному ринку та на міжнародних ринках. Розглянута проблема неповного або неефективного використання збутової системи на підприємствах України, запропоновано шляхи вдосконалення розподілу товарів задля підвищення загальної ефективності функціонування підприємств.

**Ключові слова:** система розподілу, збут, збутові агенти, канали збуту, витрати збуту.

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### **ОБОСНОВАНИЕ ВЫБОРЫ ЭФФЕКТИВНЫХ МЕТОДОВ РАСПРЕДЕЛЕНИЯ ТОВАРОВ ПРЕДПРИЯТИЙ-ПРОИЗВОДИТЕЛЕЙ**

Статья посвящена рассмотрению основных систем распределения и выбора методов сбыта товаров предприятий-производителей. Сравняются различные системы распределения товаров посредством агентов сбыта. Рассматривается опыт международных производителей и сравниваются характер и методы сбыта в различных странах. Кроме того обращено внимание на различия использования сбытовых механизмов на отечественном рынке и на международных рынках. Рассмотрена проблема неполного или неэффективного использования сбытовой системы на предприятиях Украины, предложены пути совершенствования распределения товаров для повышения общей эффективности

функционирования предприятий.

**Ключевые слова:** система распределения, сбыт, сбытовые агенты, каналы сбыта, издержки сбыта.

**Formulation of the problem in general terms.** The economy of Ukraine objectively integrates into the global system of management, it is included as a compound of the international division of labour through implementation the sweeping economic reform, that allows for economic independence and responsibility comprehensive expansion of the main production component – the enterprise.

The concept of sale use makes an opportunity to create an efficient base of management, economic and marketing enterprise activity on the foreign markets and in the domestic market alike. The overwhelming majority of world's top companies build systems on active sales basis.

**Analysis of recent research and publications.** The research of essence of marketing channel, channel of distribution and the logistical channel interpretation, which are adduced by number of scientists, is testimony to the fact that the scientists mean the same category.

So, S.S.Garkavenko argues that “distribution channel is the aggregate of firms or individuals, who take title to goods either facility or promote assignment of this rights to other companies or individuals on the way of physical distribution from producer to consumer ” [11, p. 365]. F.Kotler [38, p.944], V.P.Khlusov [74, p.93], V.M.Vlasova [56, p.289], E.A.Utkin [68, p.287] hold by the same opinion.

A.N.Romanov treats the distribution channel as possible way of commodity and services flow to the end consumer [52, p.20]. And L.E.Vardanyan argues that distribution channel is the system of organisational and technical, and also economical methods of delivery of goods to the point of sale or consumption, at an appointed date, at an excellent service and economic costs of sales clerk [33, p.156].

After comparing above-mentioned definitions of term “ distribution channel” it may be concluded that the most concrete and frontmost is the S.S. Garkavenko’s interpretation, which point to the subject of trade channel — the aggregate of private persons and the corporate bodies trade channel object — property in the goods or the service. The channel of sales (logistical channel) is the aggregate of firms or individuals, who take a hand in the process of distribution from producer to consumer. Trade-channels

activity is characterised by specific functions, levels, methods of promotion, gradation of distributive system use [11, p. 368].

**Highlighting previously unsolved aspects of general problem.**

The research of essence of marketing channel, channel of distribution and the logistical channel interpretation, which are adduced by number of scientists, is testimony to the fact that the scientists mean the same category, which requires more detailed investigation.

**Formulation of objectives.** The aim of the article is the analysis of marketing systems companies in order to identify problems and propose solutions.

**Basic material.** During sales policy development firm should determine how the sales system (distribution system) will be organized: through its own distribution network or through the intermediary dealer network; through which commercial agent types the sales turnover must be implemented and so on.

The enquiry of distributing methods is oriented to uncovering the promising techniques of product promotion from manufacturer to the end consumer and its retail trade organisation as authorized under fundamental analysis and distributive system evaluation. Much producers and business corporations offer their goods on market, applying for broking. Each of those endeavour to form the proprietary distribution channel.

The channels of sales creation is the blending function of manufacturing enterprise's activity. It is necessary to bring down to the end consumers and to produce its availability for target segment of market.

We consider that product sales commodity marketing should be considered not as one-shot, but like circumspect long-term strategy.

The distribution channels fulfil many functions, among which are: marketing research; sales promoting; the consumer promotion; the trade policy generation; the policymaking and realization of assortment policy; the price determination on product groups; maintenance services of customers (before- and after sales); direct to the sale, establishment of contacts with customer, the conduction of negotiations, awarding the contracts; the transportation, storing and the warehousing of goods; the grading of commodities; financial package; assumption the risks, discharging of responsibility for goods during the physical distribution to the customer.

But to our opinion, the major channel of sales function is the reduction in expenses for production distribution.

The enterprise must take much pain to treat the formation of trade channels, its market transactions and physical distribution system improvement.

On the distribution activity there are used the direct and indirect types of distribution channel. The direct trade channel makes a provision for the producer enters into direct relations with customers and doesn't turn to the brokerage service.

