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KEY DOMINANTS OF EFFECTIVE ORGANIZATION OF MARKETING AT UKRAINIAN SMALL TRADE ENTERPRISES

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В статті з'ясовано ключові проблеми організації маркетингової діяльності малих торговельних підприємств України. Визначено основні обов'язки та функції працівників, що здійснюють маркетинг на малих підприємствах торгівлі. Виявлено головні повноваження керівників малих торговельних підприємств у реалізації маркетингової діяльності. Узагальнено принципи організації маркетингу на малих підприємствах торговельної галузі України. Досліджено чинники, що мають найбільший вплив на маркетингову діяльність вітчизняних малих торговельних підприємств.

Ключові слова: організація, маркетинг, маркетолог, обов'язки, повноваження, принципи, малі підприємства.

Key challenges in the marketing of the produce of SME's (small and medium enterprises) in Ukraine are elucidated in the article. Main duties and functions of employees whos' brief is to market the produce on behalf of their respective SMEs' are determined. The main responsibilities and duties of the directors of SMEs' in the implementation of marketing activities are clarified. Principles of organization of marketing in small enterprises of trade area in Ukraine are generalized. Identifying factors that have the greatest impact on the marketing activities of domestic small trade enterprises are investigated.

Key words: organization, marketing, a marketer, duties, responsibilities, principles, small enterprises.

Relevance of the problem. SMEs' which are operating in Ukraine do so in very challenging conditions exacerbated by keen competition, increased volatility in external factors of conditions and complex internal business administrative processes. Thus small enterprises in trade area have to find new routes and ways to ensure long-term strong position in the market for effective operation in the future. In order to achieve this goal it is particularly important to study the organization of marketing activities of small trade enterprises.

Marketing activities of small trade enterprises characterize their managing activity which implements through the selection of target markets, the

organization of the best methods to promote products, the formation of effective communication to meet the needs of each individual customer and society as a whole. Improving of these elements of management requires efficient and flexible organization of activities in the field of marketing.

Literature research. With the development of market relations in Ukraine, the issues of organization of marketing and its management within small enterprises are becoming the mainstream in economic sciences. Features and problems of managing the marketing activities of small enterprises are in the sight of such scholars as: V. Artemenko [1] L. Balabanova [2] D. Gilbert, S. Zemlyak, N. Karpenko, I. Sinyayeva and others. However, in their researches, these authors pay little attention both to the organization of marketing within small enterprises in trade industry and the place of the marketer in marketing management.

The main purpose of the article is researching of the characteristics, principles and problems of organization of marketing within small trade enterprises of Ukraine, the definition of duties both for the marketing specialist and the manager during the implementation of marketing strategy.

Research results presented. Nowadays the reasonable and effective organization of marketing within small enterprises of trade in Ukraine is able not only to ensure commercial success, but also to determine their position at the trade market. Under these conditions, consistent and deliberate organization of marketing activities is becoming an integral part of the economic activity of small trade enterprises.

However, under conditions of the development of market relations in Ukraine during the implementation of marketing activities by small enterprises in trade area a number of problems and obstacles appear which need an immediate resolution.

Key factors which adversely affect the marketing of small enterprises of trade in Ukraine are: lack of experience in the implementation of marketing activities, uncivilized market relations, managers' non-market way of thinking, inefficient system of communication, lack of effective methods of marketing implementation and a long-term marketing strategy.

The main reason of inefficient marketing activities of small enterprises of trade is, in our opinion, the professional incompetence of their leaders and owners, unexperienced and irresponsible staff. Lack of well-qualified

personnel becomes apparent in the area of implementing of commercial activities and its managing, in finance issues and establishing of beneficial contacts with business partners.

The presence in the state of small enterprises of trade professional and experienced marketers is essential. Another thing is that most of businesses can not afford it due to the shortage of financial resources. The role of a marketer within small domestic trade enterprises includes rapid but the correct and balanced decision-making process in the areas of the organization of commodity, price, distribution and communication policies.

However, on the small domestic trade enterprises the duties of marketers are usually performed by their managers who perform the evaluation of market conditions and make marketing decisions [6, p. 30]. Small enterprises of trade without marketer, or at least basic marketing-oriented thinking of their employees are doomed to failure without any guarantees of their long-term commercial success.

Nowadays in the activity of small enterprises of trade there are a number of unresolved administrative issues related to the necessity of adjusting the performance of employees. Thus the problem of conflict of interests is a serious barrier for implementation of a marketer position within small enterprises.

Disadvantages in the organization of marketing activities are obvious and they require urgent attention. In order to overcome them, first of all it is necessary to:

- define the scope of operation and responsibility of marketing activities within a small trade enterprise;
- establish close collaboration between employees of an enterprise, its manager and an owner;
- make a plan of marketing researches;
- provide the flow of financial investments, etc. [6, p. 31].

