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MANAGEMENT OF MARKETING CHANGES IN THE COMPANIES

The paper defines the main directions of forming competitive strategy of enterprise and a study of the process and stages of the strategic marketing planning. It focuses on the management changes at the company in the process of introducing and implementing marketing strategy.

Keywords: *change, marketing, strategy, management.*

An integral part of modern agricultural market is the creation and development of a competitive environment - combined external regarding a particular company, the factors that affect the competitive interaction between firms. At the same time, it is dynamic in the rate, depth, the magnitude of changes in specific markets.

Under such conditions the company must have a mobile and efficient set of activities, range of products, forms and methods of behavior that would favorably positioned it in a competitive environment through which it would have reached close and distant targets. This set is implemented using strategic marketing management.

Analysis of recent research and publications. Recently, a study on the assessment of the competitive environment and strategic planning and management acquire large-scale nature. So a significant contribution to the development of the methodology of strategic management have Ansoff, I., Assel G., Berezin I.S, Vihanskyy O.S, Herchykova I.N, P. Drucker, Mintzberg, H., M. Porter, R. Fathutdynov A. However, in modern economic literature Ukraine remain insufficiently developed problems of change management in the enterprise in the strategic marketing planning.

The aim of the article is to study the process and stages of change management in the enterprise in the strategic marketing planning.

Strategic planning is a business process definition of goals and their changes, resources required to achieve them, as well as policy acquisition and use of these resources. This feedback circuit that is driven by the top level of the previous announcement by management objectives, strategies and policies, as well as formulating enterprise-level guidance, assumptions and projections.

Heads of business units using the procedures in the development plans, which are then reviewed, analyzed and summarized the planned top-level employees and management are presented for consideration. The company's management may approve plans or repeat the process by turning them on completion of the relevant guidelines. In turn, the preliminary plans may encourage the company's management to review some aspects of previous assumptions and strategies that serve as benchmarks for production units. Anyway, with feedback loops continue until until a satisfactory plan drawn up for all business units and organizations in general. Thus, strategic marketing planning is an adaptive process, which results in regular adjustment decisions issued in the form of plans, review of

measures to implement these plans based on continuous monitoring and evaluation of changes in the enterprise.

Another aspect of the strategy is based on the need for a product that allows the enterprise to cope with changes in the environment. Here different concepts consider different degree of uncertainty of the environment, and received from them a strategy with different flexibility.

In general we can identify six approaches to competitive strategy of enterprise development:

- Strategic decisions using consistent finding optimal solutions to clearly defined problems;

- The company is perceived as a set of groups that share similar values and beliefs. This framework helps management evaluate their environment by cultivating the development of an organizational culture that is specific to the enterprise. Thus, the strategy is the result of the imposition of values, attitudes and ideas in the organization;

- Strategy arises from a compromise, conflicts and finding consensus among stakeholders. Since the strategy is the result of negotiations and agreements, the biggest influence on her celebrating those who have the greatest power in the company;

- Strategies arise from strategic subsystems, each of which is dedicated to one of the strategic objectives. Strategic goals are based on the recognition of needs and not on analytical planning. Due to the lack of necessary information such goals can be shared and not clear until events occur that bring new information;

- Environment interferes with activities of the company so much that strategies are practically determined in advance. Survival is the company that is best adapted to their environment;

- Strategy is the result of head units and high credibility.

Along with external factors on marketing strategy business impact and internal factors that manifest themselves depending on the organization of the enterprise.

Moreover, the use of the internal environment in the formation and implementation of marketing strategies of agricultural enterprises in the formation of a new institutional framework is crucial.

The system of strategic decisions at the company can be considered as a combination of three components:

- Organizational and administrative mechanism that determines the order of initiation, preparation, discussion and decision-making in the enterprise;

- The interests of insiders and accounting for these interests in the preparation and decision-making;

- Informational support in decision making.

For businesses that have been undermining the market, this system is invariant individual characteristics carrier company and sometimes to a greater extent than the provisions formed in the configuration of five competitive forces M. Porter, determines the success of the company in strategic management.

