

**METHODICAL APPROACHES TO EVALUATION OF EFFICIENCY OF MANAGEMENT OF MARKETING ACTIVITIES OF MACHINE-BUILDING ENTERPRISES IN MODERN ECONOMIC CONDITIONS****Terenteva N.V., Helman V.M.,***Zaporizhzhia National University  
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**Key words:**

internal marketing, reflection, system-reflexive approach, department of internal marketing, personnel, internal customer, company culture, management.

The article deals with the actual problem of optimization of the estimation of marketing activity management of machine-building enterprises. As a result of the analysis of scientific publications, the author determined the main criteria for evaluating the effectiveness of marketing activities used by national scholars and scholars abroad. In addition, the study showed that most authors focus directly on developing criteria and indicators for evaluating the effectiveness of marketing activities, while methodological consistency issues remain outside the focus of researchers, which significantly reduces the ability to implement developments in the engineering industry. Based on the worked out theoretical sources, the author has proposed a methodological sequence of evaluation of marketing activity management efficiency, which includes five main stages: research, analytical, operational, refining and strategic. For each of the proposed steps, the author has developed a procedure for evaluating the effectiveness of marketing activity management. At the same time, the choice of specific methods and indicators of assessment leaves the author to the consideration of the enterprise, which greatly increases the possibilities for practical implementation of the proposed methodological consistency in the real sector of the economy, including – in small and medium-sized enterprises. The expediency of implementation of the proposed methodological sequence of evaluation of the efficiency of marketing activity management in the practical activity of domestic machine-building enterprises, including small and medium-sized businesses, is substantiated. The practical implementation of the proposed methodological sequence will optimize the assessment of the efficiency of managing the marketing activities of enterprises, which will provide the conditions for increasing the competitiveness and ensuring the sustainable development of enterprises at both national and world levels.

**МЕТОДИЧНІ ПІДХОДИ ДО ОЦІНЮВАННЯ ЕФЕКТИВНОСТІ УПРАВЛІННЯ ЗБУТОВОЮ ДІЯЛЬНІСТЮ МАШИНОБУДІВНИХ ПІДПРИЄМСТВ У СУЧАСНИХ ЕКОНОМІЧНИХ УМОВАХ****Терент'єва Н.В., Гельман В.М.***Запорізький національний університет  
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збут, збутова діяльність, ефективність збутової діяльності, оптимізація збутової діяльності, управління збутовою діяльністю, оцінка ефективності управління.

Розглянуто актуальну проблему оптимізації оцінку ефективності управління збутовою діяльністю машинобудівних підприємств. У результаті проведеного аналізу наукових публікацій визначено основні критерії оцінки ефективності управління збутовою діяльністю, які використовуються вітчизняними та закордонними дослідниками. Крім того, проведене дослідження показало, що більшість авторів основну увагу приділяють безпосередньо розробці критеріїв та показників оцінки ефективності управління збутовою діяльністю, тоді як питання методологічної послідовності залишаються поза увагою дослідників, що значно зменшує можливості впровадження розробок у практичну діяльність машинобудівних підприємств. На підставі опрацьованих теоретичних джерел автори запропонували методологічну послідовність оцінки ефективності управління збутовою діяльністю, яка передбачає виділення п'яти основних етапів: дослідницького, аналітичного, операційного, удосконалюючого та стратегічного. Для кожного із запропонованих етапів автори розробили порядок дій щодо оцінки ефективності управління збутовою діяльністю. При цьому вибір конкретних методів та показників оцінювання автор залишає на розгляд підприємства, що значною мірою підвищує можливості для практичного

впровадження запропонованої методологічної послідовності в реальному секторі економіки, зокрема – на підприємствах малого та середнього бізнесу. Обґрунтовано доцільність впровадження запропонованої методологічної послідовності оцінки ефективності управління збутовою діяльністю в практичній діяльності вітчизняних машинобудівних підприємств, зокрема – малого та середнього бізнесу. Практична реалізація запропонованої методологічної послідовності дозволить оптимізувати оцінку ефективності управління збутовою діяльністю підприємств, що дозволить забезпечити умови для підвищення конкурентоспроможності та забезпечення сталого розвитку підприємств як на національному, так і на світовому рівні.

### Statement of the problem

The current foreign economic course of Ukraine on European integration and increasing competitiveness of the national economy created not only the prerequisites for further development of machine-building enterprises, but also revealed significant defects in enterprise management, which significantly reduce both the market attractiveness of certain enterprises and the whole Ukrainian economy. First of all, it applies the marketing activities of enterprises, because in market conditions, the efficiency of the sales system plays a decisive role in shaping the competitiveness of any enterprise.

