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**MODERN ASPECTS OF STRATEGIC MARKETING PLANNING OF  
ACTIVITIES OF ENTERPRISES**  
**СУЧАСНІ АСПЕКТИ СТРАТЕГІЧНОГО МАРКЕТИНГОВОГО ПЛАНУВАННЯ  
ДІЯЛЬНОСТІ ПІДПРИЄМСТВ**

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**Abstract.** *The paper considers the aspects that cause the intensification of competition in the market and create the need for strategic marketing planning of enterprises. The stages of strategic planning of new product development are singled out on the basis of. It is proved that the organization of the planning system at the enterprise should help increase the efficiency and sustainability of production. In particular, current planning should include the development of forecasts and risk assessment, provide for the development of marketing programs. Practically confirmed the effectiveness of alternative planning for the future, which will allow companies to obtain a reasonable basis for the formation and implementation of effective and flexible to environmental changes marketing strategies.*

**Key words:** *marketing, marketing environment, planning, strategic plan, innovation, strategy, development scenarios, extrapolation, forecast, market, risk, effect.*

**Introduction.** Under today's market conditions, the effectiveness of economic entities is achieved through increased investment flows, the introduction of modern management methods, improving the organization of the production process, improving working conditions and the introduction of transparent and effective system of motivation to work, optimal financing, effective use of marketing components and branching of the sales system.

These aspects determine the intensification of competition between market participants, increasing consumer demand for products and services, the development of scientific and technological progress and the globalization of economic relations between counterparties in international markets. The variability and instability of the market environment create the need for the systematic introduction of modern approaches to strategic planning in the activities of enterprises.

Achieving and maintaining a certain level of competitiveness, which will provide the company with an optimal position in the market, taking into account its capabilities and the situation in the external environment, encourage domestic companies to develop strategies for their future development. As a rule, under such conditions, companies strive for the most efficient use of existing means of production, the formation of competitive advantages in areas of activity in order to expand the boundaries of existing markets and master new ones.

Thus, for the majority of domestic enterprises, which are concerned with the stabilization of their market position and further increase of competitiveness, the problem of finding innovative strategic directions of production and commercial activity is extremely important. Under such conditions, strategic planning should play an extremely important role in the effective management of the enterprise as a whole



and its organizational and structural units in particular.

**Basic text.** Since, given the problems of our study, we aim to clarify the nature and features of strategic marketing planning in the enterprise, we propose to consider strategic marketing planning as a process of managing the balance between marketing goals and capabilities of the enterprise and its resource potential.

It should be noted that the main task of strategic planning should be considered to increase the profitability of activities and perform its most important functions: marketing planning, productivity planning, innovation planning, human resources and more.

According to the above, we state that at most enterprises the tasks of strategic planning are: profit planning, in particular its positive dynamics; planning of volumes of expense items, due to reduction of expenses of the business entity; growth of absolute and relative market shares of the enterprise; improving his social policy.

It should be noted that strategic planning is one of the most important parts of the planning system in the enterprise. In our opinion, strategic planning should be considered as a tool used in the process of forming the goals of the enterprise and helps to unite the staff of the enterprise to achieve them.

With the help of strategic planning "...the company weighs a set of problems related to the purposeful reorientation of new products and assortment, implementation and use of new technologies, marketing development, improving the management structure of the enterprise, timely and quality training and retraining" [1].

In our opinion, the most important task of strategic planning is revealed precisely through the provision of innovations that are necessary for the viability of the enterprise and its further economic growth.

In an unstable economy, there are no universal approaches to marketing planning. Each company in the process of its activities uses a variety of methods and techniques to maintain sales of its products and enter new target market segments, pricing strategies and tools to optimize activities, because in this case everything is individual and depends on the goals of the company, its market position and resource provision [2, p.196].

However, in order to obtain the projected result of the implementation of system planning, any company must strictly adhere to the consistent implementation of the developed plans, adhering to control measures at each stage of the planning process with the possibility of making the necessary adjustments and additions.

We are convinced that in order to achieve the set strategic goals, enterprises must structure the mechanism of strategic planning of their marketing activities as clearly as possible, determine effective means, methods and tools in forming each of the points of the strategic plan. It should be borne in mind that the effectiveness of the strategic marketing plan will be maximum if its development will rely on qualitative and quantitative indicators will be specifically defined and clearly defined goals, strategies and practical measures.