Employees of small trade enterprises who are engaged in marketing activities have the following responsibilities:

- development and implementation of marketing policies within the enterprise;
- providing recommendations for seizing profitable markets as well as taking into account the level of competition and opportunities of the enterprise;
- creating the optimal product range according to the marketing strategy.

An enterprise must withdraw from the market obsolete goods or services and promote new ones;

- development of marketing strategies;
- development of marketing communication plans;
- control the costs of marketing activities [1, p. 575];
- development of forecasts of effective demand for goods and services based on the studying of market size and its state;
- organization of feedback from consumers [7, p. 233];
- management of marketing policy in accordance with the existing system of sales promotion;
- creation of a reliable system of promotion by mobile transportation, usage of optimal storage mode and products dispense;
- implementation of systematic, timely and comprehensive control for marketing activities in key areas;
- development of the system of marketing management;
- development and implementation of internal and external market research;
- development and introduction of the system of marketing information gathering;
- analysis of market and competitive environment based on state regulatory, customs, tariff, tax policy, etc.;
- organization of the consumers' opinions studying together with the control of the elimination of defects noted by consumers;
- development of programs of sales stimulation and formation of demand;
- development of proposals about pricing and positioning, etc. [5, p. 13–14].

However, employees engaged in marketing activities are not the only who are responsible for organization of marketing activities. Key role in the planning, implementation and control of marketing within a small trade enterprise belongs to the manager. He leads the development of marketing strategies and tactics and implements the following powers in this area:

- organization of market research and forecasting changes in the market;
- developing strategies and tactics of the enterprise, considering potential opportunities and risks;
- taking into account the experience of domestic and foreign competitors;
- the systematic tracking of promising areas of enterprise, using innovative methods and tools [10, p. 207];

- provision of training and professional development of the staff;
- provision of sales and promotion of the products;
- promotion of innovation processes within the enterprise [11, p. 22];
- provision of public relations support as well as collaboration with other businesses;
- development the system of moral (social and psychological) and financial incentives for employees [9, p. 253];
- development the organizational and management structure of marketing management;
- coordination of staff performance concerning the quality and speed of execution of consumers' requirements and satisfaction of their needs [3, p. 151].

These functions and responsibilities of employees engaged in marketing and managers of small domestic trade enterprises evidence their key role in the organization, implementation and control of marketing management process. On the one hand they do not always implement them which significantly slows down the development of new markets and obtaining higher levels of performance.

On the other hand compliance of the leaders of small trade enterprises and the staff with their rights and responsibilities in the field of marketing will allow them to build strong collaboration in the team, take a favorable competitive position within the market and achieve a long-term commercial success.

Peculiarities of marketing within large and medium-sized domestic and foreign trade enterprises enable to say that the implementation of marketing activities within small trade enterprises in Ukraine should be based on the following principles:

- compliance with the mission and objectives of the strategy of the enterprise;
- equitable distribution of functions and responsibilities between employees [4, p. 166];
- the simplicity and clarity of organizations of marketing activities;
- direct control of the leader over the terms and quality of economic activities, including the marketing;
- focus on consumers' demand;

- high level of organizational culture and responsibility of the personnel;
- coordination of employees and close collaboration between them;
- rapid adaptation to changes in the marketing environment;
- clear formulation of the marketing tasks according to the chosen concept and formulated strategies;
- the complexity of the implementation of marketing activities in order to achieve the synergetic effect;
- an adequate level of funding for the entire business including marketing activities,;
- highly qualified personnel, its special training and retraining;
- self-discipline and creative approach to marketing process, focus on innovation in order to achieve competitive advantages;
- active marketing policy (searching for target markets and consumers).

Orientation and compliance by leaders of small domestic trade enterprises at least some of the principles of organization of marketing activities will allow them to achieve the innovative way of marketing policy in accordance with the requirements of market economy [6, p. 31]. The necessity of clear organization of marketing activities within small enterprises in trade area is caused by the desire to achieve the goals and objectives of economic activities meeting the needs of all traders effectively.

The desire to organize marketing on the enterprise effectively requires its leader establishing close relationships with employees and the formation of the organizational structure. The assessment of factors that affect the organization of marketing activities of small trade enterprises is important here. The main factors are the following:

- the purposes of the enterprise – the tasks completion, motivation of staff and effective management;
- the external conditions (number of markets, volumes, structure of needs and the purchasing power of consumers, free movement of capital and labor, state economic policy, development of science and technology, political situation);
- the internal conditions (peculiarities of small trade enterprises, their target markets, human resources and market opportunities, product range, financial capacity, informational support) [1, p. 572].

We believe, that the efficient organization of marketing activities within

the small domestic trade enterprises is a key part of their economic activity and marketing in particular.

