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## **PRACTICAL APPROACHES TO THE MANAGEMENT OF MARKETING ACTIVITIES OF THE ENTERPRISE**

In modern conditions, management of the marketing activities of enterprises is one of the effective tools for influencing the company's financial results. Considering the changing business climate, which is characterized by growing competition, it becomes necessary to improve the company's activities as a whole, and in particular its marketing component, which will provide companies with opportunities to increase their competitive advantages on domestic and foreign markets. The aggravation of the competitive environment determines the need to find new approaches to ensuring the competitive development of a modern enterprise.

Unfortunately, often the cause of insufficient profitability of companies is an ineffective marketing management system. In this regard, the study of issues of improving the management of marketing activities of enterprises and the development of the necessary methodical recommendations on this basis is quite relevant.

The process of marketing management is a developed consistent set of marketing actions aimed at the implementation of marketing functions and principles, as a result of which the needs of consumers should be identified and satisfied, and the company should receive the expected profit.

The management of marketing activities at the enterprise is a system of various measures that include strategic and tactical actions, closely interconnected and aimed at the effective implementation of the enterprise's market tasks and the achievement of its main goal – meeting the needs of consumers for goods and services and obtaining the maximum profit on this basis. This concept takes into account the complexity of the marketing management process, its purpose and essence, it emphasizes the systemic nature of this process, because marketing management should be carried out systematically and comprehensively [1].

Marketing management can be carried out from the positions of five approaches: improvement of production, goods, intensification of commercial efforts, marketing, social and ethical marketing:

1. The concept of production improvement states that consumers show a preference for goods that are widely available and affordable, which requires the company to focus its efforts on improving production and increasing the efficiency of the distribution system. The application of this concept is appropriate in two situations: the first - when the demand for the product exceeds the supply, and the second - when the cost of the product is very high and it must be reduced by increasing productivity.

2. The product improvement concept states that consumers will favor products that offer the highest quality, best performance, and properties, so the company should focus its efforts on continuous product improvement. The negative point of this concept is that consumers do not actually satisfy the need for a specific product, but their needs, which can be satisfied by products of a different kind.

3. The concept of intensification of commercial efforts states that consumers will not buy the company's products in sufficient quantities if the company does not make sufficient efforts in the area of sales and promotion. The field of application of the mentioned concept is the promotion of products of the so-called passive demand (insurance, encyclopedic dictionaries, etc.) to the market.

4. The marketing concept states that the achievement of the organization's goal depends on identifying the needs of the target markets and ensuring the desired satisfaction by using more effective and productive methods compared to competitors. This concept is based on customer needs orientation.

5. The concept of socio-ethical marketing states that the task of the company is to establish the needs and interests of the target markets and ensure the desired satisfaction in more effective and productive ways while simultaneously strengthening the well-being of the consumer and society as a whole. This concept is aimed at solving the contradiction between meeting the current needs of customers and focusing them on long-term well-being.

From the described approaches, it is possible to identify the main principles of marketing management at the enterprise: focus on the consumer, influence on the consumer, adaptability and flexibility, focus on the perspective, comprehensiveness, innovation, systematicity, reduction of potential losses, satisfaction of basic needs, economic efficiency, training, informing and protection consumer [2].

The above-described principles determine the directions of enterprise activities that are carried out within the framework of marketing management, the composition and direction of its main functions, which are characteristic of evolutionary development at enterprises. In modern scientific publications, there is no generally accepted classification of functions that are part of the marketing complex [3]. As a result, the content of marketing functions is determined by the volume of production and sales, competition, assortment, features of consumption and demand for the company's products.

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### **ФОРМУВАННЯ КАДРОВОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ**

Основна мета формування кадрового потенціалу полягає у забезпеченні підприємства необхідними трудовими ресурсами, які мають якісні та кількісні характеристики, щоб вирішувати завдання та досягати поточних та стратегічних цілей. Сучасні умови господарювання ставлять перед підприємствами нові вимоги щодо формування та використання кадрового потенціалу. Кадровий потенціал, який накопичується сам по собі, не є остаточним рішенням усіх проблем, що виникають у процесі господарювання. Для того щоб висококваліфіковані кадрові фахівці, що становлять ядро професійного колективу, залишалися на підприємствах, необхідно створити для них стимул до ефективної роботи та систему управління кадровим потенціалом.

Формування кадрового потенціалу підприємства залежить від стабільності й ефективності кадрової політики, досягнень у сфері фінансової продуктивності, а