In general, companies will be able to get the maximum effect by using the optimal structure of the strategic marketing plan, subject to the principles of: complexity and completeness of the original data, which is determined by the



maximum consideration of all important factors of influence; clarity and specificity, display of planned indicators in numerical form with maximum accuracy; sequence and coherence of actions in the planning process; the quality of planning functions, such as coordination, systematization of work and its optimization; cost-effectiveness, due to the optimal effective ratio of costs for the organization of planning and profit from the implementation of planned activities.

As today innovations cover all directions and spheres of activity of the marketing-oriented enterprises, we suggest to heads of such enterprises to concentrate planning of all innovations of their commodity nomenclature in the uniform complex plan of innovative development of the enterprises.

Innovation planning in the enterprise management system is a relatively independent subsystem (i.e. a holistic system for its constituent elements), containing a set of specific tools, rules, structural bodies, information and processes aimed at preparing and ensuring the implementation of innovation plans [3, p. 247].

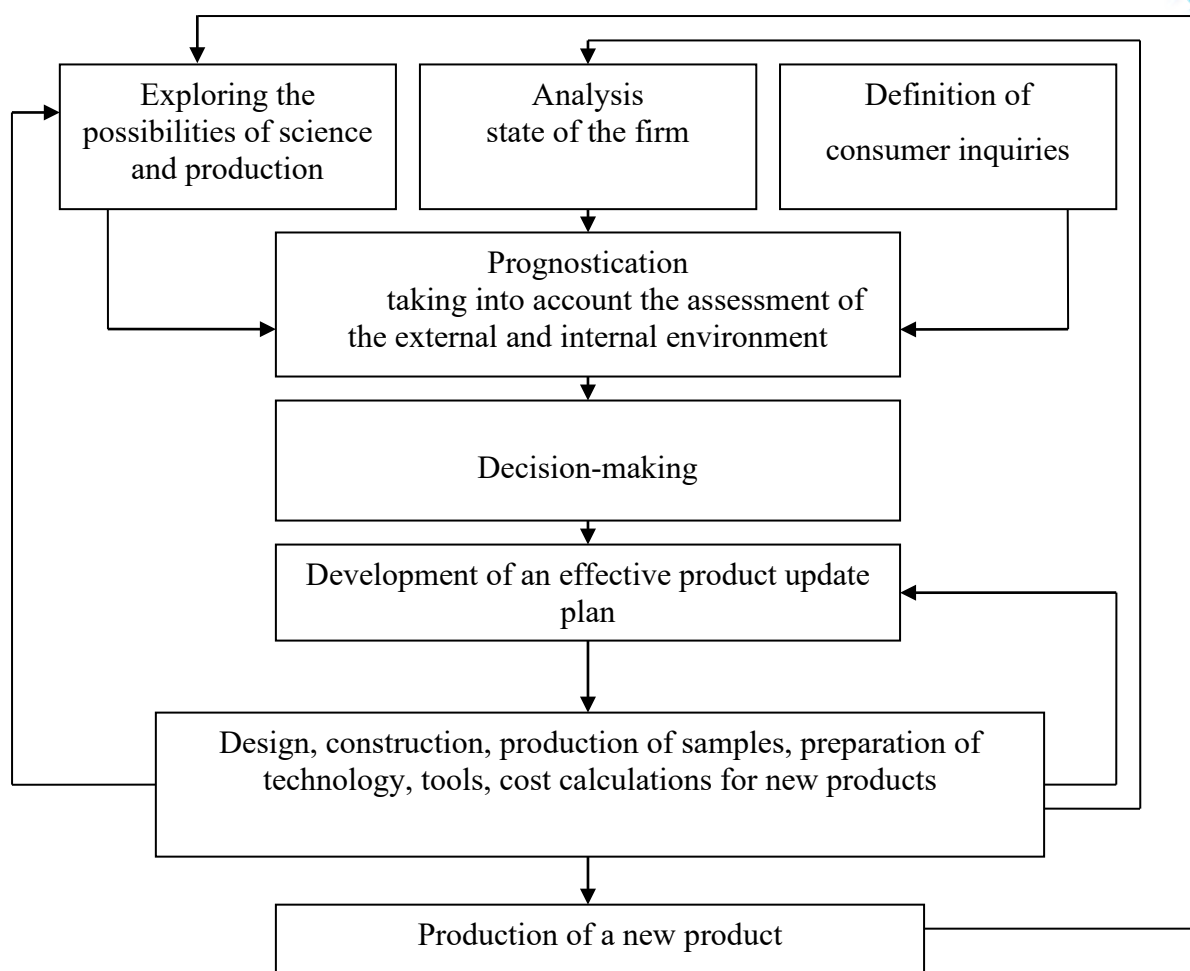
The process of planning innovative developments should include three main stages, namely setting the task, developing the actual plan and implementing the management decision formed according to the developed plan. Given the above, we offer companies to plan the development of innovations in terms of product range to carry out a model that reflects the main stages of this planning process (Fig. 1).