However, its establishing is possible on conditions that all employees accurately perform their professional responsibilities in the implementation of marketing strategy (Figure 1).

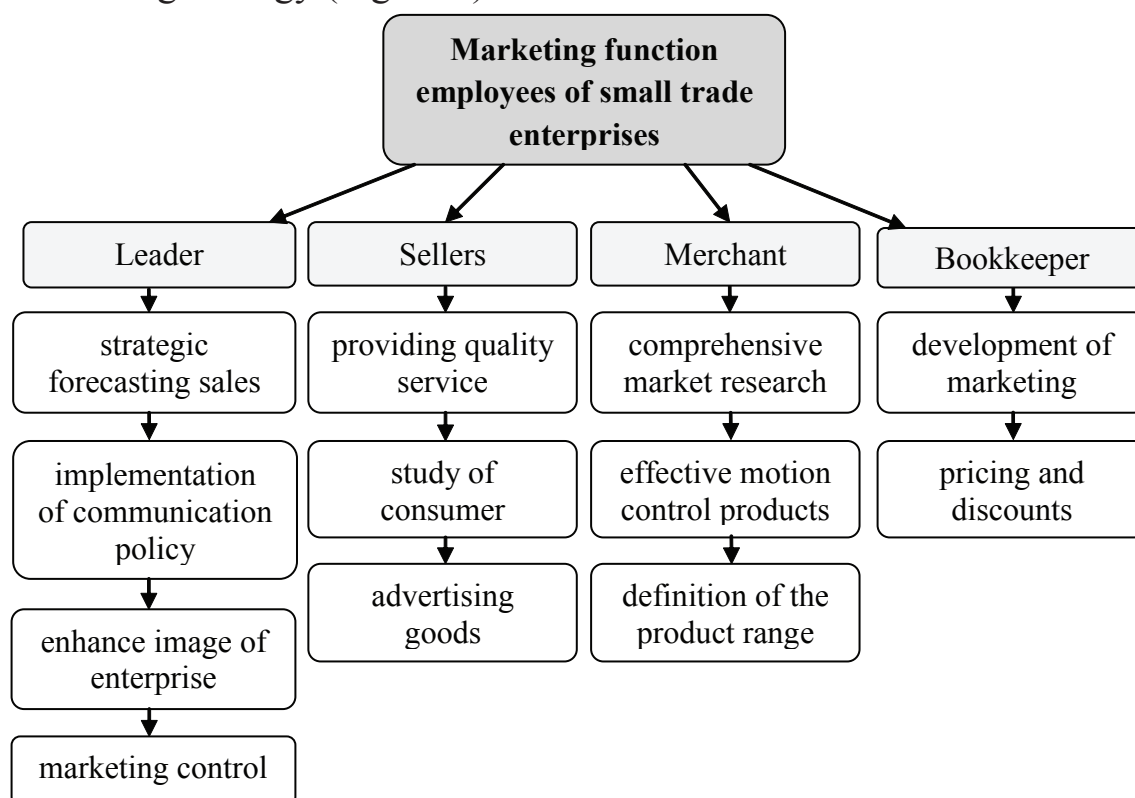


Figure 1. Marketing functions of employees within small trade enterprises, compiled by the author [4, p. 168, 8, p. 79]

The organization of management within most small domestic trade enterprises is functional. This is evidenced by the fact that the duties and responsibilities of employees divided according to the marketing functions. However, changing of the marketing environment of small enterprises of trade requires more flexible organization and rapid adaptation [2, p. 58].

Even if small enterprises of trade area do not create incorporated marketing services or departments due to shortage of funding implementing of basic marketing activities is necessary in order to maintain their market position. In order to do this, leaders of small trade enterprises firstly are forced to employ some experienced specialists, secondly, to distribute between them the duties and responsibilities, thirdly, to create favorable working conditions and to form a system of moral and material incentives.

Thus at the present stage of development of the economy of Ukraine, a significant role in the implementation of trade activities and marketing

management of small enterprises belongs to fair and clear division of responsibilities between the members of the personnel, the coordination of their functions.

Furthermore this thesis is proved by the frequent internal conflicts between employees about their rights, duties and responsibilities. Within small trade enterprises of Ukraine these arguments usually occur due to differences in views on ways and means of further development or due to differences in the interests of employees, their stereotypes and prejudices.

Conclusions. Therefore, on small enterprises of trade which are oriented on marketing, activities of each employee must be directed at meeting of the consumers' needs in accordance with their values. However, the achievement of the ultimate goal is possible only with the help of the mutual efforts of enterprise staff and its coordinated actions.

The leader's role within a small trade enterprise is to coordinate the work of their subordinates and give them some advice if it is necessary. This will facilitate closer collaboration and closer connections between members of the personnel, the formation of healthy psychological atmosphere and organizational culture of high quality.

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