

UDC 339.138.1:658.155.4:338.516

STRATEGIC ANALYSIS OF THE MARKETING POTENTIAL OF EXPLORATION COMPANIES**V. Herasymchuk, O. Kuzmenko**

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Purpose. An important part in management of the marketing potential of extractive industry is strategic analysis. It is the initial stage of the development strategy. The aim of the strategic analysis of the marketing potential of extractive industry is the choice of a particular strategy of many alternatives and the formation of the whole system strategies. **Methodology.** Strategic analysis is a comprehensive study of positive and negative factors that may affect to the economic performance in the future and how to achieve the strategic goal of the company. **Results.** The theoretical principles and methodological aspects of strategic marketing analysis capacity, its place and role in the marketing management of enterprises of the mining industry. **Originality.** The internal capabilities was identified (strategic potential), to which the enterprise mining industry can expect in the competition. Namely, the competitive advantages was defined which help achieve the strategic goals. **Practical value.** To determine the current marketing unrealized potential and its components, by using separate enterprise resources or their combination to improve the competitive position in the market can use the factors that determine the potential of the company. A methodology for strategic analysis of the enterprises of mining industry was suggested. Referenses 12, figures 2, tables 2.

Keywords: strategic analysis, marketing potential, marketing management, SWOT analysis.

СТРАТЕГІЧНИЙ АНАЛІЗ МАРКЕТИНГОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ ВИДОБУВНОЇ ГАЛУЗІ**В. В. Герасимчук, О. Ю. Кузьменко**

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Важливою складовою процесу управління маркетинговим потенціалом підприємств видобувної галузі є стратегічний аналіз. Він є початковим етапом розробки стратегії підприємства. Метою стратегічного аналізу маркетингового потенціалу підприємств видобувної галузі є вибір конкретної стратегії з багатьох альтернатив і формування всієї системи стратегій. Стратегічний аналіз – це комплексне дослідження позитивних і негативних факторів, які можуть вплинути на економічний стан підприємства у перспективі, а також шляхів досягнення стратегічної мети підприємства.

У статті розглянуто та систематизовано принципи та методичні аспекти стратегічного аналізу маркетингового потенціалу, його місце і роль в системі маркетингового управління підприємствами гірничодобувної галузі.

Ключові слова: стратегічний аналіз, маркетинговий потенціал, маркетингове управління.

PROBLEM STATEMENT. The marketing orientation is actual tendency in the enterprises activity of extractive industry. It is a necessity for "survival" in the competition under current market conditions.

The modern competitive environment have reached a level that manufacturers and sellers can't do without market research and developing marketing strategies. For nowadays any company can't work without such an important factor as marketing potential.

Compliance with the strategic goal and preserving sustainable profitability is an important objective of the company. That is why the strategic analysis of the enterprise potential is important.

Analysis of marketing potential occupies an important place because it helps to assess the market situation and coordinate the activities of the company to meet the needs of the target market, as a result it can determine the viability of the mining industry in the future.

The lack of understanding of the importance, effective and proven in practice mechanisms of management of marketing potential within modern enterprise is a reason that, under the same conditions, different exploration companies receive different profit. That is why, the theme of this work is to create a unified methodology and consistency of the strategic

analysis of the marketing potential of exploration companies.

EXPERIMENTAL PART AND RESULTS OBTAINED. Today, most exploration companies use only part of its full potential, not just marketing potential. Strategic analysis of marketing activities is used to identify possible reserves and efficient use of resources. This is all the objective conditions of victory in the competition.

Strategic analysis of marketing activities is used to identify possible reserves and efficiently use resources. This is the objective conditions of victory over the competition.

For clear implementation of strategic analysis, it is better to phase its implementation. A lot of scientists worked on the development of the main stages but it is very hard to form a comprehensive approach to the purpose and strategy of exploration companies.

The marketing potential is a combination of internal and external capabilities to meet customer needs and maximize profits. This concept defines the company's ability to effectively find, form and meet the needs of consumers [9, p. 42–45].

The marketing potential of the company is a real opportunities in a given field of socio-economic activities, but not only realized, but unrealized for some reason. They form exploration company's

opportunities, which determine their level of competitiveness.

The following factors form the potential of enterprises Fig. 1 [8, p. 214–220].

Complex of human resources (knowledge and skills of employees, willingness to work together), material resources (assets, reflecting at the balance sheet: basic and working capital, investments) and intangible resources are the elements of the exploration

company's potential. Intangible resources is the main part of the marketing potential.