The direct selling is more often used by firms, which wish to control the commercial program, have the limited destination markets, are gunning for a direct contact with customers. Such method of distribution is useful when manufacturer sells goods through own market outlets. Sometimes firms are turning to direct marketing or telemarketing to increase the sales of products, to respond quickly to changing market needs, to develop the customer base. Such method of distribution is useful when it is the quantity of goods, and the customers are concentrated on the limited territory, when it is needed the specialty service or it is the singular product. But such system of distribution becomes unprofitable when there are many customers, but creating its own distribution network for their service requires a significant investment in relation to the expected sales.

Indirect channel of sales is transfer of goods from manufacturer to mediator, and hereafter — to consumer. At that, it may be several dealers.

Indirect channels are usually used by firms, which are trying to expand its markets and the volume of services. So they agree to refuse certain marketing functions and costs and according to a certain percentage of goods movement channels control, the contacts with consumers. There may be different commercial interests: the manufacturer wants to increase the volume of sales and broker wants to increase the size of the trade margin. It is also possible to use the multiple channels simultaneously. It should be defined own special channel for each product, the most appropriate in certain situation.

Product distribution equally as manufacturing, should be effective and to deliver goods to consumers as economically as possible.

All kinds of channels have its advantages and disadvantages. The direct channel of sales allows the manufacturer to maintain direct contact with the consumer, and thus to control the marketing of his products and

ensure effective feedback. In this case, the trade margins and commission for trade companies and intermediaries are excluded. Direct channels are typical for oil, coal, machine-tool companies that supply basic raw materials for manufacturing. Direct sales to make an opportunity of better exploring the market of own products, to establish long-term relationships with major customers, to conduct joint scientific researches with consumers to improve product quality. At the same time its own sales organization, allowing affect sales, expanding the scope of activity and increases costs.

For supplying activity of the different dimensions with different regularity it is necessary to form the larger volume of sales inventories, that leads to increasing of storage costs, working capital requirement and cost of its immobilization for creation of such supplies.

There are the following methods of direct selling:

- direct marketing. The selling department agents of enterprise visit their customers on a regular basis. Depending on profile of feasible production, the personnel skill level;

- telemarketing (telephone sales);

- catalogue sale;

- Internet-marketing.

The international practices shows that 2/3 of export of machinery and equipment is realized through the dealers and just 1/3 – independently from intermediate distributive links.

The outsourcing sales agency, allows producers to use the well-run distributive system, provides for the larger market, makes it possible to economize on upkeep of personnel. But it also plagues of high commission fees and trading margin.

The companies often build sales policy on basis of combination the different direct and indirect channels of distribution. In the case of using mixed or combined method of contribution, the dealer, who is not active at stock movement, takes part in sales of products. His participation is confined to the supplied production settlement calculations or providing the sale of production service with an allowance for marketing.

The mixed channels of distribution may be used when the market concentration is in one region, the customers are розпорошені в іншому and there is the poor demand.

In the first case it is rationally to use the direct distribution channel, and in the second case - realization through the middlemen

organizations.

The mixed channels of distribution are also used when the enterprise turns out few products and sell each of them on different markets, through marketing firms.

If the enterprise caters to the one customers and to adapt the production in accordance with the of the other, then in the first case the maintaining relations may be put on to dealers, and in the second case there are forming the direct contacts. In the bargain, if the enterprise has large number of orders, then substantial orders may be realized through the direct channels, and the other are realized through the agency firms, i.e. are also used the mixed channels of distribution.

To achieve the broadest destination market reach, it determines the density and types of intermediaries, which will be used at the stage of retail goods.

The choice of efficient distribution channel calculations are based on the comparison of advantages and costs when the direct and indirect channels. Consider the factors that have a bearing upon the activity of the company while using different distribution channels in table 1.

Production expenses, marketing costs and therefore total cost of production depend on the distribution channel selection, that is detrimental to return on employed capital. Creating a network of trade requires highly skilled professionals who are well-informed about the specifics of trading.

The practice of enterprise's business activity is testimony to the fact that in the majority of cases the mediatory improves largely the efficiency of trading operations. There are the following reasons shewing the necessity of this:

1) high professionalism of agents in the commercial field makes an opportunity to speed up the recouplement of expenses, velocity of money funded with the closing of deals, establishes facilities for ultimate customers;

2) having strong trade links, experience, service specialization, the dealers are equal to drive the product to the target market;

3) some producers don't have the experience on new geographical market, it's short of own financial capabilities for direct selling;

4) the having of intermediary services is common in event of trading on tenders, on commodity exchanges, where is no contact with final customers;

5) the possibility, when it is necessary to increase the investments in primary activity — in production becomes more remunerable for producer.

