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## THE COMPLEX SYSTEM FOR MANAGEMENT OF MARKETING COMMUNICATIONS IN ENTERPRISES

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### Stetsenko V. V. The Complex System for Management of Marketing Communications in Enterprises

The article is aimed to highlight the issue of organizational provisions for the marketing communications management process at the consumer cooperation enterprises in Ukraine. It is suggested to consider the complex system for management of marketing communications in the indicated enterprises as a set of management, information, financial, material, and other resources in the field of communications, which ensure the readiness and the ability of enterprises to interact with community, to influence the latter, to organize its appropriate actions taking into account changes in competition and the external marketing environment. It is specified that the complex system for management of marketing communications covers three blocks: information system for management of marketing communications (accumulation of information resources and management of the internal information resources), system for marketing management of communications (planning, implementation, control) and system for support of marketing communications (HR, marketing and anti-crisis support).

**Key words:** marketing communications, management, information system for management of marketing communications, system for marketing management of communications, system for support of marketing communications.

**Fig.:** 1. **Bibl.:** 8.

**Stetsenko Volodymyr V.** – Candidate of Sciences (Economics), Associate Professor, Department of Economic Theory and Applied Economics, Poltava University of Economics and Trade (vul. Kovalya, 3, Poltava, 36014, Ukraine)

**E-mail:** vladimirfun@gmail.com

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### Стеценко В. В. Комплексна система управління маркетинговими комунікаціями на підприємствах

Метою статті є висвітлення питання організаційного забезпечення процесу управління маркетинговими комунікаціями на підприємствах споживчої кооперації України. Комплексну систему управління маркетинговими комунікаціями на означених підприємствах запропоновано розглядати як сукупність управлінських, інформаційних, фінансових, матеріальних, допоміжних та інших ресурсів у сфері комунікацій, що забезпечать готовність і здатність підприємств взаємодіяти з громадськістю, впливати на неї, формувати її відповідні дії з урахуванням змін конкурентної боротьби та зовнішнього маркетингового середовища. Зазначено, що комплексна система управління маркетинговими комунікаціями охоплює три блоки: інформаційну систему управління маркетинговими комунікаціями (накопичення інформаційних ресурсів та управління внутрішніми інформаційними ресурсами), систему маркетингового управління комунікаціями (планування, реалізація, контроль) і систему підтримки маркетингових комунікацій (кадрова, маркетингова та антикризова підтримка).

**Ключові слова:** маркетингові комунікації, управління, інформаційна система управління маркетинговими комунікаціями, система маркетингового управління комунікаціями, система підтримки маркетингових комунікацій.

**Рис.:** 1. **Бібл.:** 8.

**Стеценко Володимир Валерійович** – кандидат економічних наук, доцент кафедри економічної теорії та прикладної економіки, Полтавський університет економіки і торгівлі (вул. Ковалю, 3, Полтава, 36014, Україна)

**E-mail:** vladimirfun@gmail.com

УДК 339.138:334735(477)

### Стеценко В. В. Комплексная система управления маркетинговыми коммуникациями на предприятиях

Целью статьи является освещение вопроса организационного обеспечения процесса управления маркетинговыми коммуникациями на предприятиях потребительской кооперации Украины. Комплексную систему управления маркетинговыми коммуникациями на указанных предприятиях предложено рассматривать как совокупность управленческих, информационных, финансовых, материальных, вспомогательных и других ресурсов в области коммуникаций, обеспечивающих готовность и способность предприятий взаимодействовать с общественностью, влиять на нее, формировать ее соответствующие действия с учетом изменений конкурентной борьбы и внешней маркетинговой среды. Указано, что комплексная система управления маркетинговыми коммуникациями охватывает три блока: информационную систему управления маркетинговыми коммуникациями (накопление информационных ресурсов и управление внутренними информационными ресурсами), систему маркетингового управления коммуникациями (планирование, реализация, контроль) и систему поддержки маркетинговых коммуникаций (кадровая, маркетинговая и антикризисная поддержка).

**Ключевые слова:** маркетинговые коммуникации, управление, информационная система управления маркетинговыми коммуникациями, система маркетингового управления коммуникациями, система поддержки маркетинговых коммуникаций.