Depending on the institutional features of firms and nature of changes that require strategic decisions are three main models of strategic decision making: reactivity, loyal and crisis. A common feature of the presented models is the presence of these defects, the nature of which depends largely on the degree of "sensitivity" internal environment.

For the reaction model is characterized by such features as the need for urgent strategic decisions in a changing internal and external environment, a high degree of resistance to innovation by team members; weak managerial professionalism in bringing solutions to quality performance.

The second type of models is loyal strategic planning model. More prone to use of small businesses. They almost do not feel the resistance of the internal environment and the strategic plan are on a "slowly but surely". The only drawback of this model in its duration.

The third model - the crisis. It is sold under-performing companies or bankrupt enterprises, which is widely used method of attracting crisis managers. With proper training and the availability of the latest saved of big potential here may be a positive solution of many strategic objectives.

In addition to these, we propose to use integrative model of strategic planning. It can apply to all the above restrictions. The main disadvantage of this model is its complexity. It is a gradual method of implementation. The positive side is this model include the possibility of its transformation into any of the above models (such a decision may be taken if necessary taking drastic measures, or in the transition to a more "calm" rhythm of work). The possibility of parallel planning and implementation of projects can also be attributed to its positive sides. Besides kept good psychological climate in the workplace as phasing integration model of strategic decision-making, almost nullifies resistance enterprises until changes.

Integrative model of strategic decision-making can be broken down into several stages.

The first phase includes preparatory actions. They are aimed at preparing the "springboard" for future changes and solve the following problem:

- Creation of the senior managers of the company, which would have the necessary power, authority and personal characteristics;
- Preparation of a detailed plan of transformation, which will be distributed responsibilities performers resources listed stages and methods of reform;
- Reducing to a minimum the resistance to transformation of the internal environment;
- A description in terms of transformation of behavioral changes that streamline and support the new strategy.

To address these challenges need to decide in matters are cardinal values:

- To determine the nature of changes in the external environment, its oneness or a new trend;
- It is important to know the time available to enterprises for effective response to changes in the environment;
- To determine the adjustments made to the managerial ability of enterprises to support the new strategy.

Analysis of business units, which will affect the introduction of new strategies to minimize their resistance to innovation.

The second phase of implementation of the new strategy is to analyze the "susceptibility" of the internal environment of innovation. It is necessary to work out the mechanisms of formation of loyalty and support for the implementation of the new strategy in those units, which affect transformation. It is necessary to have information about the unit, formal and informal structure of its leaders. At this stage you should:

- To determine the extent of planned social change in units of the company;

- Carry out a selection of candidates who, in the opinion of management, create a decisive impact on the support or resistance of the new strategy on the scale of some of the affected units;

- Identify areas of resistance or support;

- Identify the impact of individuals and groups in the success of transformation.

Once you have defined "pockets" of resistance and tactics neutralize them can proceed to the next, third phase, which is to implement these tactics. The main results of this phase will be:

- The elimination or significant reduction of the number of employees negatively related to expected changes;

- The formation of a higher division of power and its concentration.

After the implementation of the above steps can proceed to the smooth implementation of the new strategy. It is necessary to establish the principle of "feedback". This will monitor the implementation process and, if necessary, take appropriate action.

In this process, a bet should be placed on managers "associates." Lodge with their respective powers in making operational decisions. It is important not to forget about the time constraints strategy and if possible, accelerate the transformation process. Great help in the implementation of the strategic plan can bring the organization into business units rivalry mechanism involved in the changes. You can apply both material and moral incentives.

In analytical support development of marketing strategies companies can apply methods of strategic matrices (arrays) that allow to characterize the position (rank) on the market, reflecting a combination of the prevailing market situation and its potential achieved. Developed in accordance with the model of competitive behavior (marketing matrix).

Marketing strategy matrix - spatial model of choice now a strategy that is based on a system of coordinates.

Matrix or grid strategy consists of two grounds intersection coordinates that demonstrate quantitative or qualitative characteristics of signs. The result field (squares strategic sector), reflecting the situation on the market and can adequately choose strategy.

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