At the same time, marketing management efficiency of Ukrainian machine-building enterprises is much lower than in developed European countries, which leads to considerable demand from the real sector of the economy for modern innovative methods of improving the efficiency of marketing activity.

The necessity of introducing modern methods of marketing activity management at Ukrainian machine-building enterprises is exacerbated by the impossibility of introducing borrowed methods without large-scale adaptation due to the significant differences in the economic conditions in which businesses in Ukraine and the most developed world countries are operating.

Thus, one of the main tasks of national economic thought is the development of modern methods of marketing management, including the evaluation of its effectiveness.

### Analysis of recent studies and publications

In the context of environment dynamics, the issues of evaluating the efficiency of marketing activities of industrial enterprises increasingly become the subject of the study as for scholars abroad [1, 5, 17,18] and national scholars also [2-4, 6-16]. Unfortunately, in the domestic economy, the issues of assessing the effectiveness of mechanisms for managing the marketing activity of industrial enterprises in modern conditions have not been sufficiently addressed, which significantly reduces the ability of managers enterprises of the real sector of the economy to methodical developments, which reply to the current economic conditions in Ukraine and take into account the peculiarities of the national development industry.

It should be noted that the approach of national researchers to methods of optimization for evaluating the effectiveness of marketing activities has significant fundamental differences. In that way, M.G. Shevchyk [15] focuses on highlighting the main indicators for evaluating the efficiency of marketing management of an industrial enterprise.

At the same time E.O. Muzychka [10], pays sufficient attention to the formation of the main indicators of the efficiency evaluation of marketing of enterprises, and also gives emphasis to the need of a methodological sequence development of such evaluation and proposes the author's model of efficiency evaluation of marketing of enterprises.

Considerable attention is given to the development of a methodology for evaluating the efficiency of marketing of enterprises, which offers author's development on the main stages of assessing the effectiveness of marketing management of enterprises [4].

However, despite the growing interest of scientists in solving the problem of evaluating the efficiency of marketing activities of enterprises, the number of proposed methodologies does not meet the needs of the real economy, which necessitates the development of new methods adapted to today's economic realities of Ukraine.

### Objectives of the article

The purpose of this paper is to develop a methodological sequence for evaluating the efficiency of marketing activities of machine-building enterprises. To achieve it, the following goals were set:

- to determine the main criteria for evaluating the efficiency of marketing activities of machine-building enterprises;
- to identify the main factors that have an impact on the reliability of the evaluation of the efficiency of managing the marketing activities of enterprises;
- to propose a methodological sequence for evaluating the efficiency of managing the marketing activities of enterprises.

### The main material of the research

Under condition of the market economy, the sales activity of the enterprise becomes of strategic importance to ensure the market power of the enterprise and its sustainable development, which causes the actualization of issues of evaluation of its effectiveness. Analysis of publications on the evaluation of the efficiency of the enterprise's marketing activities showed that most of the researchers considered that it is necessary to clarify the main indicators (criteria) of the efficiency evaluation.

M.G. Shevchyk attributes to the indicators of estimation of management efficiency of marketing activity of industrial enterprise: sales volume (net income from sales of products); cost of products sold; net profit from sales of products; profitability of products; average inventory volume; intensity ratio of inventory turnover; turnover; the share of unrealized products in the value of marketable mass; sales volume and sales revenue per 1 m<sup>2</sup> of enterprise of sales area; sales volume and sales revenue per employee; payroll fund for sales staff; share of the remuneration fund of sales personnel in the general remuneration fund of the enterprise [15].

According to the methodology proposed by Muzychka E.O. [10] the evaluation of the efficiency of enterprise marketing activity is carried out consistently according to the criteria of internal (evaluation of the achievement of sales goals, evaluation of the effectiveness of implementation of marketing strategies of enterprises, evaluation of the economic efficiency of marketing activities of the enterprise) and external (assessment of the competitive position of the enterprise in the market, evaluation of customer orientation, analysis of commitment consumer) efficiency.

In addition, the following indicators are distinguished as the main indicators (criteria) for evaluating the efficiency of marketing activity management by modern scientists: market share nationwide, marketing attractiveness, competitive intensity, local market concentration coefficient, Rosenblatt index, growth rate of industrial enterprise market share, rate of growth of industrial enterprise volume of sales, the rate of increase in sales costs, the proportion of sales costs in gross sales, sales capacity costs, the growth rate of the volume of sales increase in costs, profitability of marketing and marketing expenses, marketing capacity of expenses in net profit, the growth rate of revenues from additional investment in marketing, the growth rate of sales volume growth from expenses, growth rate of revenues from additional costs of sales [3, 5, 6, 9, 10].