**Рис.:** 1. **Библ.:** 8.

**Стеценко Владимир Валериевич** – кандидат экономических наук, доцент кафедры экономической теории и прикладной экономики, Полтавский университет экономики и торговли (ул. Ковалю, 3, Полтава, 36014, Украина)

**E-mail:** vladimirfun@gmail.com

At the modern stage of Ukrainian economy development, during the transition to a new public relationship, Ukrainian enterprises have to pay attention to: improvement of communication activities; increasing their openness to people; industrial and commercial processes, technologies, economic indicators of functioning; public groups attracting for correcting the process of enterprise activities with the purpose of its adaptation to the changeable market situation. Taking this into account, all branches enterprises can provide their promise and stability based on the complex system of marketing communications application. The given statement also applies to the enterprises of consumer cooperatives in Ukraine.

Among the scientists who researched this problem, one should mention such practitioners and theorists of enterprise management as A. Vertiachykh, O. Vorobiov, A. Hermanchuk, I. Pavlenko, N. Pinchuk, S. Sardak, O. Severin, M. Tverdohlebova etc. In particular, the problem of marketing processes in the enterprises of consumer cooperatives was studied by S. Babenko, L. Voinash, V. Stambolin, I. Yurko etc. In their research works they paid attention to market factors, which determine marketing formation in the branch of cooperatives, and to marketing complex functioning in the chain enterprises of the given branch.

However, the problem of marketing communications management as an integral part of marketing activities in the given enterprises is not completely researched.

The task of our research is substantiation of necessity for application of the complex system of marketing communications management as an important element for the process of modern management in consumer cooperatives enterprise.

The complex management system of marketing communications in the enterprises of consumer cooperatives

can be defined as a set of administrative, informational, financial, material, support and other resources in the sphere of communications which provide the enterprises ability to interact with community, influence on it, form its appropriate actions taking into account changes of competition and external marketing environment (Fig. 1).

Thus, the complex system of marketing communications management covers the three blocks: the informational system of marketing communications management, the system of marketing management of communications and the system of marketing communications support which, in their turn, consist of certain elements and need more detailed review.

1. The informational system of marketing communications management in consumer cooperatives enterprises has a purpose to organize communications by optimization of communication networks and informational channels, take more substantiated and appropriate decisions as for marketing communications management. The informational system consists of two subsystems: information accumulation and internal informational resources in the sphere of communications.

When accumulating informational resources about marketing communications management it is necessary to create a unified informational database [3, p. 142–144], which is going to have certain advantages: thorough description of communication activities direction; possibility to identify the features of different community groups, consumer cooperatives enterprise (staff, shareholders, mass media, consumers, authorities, intermediaries, suppliers, representatives of contact audiences, competitors) cooperates with; rational planning and comparison with factual meaning of communications indicators.