In the scientific literature the potential intangible assets of the company means set of capabilities enterprises use rights for new or existing products of intellectual labor in the economic process to implement corporate interests on the basis of satisfying social needs [12, p. 86; 13, p. 208].

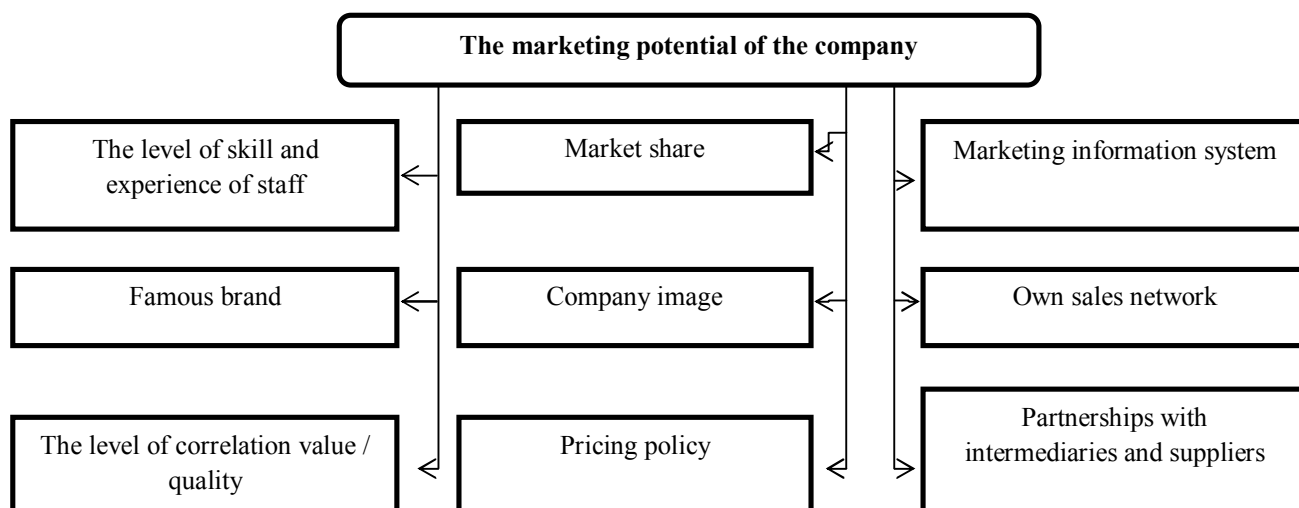


Figure 1 – The structure of the marketing potential of exploration companies

Model of the marketing potential of exploration companies defined intangible resources available; the ability of staff and managers to manage these resources; management capabilities to use available resources company. Today is quite unknown how intangible assets affect to capacity building, because it is difficult to stake intangible assets in total profits.

Intangible assets are divided into three groups:

– Reputational assets – which include brands that enhance consumer confidence in the company and its products;

– Technology of enterprise – copyrights, patents and trade secrets that allow the company to profitably use the unique knowledge;

– Strategic assets – it is a benefits of companies that allow you to occupy monopolistic position in the market or maintain a unique market.

Strategic resources – it is a set of skills and capabilities of the production system, which include:

1) the ability to promptly identify urgent needs and demands of potential customers;

2) the ability to analyze the situation of commodity markets, enabling timely, efficiently and effectively meet the identified needs and requests;

3) the ability to analyze areas of strategic resources;

4) the ability to offer competitive ideas in the field of design, technology and organization of production of goods that are in demand in commodity markets;

5) the ability to implement ideas in the production of goods and services, promotion of the market of their after-sales service;

6) the ability to maintain the competitive status of the enterprise by managing strategic economic zones;

7) the ability to improve the productive capacity of the enterprise [14, p. 287].

Strategic analysis is an important part of the management of marketing potential. It is the starting step of forming strategy. The aim of the strategic analysis is the choice of many alternative strategies and the formation of the whole system strategies.

The strategic analysis includes the following demands:

1) commitment that enables you to define the limits of the object of analysis, targeting and concrete conclusions;

2) objective, which is achieved through the use of appropriate methods of analysis, the choice of indicators of the object of study, and to attract artists with appropriate training, knowledge, experience and choice of base (reference) for comparison;

3) timely, which means that the time and duration of the study should facilitate the adoption of decisions in the right time;

4) consistency that provides fullness and reality of conclusions.

