

MARKETING MANAGEMENT IN THE SALES ACTIVITIES OF THE ENTERPRISE

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Management of the sales activities of the enterprise in the conditions of increased competition in the sales markets, an increase in costs related to the sale and promotion of goods, as well as an increase in consumer demands for the quality of service for domestic manufacturers is one of the most important tasks, the effectiveness of which depends on the result of the entire enterprise.

For a manufacturing enterprise, the main element of implementation is the presence of a developed sales system, which includes logistics and transport components. The efficiency of the enterprise in general depends on the correctness of the selected product sales channels, the level of automation of the sales system, and the consistency of transport and logistics components.

In view of the above, the management of sales activities is interpreted from different angles, but most often it is considered from the standpoint of the classical approach, namely as a process of planning, organization, motivation and control of the company's sales activities, which is necessary for the formation and achievement of the sales goal. Thus, the management of sales activities is a management activity aimed at achieving the company's goals, which is related to the formation of demand for goods and services of the manufacturer (seller), their implementation with the help of intensification of the determined demand.

Among foreign scientists, there are two main concepts of defining the concept of "sales" [1]:

– in a broad sense, "sales" is the process of moving goods from the producer to the consumer, which begins with the completion of production and ends with the handover of the goods to the consumer;

– in a narrow sense, "sales" is a process that covers only the final part – the direct transfer of legal ownership of goods from the seller to the final consumer (intermediary) – sale.

The multitude of interpretations of "sales activity" allows us to identify many common features: sales activity is one of the sources of the company's competitive advantages; sales activity is aimed at the commercial completion (making a profit) of the enterprise's marketing and production activities; sales activity is a continuation of production activity; sales activities are dynamic because sales markets are dynamic in nature.

The systematization of scientific approaches to determining the content of the definition "sales activity" is reduced to consideration of the sales activity of the enterprise from the standpoint of the organization:

– trade activity – through the system of organizing the sale of goods, their delivery to the consumer and after-sales service and distribution (processes of organizing the optimal movement of products through effective distribution channels);

– marketing activity – a system of demand formation, sales promotion and organization of commodity exchange and ensuring the efficiency of product sales [2].

According to the analysis of scientific approaches to the functional filling of sales, we propose to single out three generalizing functions performed during sales activities:

– marketing, which combines market analysis, distribution and direct sales;

– logistic, which is responsible for the physical distribution (movement) of products (goods movement);

– organizational and managerial, which provides motivation and control of sales activities, organizes sales;

– other important functions for the enterprise.

When planning sales activities, it is important to determine the main factors affecting it, this is necessary in order to investigate the potential impact on it in the future.

Among the factors affecting the sale of products are [3, p. 180]:

– the company's position on the market – the company's image; funds with which the company finances sales activities; the general structure of the product range;

– seasonality of sales – changes in the volume of sales depending on the change of seasons;

– pricing – price is an important factor in the competitiveness and financial stability of the enterprise;

- clients - final buyers, dealers or intermediaries;

– personnel – the quality of training of sales, marketing, and logistics department employees;

– taxation – optimization of the tax burden;

– market factors – market capacity, market type; the number of intermediaries in the process of moving goods from the producer to the consumer;

- the level of advertising and other sales promotion measures - a product that is known on the market has a greater chance of being chosen by the end consumer;

- the impact of competition - a systematic analysis of the company's competitive position on the market will allow the company to maintain or strengthen its position on the market;

- product quality is a key indicator of the company's activity and a factor in its competitiveness;

- terms and procedure of payment – convenience and flexibility of making payments;

- supply logistics - the choice of conditions for the delivery order is quite wide, starting from the fact that the customer picks up the products himself, and ending with well-organized deliveries using optimal transport schemes.

Taking into account the proposed list of factors affecting the sale of products, we note the complexity of the process of managing the company's sales activities, which is explained by the need for mutual coordination and the implementation of a large number of measures, such as: conducting an analysis of the sales activity of the enterprise as a whole and of each distribution channel; forecasting the market situation; planning of sales volumes of the company's products according to the main range of products; preparation of a financial plan for the implementation of sales operations; selection and justification of distribution channels; establishing sales norms for each of the intermediaries of the enterprise; determination of the boundaries of the geographical markets of product sales; forecasting product sales in new markets; analysis of turnover maintenance costs for each sales channel in order to identify unprofitable types of products, unprofitable customers and sales areas; research of sales activities of competitors; development of optimal forms of material incentives, etc.

Thus, management of sales activities characterizes management functions and reflects the level of achievement of marketing, logistics and financial goals, that is, management of sales activities is a complex and multifaceted activity that requires systematic analysis and improvement.

When evaluating the sales activity of the enterprise, it is necessary to determine the methods of its research. Among such methods can be used: the comparison method, which involves comparing data from different years (or time periods), competitors, market leaders, etc.; the formal-logical method - its application by interviewing industry experts and specialists of trade enterprises makes it possible to determine the main trends of market development, competitors, own advantages and disadvantages; economic and mathematical methods based on the construction of mathematical models with a high degree of probability to determine the state and prospects of the development of the target market.

Management of sales activities of enterprises is based on the following principles: study of consumer needs, service of various categories of consumers, contractual work with stakeholders, formation of stocks of finished products, transportation of products; differentiation of product consumers depending on consumption volumes (retail, wholesale); application of modern information and communication technologies using specialized software (CRM, ERP, etc.), automated control systems (ACS), economic and mathematical methods.

The proposed methods are used in the development of indicators for evaluating the effectiveness of sales activities of enterprises.

The calculation of the overall (complex) effectiveness of the sales activity of the enterprise is connected with the definition of criteria and the formation of the necessary system of indicators, i.e. when performing the analysis of the effectiveness of the sales activity, it is necessary to calculate not only the main indicators that will make it possible to calculate the sales effect, but also other indicators that do not directly reflect this effect, however, they are no less important when evaluating the company's sales activity - they are indicators used to evaluate the company's sales performance in dynamics.

At the first stage of calculating the effectiveness of the marketing sales system, it is worth conducting an analysis in the direction from the general assessment of effectiveness to the determination of the influence of individual factors of the marketing environment. At the second stage, it is necessary to adhere to the principles of ensuring the interconnection of criteria and the system of specific performance indicators; taking into account the efficiency of the use of all types of resources; performance of stimulating functions with indicators for the purpose of determining the available reserves for the growth of sales efficiency.

The importance of managing the company's sales activities is also emphasized by the fact that the final result, the success of all the company's previous efforts aimed at making a profit, is determined in the field of sales. Adapting the sales network to the needs of buyers, the manufacturer also actively influences the buyer, thereby winning the competition.

Thus, the conducted study of the theoretical foundations of the management of the company's sales activities and the evaluation of its effectiveness proved the complexity and importance of the sales sphere for the companies as a whole.

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