At the same time, foreign researchers in the practice of evaluating the effectiveness of marketing activities are most often used indicators that are analogous to the profitability of sales costs, including. [16, 17]: ROMI

(Return on Marketing Investment); ROM (Return on Marketing); ROME (Return on Marketing Expenses); ROMO (Return on Marketing Objectives).

It is also worthy note to tell about the scientific last years' developments, which took into account the peculiarities of marketing activity in the conditions of considerable uncertainty of environmental factors, and propose the following criteria for evaluating the efficiency of managing the marketing activity of enterprises: the ratio of orders received to turnover; the ratio of orders received to orders that are; the ratio of orders received to the number of customers; order turnover ratio to existing orders; customer turnover ratio to the number of outlets and resellers; turnover ratio of "order portfolios" to the number of clients forming the "order portfolio"; free-market turnover ratio to the number of free market customers; free-market turnover ratio; the order book turnover ratio to the free market turnover; the ratio of claims to turnover; turnover ratio to the number of employees of the sales department of the enterprise [11].

However, the results of the study showed that the majority of researchers focus precisely on developing indicators (criteria) for evaluating the effectiveness of marketing activities, without paying sufficient attention to the development of evaluation methodology, so the methodological basis for evaluating the effectiveness of industrial enterprises in the context of significant uncertainty of external factors in Ukraine, which causes significant difficulties during the practical assessment of marketing performance at the enterprise level [11].

The analysis of the proposed methods of carrying out the evaluation of the efficiency of the marketing activity of an industrial enterprise showed that the method proposed by Ukrainian researcher Yu.P. Mitrokhina fulfils the requirements [9]. However, we think, this technique has considerable disadvantages, paying considerable attention to the selection and training of specialists in marketing activities and their level of motivation, the author does not take into account the most important factors of the external environment, including rivals' moves; influence of political and foreign economic factors, etc.

Taking into account the results of the study, we have developed a methodological sequence of evaluation of the efficiency of the marketing activity of the machine-building enterprise, which simultaneously allows to take into consideration the influence of the main factors of the internal and external environment on the efficiency of the marketing activity and it is simple enough and transparent for use in the real sector of the economy. The developed methodological sequence is presented in Figure 1.