The underestimate of value of intangible assets is a problem in Ukrainian enterprises. Unrecorded value of such assets in the accounting records will not correctly identify cost products, the actual amount of profit, effectively assess economic activity. This will lead to partial use of enterprises capacity. In present time the effective management of intangible assets which is based on the strategic analysis should be include to the range of potential opportunities creating competitive advantages.

During the strategic decision-making marketing strategic analysis reduces uncertainty can detect

changes in the business environment of the company and flexibly respond to timely identify market opportunities and use them in marketing activities, timely detect market threats and prevent their negative impact on strategic marketing activities of the company, helps identify the strengths and weaknesses of the company, the competitive advantages of the company [5, p. 198].

If you ignore marketing strategic analysis in the context of developing a marketing strategy, it could

lead to unwarranted strategic decisions. And also - the use of passive strategies to adapt to market changes, inability to respond adequately to changes in the marketing environment of the company. This can lead to a weakening of the market position of the company. The company may lose the strategic objectives of its activities, leading to its market vulnerability.

Stages strategic analysis of the marketing potential of enterprises mining sector are shown in Pic. 2 [8, p. 214–220].

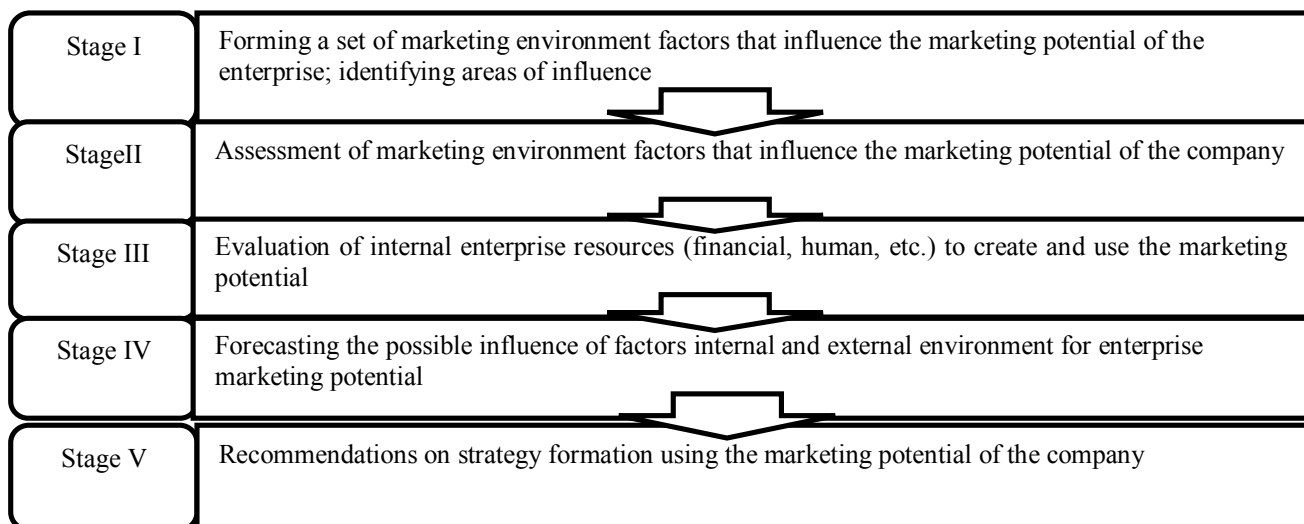


Figure 2 – Stages strategic analysis of the marketing potential of the company

The structure of marketing strategic analysis consists of external and internal analysis.

Monitoring of internal and external marketing environment, marketing research help predict changes in the market environment and in time develop a strategy that will focus on the retention or acquisition of businesses need a competitive advantage. As to making marketing decisions mining sector enterprises, they should be based on the formation of marketing strategies aimed at improving competitiveness.

Internal environment includes the following components: enterprise potential, existing strategies, strong and weak features, competitive advantages, possible strategic problems.

To ensure the quality and effectiveness of strategic analysis is used the strategic potential of enterprise, it is a system of interrelated elements that perform various functions to ensure the production, competitive advantage in the market and in the industry and achieve other strategic objectives of the enterprise; it is a set of resources and opportunities that define the expected characteristics of the company for certain changes in the environment [4, p. 192].

Strategic analysis of the internal environment can be unique it depends on the specific market situation. Strategic analysis of marketing potential the exploration companies can be conduct for the following structure:

- the analysis of certain types of entrepreneurial business;
- the analysis of functional subsystems;

- the analysis of the structural units of the organization;
- the analysis all business processes of the organization [7, c.163].