Table 1

Characteristic of distribution channel selection factors

Factor	Characteristic of factor при різних distribution channels			
	Direct channels of sales	Indirect channels of sales	Mixed channels of sales	Sales agents
		Distributors		
Market type	Vertical	Horizontal	Vertical	Any
Sales volume	Small	High	Medium	High
Consumer contacts with manufacturer	Intimate	Poor	Poor	Medium
Marketing costs	High	Medium	Low	Optimal
Pricing policies	Flexible (takes into account the changing of market conditions rapidly)	Flexible (takes into account the changing of market conditions immediately)	Not flexible enough (requires coordination of price changes with manufacturer)	Flexible
Awareness about subject matter of distribution	Full	Fractional	Medium	Optimal
Consumer penetration	Narrow	Wide	Narrow (in case of territorial separation)	The most wide
Ownership of products in course of distribution	The producer	The dealer	The producer	Mixed
Manufacturer's financial state	Stead	Insecurity	Insecurity	Optimal
Maintenance capability of products	High	High	Medium	Optimal
Standardization level	Low	High	Upper intermediate	Any
Service level	High	Medium	Very low	Medium

The modern sales policy makes a provision for the circumstance that manufacturer doesn't have to opt out of the services of brokers, notwithstanding he doesn't have sufficient funds for creation of own marketing network.



We consider that in forming the channel of sales the enterprise should undertake the previous market research of trade opportunities, to take into account the following factors: the personality factor of final customers, their number, cluster, the value of the average one'time purchase, income level, regularities of purchasing behaviour; opportunities, financial position, competitive power, the policy functions, economic management ranges of the enterprise under analysis. By the way, the small-scale enterprises with limited assortment of goods and limited financial resources the preference should be given to work by brokers, and for large enterprises it is advisable to conduct some commercial operations by own sales network; characteristics; the degree of competition and sales policy of opponents, arrangements in the distribution system; characteristic and produce market and the development prospects considerations, backlog demand level; relative value of different distribution systems on logistic approach.

It should also take into consideration the quantity of channels of sales members, their geographic arrangement, marketing program, commercial interest of firm, control over the propulsion system, the rate of inventory turnover, the level of turnover costs, production volumes and sales of goods, production quantity and sales of products, location of consumers, state of material and technical base of commercial facilities. The distribution system efficiency the higher, the shorter time period, that is wasting for delivery of goods from the point of production to place of supply and for its sale to final consumer; so much the less distribution of goods organization costs. The cumulative marketing costs depend on the level of commercial work and the form of cooperation with partners.

It has been argued that the less there are mediators between producer and consumer, so much the more costs, because it have to lay in required supplies of goods, to provide the storage for it, conversion and hereafter the wholesale trade. From the viewpoint of producers, the more dealers are involved, so much the less there are direct contacts with consumers and the low degree of its control over the structure of trade links.

**Conclusions.** Now therefore, sum it up so far, it may be concluded that for obtaining business success while using one or other channel of distribution it is necessary to delve the financial matters. Particularly, it is necessary to carry out the comparative analysis of marketing costs. The list of costs includes: recruitment and staff training expenses; administrative

costs; advertising and sales promotion costs, expenditure on distribution, with haul and stocking costs; the commission fees level.

But it must be noted that comparative cost estimation of separate sales channels must be also reconciled with volume gain possibilities of realization of goods. Much turns on undertaking of long-term agreement between contractual counterparties — the members of generalized manufacturing chain. The wrong distribution channel selection may incur the breach of contract, which will affect the trading result and the intermediary. It is laying emphasis on price policy, the terms of sale, areal of market reach, the range of services at contractual relationship between producers and dealers.

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**АНАЛІЗ СТАНУ ХЛІБОПЕКАРСЬКОЇ ПРОМИСЛОВОСТІ  
УКРАЇНИ ТА ПЕРСПЕКТИВИ РОЗВИТКУ**

В статті розглянуто сучасний стан хлібопекарської промисловості в умовах економічної та політичної нестабільності. Проведено аналіз динаміки обсягу виробленої продукції і реалізації хлібобулочної продукції, її експорту та імпорту за останні п'ять років. Розглянуто лідируючі позиції вітчизняних хлібопекарських підприємств. Виявлені актуальні проблеми хлібопекарських підприємств, які пов'язані з тінізацією вітчизняного ринку, відсутністю належної державної підтримки виробників хлібобулочних виробів на законодавчому рівні, що призводить до зниження їх прибутковості або банкрутства. В даній статті запропоновані шляхи вирішення цих проблем на державному, законодавчому рівні, які будуть направлені на досягнення стабільності та економічного зростання хлібопекарської промисловості України та зроблять її привабливою для вкладання грошових коштів іноземними інвесторами.

**Ключові слова:** сучасний стан, хлібопекарська промисловість, ефективність діяльності, виробники хліба та хлібопродуктів, перспективи

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**АНАЛИЗ СОСТОЯНИЯ ХЛЕБОПЕКАРНОЙ  
ПРОМЫШЛЕННОСТИ УКРАИНЫ  
И ПЕРСПЕКТИВЫ РАЗВИТИЯ**

В статье рассмотрено современное состояние хлебопекарной промышленности в условиях экономической и политической нестабильности. Проведен анализ динамики объема произведенной продукции и реализации хлебобулочной продукции, ее экспорта и импорта за последние пять лет. Рассмотрены лидирующие позиции отечественных хлебопекарных предприятий. Выявлены актуальные