

СЕКЦІЯ 2. ЕКОНОМІКА ТА УПРАВЛІННЯ ПІДПРИЄМСТВАМИ

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BENCHMARKING AS A TOOL FOR IMPLEMENTING THE MARKETING POLICY OF THE ENTERPRISE

Entrepreneurial activity today requires new approaches in the formation and implementation of strategies for its development, which in the context of general macroeconomic instability is of particular relevance and requires an effective solution. Among these issues, the most acutely traced problems associated with changes in the marketing policy of enterprises, focused on the search and implementation of unconventional solutions. A special place in this process is given to benchmarking as a “regular assessment of the quality process and business processes, along with comparison with the benchmark partners, will drive continuous improvement” [1, p. 342].

Benchmarking is the process of identifying, researching, borrowing and adapting the best practices of enterprises in one industry, as well as enterprises in other industries, for the purpose of development. Scientists view it as an effective marketing technology. After all, benchmarking is an effective tool for determining the position of an organization in comparison with similar ones. Competent adoption of the experience of successful companies and the introduction of the best methods of work in the practical activities of the enterprise allows you to reduce costs, increase profits,

optimize the choice of strategy, sell competitive products both in the domestic market and internationally” [2, p. 90].

The main stages of benchmarking as an effective marketing policy tool are:

1. Determination of the benchmarking object. At this stage, the needs of the enterprise for changes, modernization are established; analysis and assessment of the efficiency of the enterprise is carried out; highlights the main operations that affect the result of the enterprise, as well as the method of quantitative measurement of characteristics.

2. Choosing a benchmarking partner. It is necessary to determine whether the benchmarking will be external or internal; a search is made for reference enterprises; contacts are established with these enterprises; the criteria by which the assessment and analysis will be made are formulated. “Collaboration and cooperation across industries and between companies are increasingly seen as a way to achieve enhanced capabilities centred on novel innovations and increased value creation” [3].

3. Search for information. You need to collect information about your enterprise and benchmarking partners. For this, both primary and secondary data are used. The information received must be comprehensively verified.

4. Analysis. The information obtained is classified, systematized, the method of analysis is selected, the degree of achievement of goals and factors determining the result is assessed. “Looking at the successful quality processes enables us to see where and how we can improve our own quality improvement process” [1, p. XXV].

5. Implementation. Development of an implementation plan, control procedures, assessment and analysis of the implementation process. Ensure that the changeable processes achieve high efficiency. “Looking at the good practices of other companies is one of the first steps in creating the vision of the company you want to be” [1, p. 24]. Thus, benchmarking can be considered as one of the most important areas of strategically oriented marketing research.

That is, “the content of benchmarking consists of identifying differences in comparison with an analogue (reference), determining the reasons for these differences

and identifying opportunities for improving the benchmarking object. Its goal is to improve business and increase competitiveness. The achievement of the goal occurs due to the solution of the following two tasks: measuring one's own performance and comparing indicators with others; learning and applying the best practices of others in their organization. The benchmark can be either a competing company or any enterprise in Ukraine or in the world" [4].

The use of benchmarking in the development of marketing policies in enterprises, in fact, consists of the implementation of four sequential actions:

1. Understanding the details of your own business processes.
2. Analysis of business processes of other analogous enterprises.
3. Comparison of the results of their own actions with the results of the companies under consideration.
4. Implementation of the necessary changes to reduce the backlog.

In the process of shaping marketing policy, the experience of leading companies operating in the market is important, since it can help in determining the strategic direction of development and facilitate the allocation of limited resources of the enterprise. Because the knowledge of leading companies' working methods and customer needs obtained in the process of benchmarking is important information necessary for the development of the enterprise. After all, focusing on reliable and proven experience helps to reduce risk, allows businessmen to avoid many mistakes, to lower the monetary costs associated with gaining their own experience.

The use of benchmarking in marketing planning ensures that the basic requirements of the marketing environment and buyers are taken into account when developing marketing policies. The goals, objectives and principles of industrial enterprises, depending on the mission of the enterprise, can be determined by the results of benchmarking.

When developing a marketing policy, it is necessary to study and analyze how the company is adapted to market requirements and what needs to be done to improve its performance. That is, the primary problem is to change the internal activities of enterprises in accordance with the requirements of the market. Only after researching

and studying the internal environment of the enterprise it is advisable to apply benchmarking. Since the introduction, adaptation and implementation of the experience of leading companies in some cases may be impossible due to the lack of the minimum required level of provision of material, financial or intellectual resources.

The procedure of benchmarking analysis in marketing is carried out in several stages – preparatory, direct comparative analysis, development of an enterprise development strategy based on the results of benchmarking and monitoring the implementation of the change implementation process.

Benchmarking is implemented as a development consisting of a certain sequence of stages. Each stage implies the application of the appropriate methodology and implementation techniques, analysis and use of the information base. In order to rationally choose the areas of activity, the volume of the necessary resource base and create relationships between the areas of its activity, the entrepreneurial structure must clearly understand the strategic features of the development of the industry in which it operates. Consequently, at the first stage of benchmarking, an industry analysis should be carried out, examining the degree and characteristics of competition in the market, the behavior of customers and the nature of the behavior of suppliers of critical resources, barriers to market entry, mobility and adaptability of production processes. By means of industry analysis, the reasons for the deviations of the indicators of the investigated enterprise are revealed. The next stage involves a detailed study of market competition. First of all, it analyzes how important the direction of business is for a competitor, its volume of resources and the necessary funding for the development of the chosen direction.

Having identified the most profitable market segments and assessing your own competitive advantages, you should choose a role model. “To achieve the most effective results in a short time, benchmarking experts advise not only to find such organizations and accumulate data on their activities, advanced management decisions, but also to establish contacts with them. After the data is collected, analyzed and classified, the feasibility of achieving the goal and the factors influencing the result are

assessed. At the next stage, a plan is developed, the purpose of which is to achieve high efficiency of changing processes” [5, p. 147-148].

Consequently, the use of benchmarking tools in enterprises in a rapidly changing market environment and makes it possible to effectively implement marketing policies. The latter should be based on an analysis of the strengths and weaknesses of the enterprise, the development of strategic guidelines based on the experience of leaders to eliminate the lag and reach leading positions, improve business processes, which will increase the efficiency of resource use and obtain the desired results.

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