According to the unstable external environment it should be pay attention to the following factors:

- a) political;
- b) market that which will adjust the strategy and strengthen its position in the market;
- c) competition for permanent control of the enterprise by actions of competitors;
- d) social;
- e) state the factors [15, p. 173].

The analysis of the factors of strategic potential of the company gives opportunity to determine the list of threats that may affect the activities of the company as a whole.

Strategic management of the enterprise in the market environment is based on determining the current position on the market performance of its business and financial activities, strengths and weaknesses. Strategic analysis forms the information base for decision-making, but the methods depend on the complexity of the internal and external environment of economic system. The system of methods of strategic analysis and information sources depend on the range of economic relations in the region and traditional orientation or innovation capacity of enterprises [7, p. 251].

The method of strategic analysis of the company is SWOT-analysis. Using SWOT-analysis you can study and analysis of the external and internal environment

by grouping enterprise environmental factors and the evaluation of the definition of a positive or negative impact on the company.

Factors of marketing business environments that provide opportunities or may constitute a danger in the formation and development of the marketing potential of enterprises mining sector are given in the Table. 1.

Table 1 – Factors of marketing business environment

Features	Threats
the transition to more effective strategies	changes in legislation
access to new markets	inflation in the country
discount purchase of raw materials	disruptions in the market partners
out competitors from the market	the emergence of new technologies in competition
differentiation in production	the emergence of new competitors

During the analyses of the internal structure it can be to identify internal opportunities or strategic potential, which enterprises can expect in the competition. Namely, to determine the competitive advantages that help achieve strategic goals.

The strengths and weaknesses in the context of strategic marketing potential analyses are given in the table. 2 [8, p. 214–220].

Factors that determine the potential of the company can be used to determine current marketing unrealized potential and its components, ie, by using separate enterprise resources or their combination to improve the competitive position in the market

Table 2 – Strengths and weaknesses of the company

Intangible asset marketing	Strengths	Weaknesses
1	2	3
1. <i>The marketing information system</i>	- low costs to development and operation; - use of modern software; - effective information management.	- the high cost of development and operation; - obsolete technology; - insufficient information management.
2. <i>Intellectual resources</i>	- competence, high level of professionalism; - experience of workers; - an effective incentive system work.	- the absence or insufficient levels of qualified professionals; - lack of experience in workers; - low incentives for workers.
3. <i>Trademark</i>	- a strong brand	- weak brand
4. <i>Goodwill</i>	- a positive reputation	- a negative image
5. <i>Long-term relationships with partners</i>	- the market leader; - protection from strong competitive pressures; - several target markets; - effective sales activities; - effective program to stimulate cooperation with partners;	- low market share; - pressure from competitors; - one target market; - strong dependence on suppliers; - inefficient system of incentives cooperation;
6. <i>Loyal customers</i>	- high-quality products; - a high level of service; - the benefits of competition; - a large number of loyal customers.	- low-quality products; - low level of service; - competitive disadvantages; - a small number of loyal customers.

CONCLUSIONS. In general the problem of determining the structure of strategic analysis and marketing potential marketing value of intangible assets in Ukraine is under development and needs further development.

Thus, the question of the strategic analysis of the marketing potential in Ukraine needs further study. Planning and implementation of marketing strategies for businesses are needed to survive in a competitive environment, but, unfortunately, rarely used in practice.

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СТРАТЕГИЧЕСКИЙ АНАЛИЗ МАРКЕТИНГОВОГО ПОТЕНЦИАЛА ПРЕДПРИЯТИЙ ДОБЫВАЮЩЕЙ ОТРАСЛИ

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Важной составляющей процесса управления маркетинговым потенциалом предприятий добывающей отрасли является стратегический анализ. Он является начальным этапом разработки стратегии предприятия. Целью стратегического анализа маркетингового потенциала предприятий добывающей отрасли является выбор конкретной стратегии из множества альтернатив и формирование всей системы стратегий.

Стратегический анализ – это комплексное исследование позитивных и негативных факторов, которые могут повлиять на экономическое состояние предприятия в перспективе, а также путей достижения стратегической цели предприятия.

В статье рассмотрены и систематизированы принципы и методические аспекты стратегического анализа маркетингового потенциала, его место и роль в системе маркетингового управления предприятиями горнодобывающей отрасли.

Ключевые слова: стратегический анализ, маркетинговый потенциал, маркетинговое управление.

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Стаття надійшла 18.02.2016