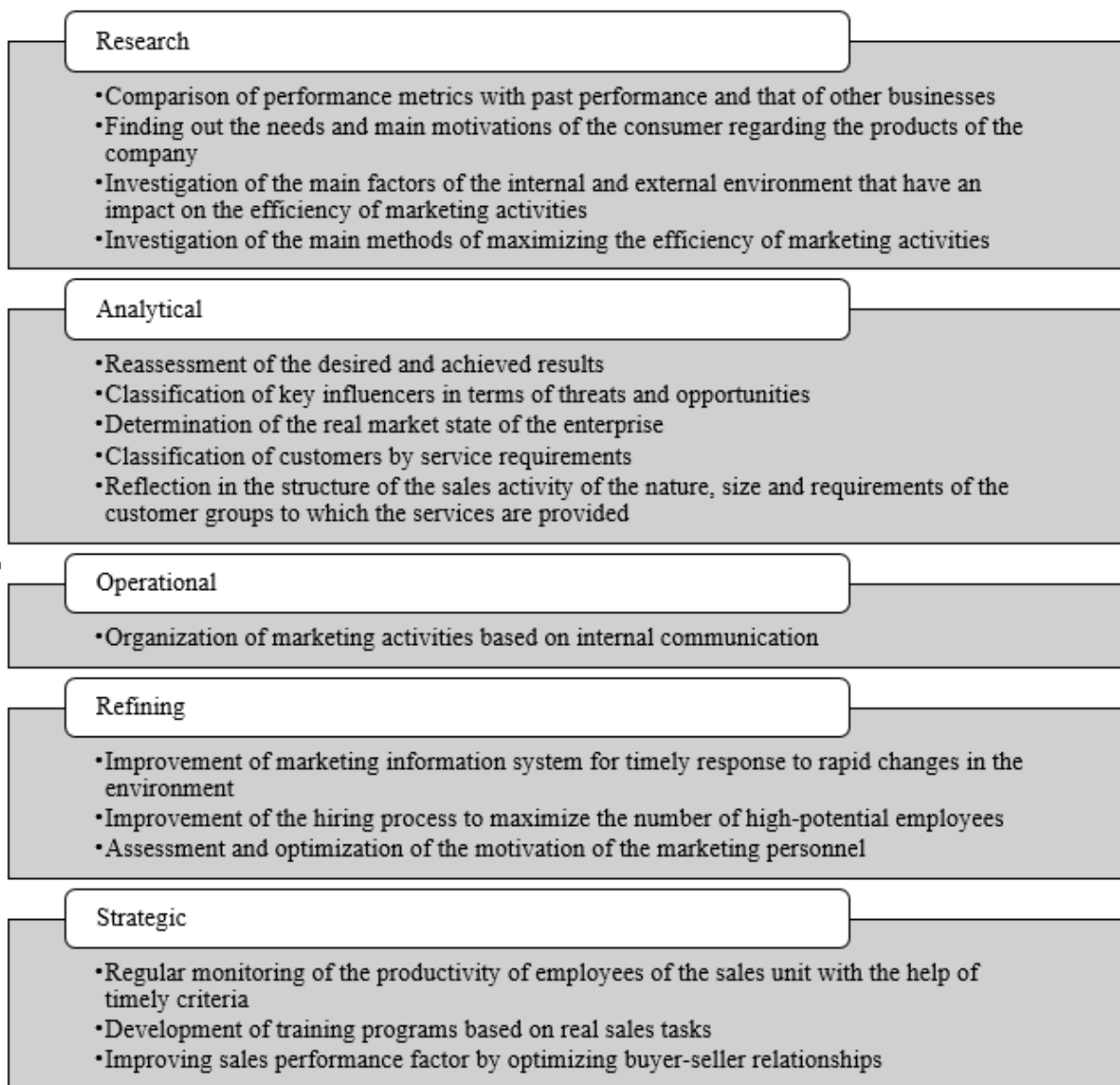


Fig. 1. Methodological sequence of evaluation of marketing activity management efficiency

Note: developed by the author

As can be seen from Figure 1, the proposed methodological sequence provides for the identification of five main stages of evaluating the effectiveness of marketing activities: research, analytical, operational, refining and strategic.

At the research stage, we propose to compare the performance factor of marketing activities with those of past periods and those of other enterprises; to find out the needs and basic motivations of the consumer regarding the products of the enterprise; to investigate the main factors of the internal and external environment that have an impact on the efficiency of marketing activities; to explore the basic methods of maximizing the effectiveness of marketing activities.

At the analytical stage, an analysis of the information obtained at the previous stage is envisaged, including re-evaluation of the desired and achieved results; classification of the main factors of influence in terms of

threats and opportunities; determination of the real market state of the enterprise; classification of customers according to service requirements; reflect in the structure of the sales activity nature, size and requirements of the groups of customers to whom the services are provided.

The operational phase involves the organization of marketing activities based on internal communication.

In the next stage, it is advisable to improve the marketing information system in order to respond promptly to rapid changes in the environment; improving the hiring process to maximize the number of high-potential employees; evaluation and optimization of the motivation of the marketing personnel.

The final, strategic stage involves actions that are of strategic importance for ensuring the sustainable development of the enterprise, namely: regular monitoring of the productivity of employees of the sales unit with the help of timely criteria, development of

training programs based on real sales tasks, increase of sales productivity on the basis of optimization of relations buyer and seller, etc.

The proposed methodological sequence is sufficiently simple and transparent for use at the macro level. In addition, given the substantially different capabilities of Ukrainian enterprises depending on the size, industry, specificity of activity, the proposed methodological consistency leaves the enterprise with the choice of specific methods of obtaining and processing information, which also greatly contributes to the practical use of this development.

### Conclusions

The fast integration of Ukraine into the world economy, the intensification of the country's participation in the international division of labour actualized the problems of assessing the efficiency of sales activities of domestic

enterprises, since sales activity is recognized as crucial for the success of the enterprise in a market economy. At the same time, the problem of timely and objective evaluation of the marketing activities' effectiveness at the present stage is exacerbated by both the small number of effective methods of domestic authors and the inability to use foreign methods without significant adaptation to the current realities of Ukrainian enterprises. The proposed methodological sequence takes into account a significant number of factors that have an impact on the efficiency of the enterprise's marketing activities, but it is sufficiently transparent to be used at the enterprise level. In addition, the choice of specific methods for collecting and processing information is left to the individual company for consideration, making the methodological consistency available for implementation even in the SME sector.

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