According to the above algorithm for planning the development of new products, the central place belongs to the development of an effective plan for product upgrades. We must emphasize the management of enterprises that planning the development of new products should include not only technical development of innovations, but also supported by a number of organizational and economic measures, the main focus of which should be to meet consumer demand and increase efficiency.

Based on the above, the planning of innovations should be considered one of the most important tools for developing the production program of enterprises, given that the planning itself plays a key role in the process of its economic justification.

The above proposals for strategic planning and a thorough analysis of the environment allowed, taking into account the identified impact of each of the factors in the planning process, to build for the research object LLC "RPC" Grace - Engineering "", which develops and implements innovative technologies and carries out developments with the subsequent introduction to the market of innovative products in terms of its product range, several versions of scenarios in the future to form effective and flexible to change environmental functional strategies in terms of the overall strategy "Maxi-maxi" aimed at strengthening existing positions. It is proposed to develop three main scenarios of external environment development on the basis of SWOT analysis: optimistic, pessimistic and realistic.

When compiling an optimistic scenario, it is proposed to select the factors and indicators that have the greatest positive impact on the enterprise. When developing a pessimistic scenario, the tendencies that negatively affect the development of the business entity should be taken into account as much as possible. Predicting a realistic scenario should be based on trends that are more likely to occur, regardless of the potential strength of the positive or negative effects.



**Fig. 1. Stages of strategic planning for the development of new products**

Source: supplemented by [4, p. 66]

According to the method of extrapolation, we forecast the total amount of net income from sales of enterprise products and the indicator of net income from sales in foreign markets. The forecasting was carried out for a five-year period, taking into account that the implementation of the planned actions in terms of the strategy "Maxi-maxi" requires some time (Table 1).

According to the obtained forecast indicators, according to the realistic scenario, we forecast a gradual increase in net income from sales of products both in general at the enterprise and from the work of RPC "Grace - Engineering" on the foreign market. We expect average annual growth of 7.44% and 8.15%, respectively. These figures are slightly lower than the actual - by 1.7 percentage points and 2.55%, respectively, due to the less volatile nature of the forecast data due to the more coordinated operation of the enterprise according to a certain structure of the strategic - marketing plan. As a result, the projected average indicators in the realistic scenario should exceed the actual Wednesday value of net sales revenue by UAH 46,511.44 thousand and UAH 41,309.86 thousand in accordance.

According to our proposed approach to the optimistic and pessimistic scenario of LLC "RPC" Grace - Engineering "" within the strategy "Maxi-maxi" we calculate the forecast values of net income from sales in general and from the operation of the enterprise in the foreign market (Table 2 ).

**Table 1****Actual and forecast values of net sales indicators in a realistic scenario**

Actual periods	Actual values of net income from sales, thousand UAH		Forecast periods	Forecast values of net income from sales in a realistic scenario, thousand UAH	
	Total net income	incl. in the foreign market		Total net income	incl. in the foreign market
2015	75,132.00	56,649.50	t+1	116,260.28	93,682,58
2016	77,065.00	59,263.00	t+2	125,924.76	102,301,66
2017	75,814.00	58,452.60	t+3	135,589.24	110,920,74
2018	110,782.20	88,625.80	t+4	145,253,72	119,539,82
2019	106,595.80	85,063.50	t+5	154,918,20	128,158,90
Average annual growth rate,%	109.14	110.70	Average annual growth rate,%	107,44	108,15
On average for five years, thousand UAH	89,077.8	69,610.88	On average for five years, thousand UAH	135,589,24	110,920,74

*Author's development*

**Table 2****Forecast values of net income from sales in optimistic and pessimistic scenarios, thousand UAH**

Forecast periods	Optimistic scenario		Pessimistic scenarios	
	Total net sales revenue	incl. in the foreign market	Total net sales revenue	incl. in the foreign market
t+1	122,073.29	98,366.71	110,447.27	88,998.45
t+2	132,220.99	107,416.74	119,628.52	97,186.58
t+3	142,368.70	116,466.78	128,809.78	105,374.70
t+4	152,516.41	125,516.81	137,991.03	113,562.83
t+5	162,664.11	134,566.85	147,172.29	121,750.96
On average for five years, thousand UAH	142,368.70	116,466.78	128,809.78	105,374.70

*Author's development*

The calculated indicators of net income from sales in realistic, optimistic and pessimistic scenarios give an idea of the degree of probable fluctuations due to deviations from the planned measures within the strategy "Maxi-maxi" and unregulated impact on the company's environmental factors.

The result of an effective process of marketing strategic planning is to obtain the desired amount of income. This approach, in our opinion, helps to maximize the solution of all current problems to increase the competitiveness of the enterprise. If the development scenario will meet the needs of customers in the range of products and its quality parameters; determining the main competitive advantages in accordance with the market situation, bringing to market the planned innovative products, introduction of innovative technologies into the production process and all this with the optimal organization of effective management decisions, the company has every chance to achieve the goal.

**Summary and conclusions.** The prerequisites for the need for strategic



planning of marketing activities of modern enterprises were considered. It is proved that to obtain the projected result of the implementation of system planning, the company must strictly adhere to the consistent implementation of the developed plans, adhering to control measures at each stage of the planning process with the possibility of making necessary adjustments and additions. It is recommended to the management of the enterprise to concentrate planning of all innovations of its commodity nomenclature in the uniform complex plan of innovative development of the enterprise. It is proposed to plan the development of innovations in terms of product range to carry out a model that reflects the main stages of the planning process.

The forecast values of net income from sales were obtained in realistic, optimistic and pessimistic scenarios. It is substantiated by practical confirmation that the implementation of alternative planning for the future will allow companies to meaningfully study the impact of the most important environmental factors for them and build several versions of scenarios for future developments. It is noted that according to the results of the proposed method of analysis, the management of enterprises will have reasonable grounds for the formation and implementation of effective and flexible to environmental changes marketing strategies.

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#### **Анотація.**

*В статті зазначено, що мінливість та нестабільність ринкового середовища створюють необхідність для системного запровадження сучасних підходів стратегічного планування в діяльності підприємств.*

*Запропоновано стратегічне планування розглядати як інструмент, що використовується в процесі формування цілей діяльності підприємства та сприяє об'єднанню персоналу підприємства задля їх досягнення.*

*Обґрунтовано, що задля отримання прогнозованого результату діяльності від запровадження системного планування будь яке підприємство має чітко дотримуватися послідовного виконання розроблених планів, дотримуючись контрольних заходів на кожному з етапів планового процесу з можливістю здійснення необхідних коригувань та внесення доповнень. Вказано, що підприємства задля досягнення поставлених стратегічних цілей мають максимально чітко здійснювати структурування механізму стратегічного планування своєї маркетингової, зокрема інноваційної діяльності, визначитися з ефективними засобами, методами та інструментами при формуванні кожного з пунктів стратегічного плану. Акцентовано увагу на те, що ефективність стратегічного маркетингового плану буде максимальною якщо в його розробку покладатимуться якісні та кількісні показники, будуть конкретно визначені та чітко сформульовані цілі, стратегії та практичні заходи.*

*Зазначено, що за сучасних ринкових умов особливої значущості набуває планування діяльності суб'єктів господарювання на довгострокову перспективу. Організація системи планування на підприємстві має сприяти підвищенню ефективності та стійкості виробництва. Зокрема, поточне планування має включати розробку прогнозів та оцінювання ризиків, передбачати складання маркетингових програм. Було отримані прогнозні значення показників чистого доходу від реалізації за реалістичним, оптимістичним та песимістичним сценаріями. Обґрунтовано за практичного підтвердження, що здійснення альтернативного планування на перспективу дозволять підприємствам змістовно досліджувати вплив найбільш значущих для них факторів зовнішнього середовища та будувати декілька версій сценаріїв розвитку подій у майбутньому. Зазначено, що за отриманими результатами запропонованої методики аналізу, керівництво підприємств матиме обґрунтовані підстави для формування та втілення ефективних та гнучких до змін оточуючого середовища маркетингових стратегій.*

*Рекомендовано керівникам підприємств зосередити планування всіх нововведень їх товарної номенклатури в єдиному комплексному стратегічному плані інноваційного розвитку підприємств.*

**Ключові слова:** маркетинг, маркетингове середовище, планування, стратегічний план, інновації, стратегія, сценарії розвитку, екстраполяція, прогноз, ринок, ризик, ефект.

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