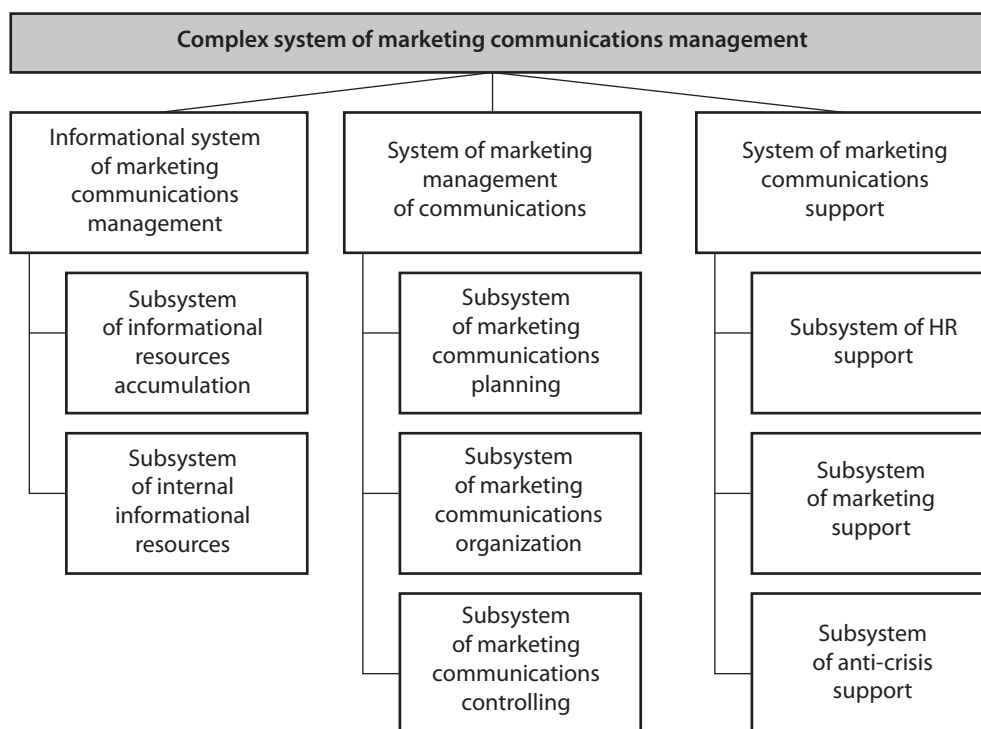


Fig. 1. The complex system of marketing communications management in the enterprises of consumer cooperatives, which is proposed

The research of the external information competitiveness is the first indicator of communications cooperation diagnostics and it is determined by the level of blocking up this information, level of information reticence, rumors in information flows, level of twisting the communication messages, communication barriers in the channels transmitting their information to people, using the modern methods of information transmitting [4, p. 311].

In the modern conditions the totality of methods, ways and forms used in communication activities forms a certain communication style of the enterprise. So, it should be indicated that the external communication style depending on the level of information publicity and feedback efficiency could be of five types: positions protection, communication lagging, justified publicity, deficit of publicity, efficient publicity [2, p. 84]. Within limits of the determined communication style, it is expedient to form appropriate strategies of marketing communications using, with the purpose either to improve or maintain the current positions as to the desired communication style of consumer cooperatives enterprise.

The second component in the system of marketing communications management in the enterprise is a subsystem of the internal informational resources formed by the monitoring of the internal informational interaction and the new technologies security.

**M**onitoring of the internal informational interaction must include tracking and maintaining the proper level of rationality, informational competitiveness and expediency of communication networks in consumer cooperatives enterprise. This will help the specialists to achieve their goals for the internal communication activities: social and public efficiency of marketing communications application; positive information ongoing to general public that is outside the internal informational field of the enterprise.

The important element of the internal informational resources is the new technologies supplement for the process of planning, implementation and estimation of consumer cooperatives enterprise's marketing communication activities. The new technologies security consists of: using the new ways of gathering, processing and storing the information; application of progressive and informational technologies. The aim of progressive and informational technologies application in marketing communication activities is to embrace a wide audience with a communication impact, increase the capacity of informational channels, optimize communication activities of consumer cooperatives enterprises.

2. The second important element of the complex system of marketing communications management in the enterprises of consumer cooperatives is the system of marketing communications management, which includes such subsystems: planning, organization and controlling for marketing communications.

The determining element of the given system is the planning. The functional efficiency of the whole complex system of marketing communications management will depend on how successfully conducted the planning of communication activities.

Strategic planning must embrace the following main directions of activities [1, p. 307]:

- ✦ providing for strategic communication directions;
- ✦ marketing research planning and performing;
- ✦ communication competitiveness of the enterprise, its activities and production planning;
- ✦ enterprises-competitors' communication activities planning;
- ✦ strategic application sets development for marketing communications;
- ✦ providing for community groups expectations.

While tactical planning, it is necessary to pay attention to [1, p. 310]:

- ✦ complex of tactical events for marketing communications development (totality of tactical elements and events concretizing the formed strategies);
- ✦ directions of communication budget (methods of calculation, necessary financial allocations);
- ✦ communication and economic effect planning for marketing communications application (their deviations from the current condition, positivity or negativity of the direction, intensity and limits);
- ✦ HR management stages planning is responsible for marketing communications (HR policy development as to marketing communication activities realization, accepting the need of good staff, developing the plan of the staff needs satisfaction);
- ✦ anticipation of the sympathy (neutral, positive or negative) and activity (high, medium, low or passive) of a community for the future period;
- ✦ structure of marketing communications tools' fundamental development.

Operative planning within limits of the complex system of marketing communications management provides for [7, p. 426]:

- ✦ development of a program and operational plans as to marketing communications application. The mentioned aspects identify: who, what, when, where has to work with the concretization of personal responsibility, time and place of implementation;
- ✦ budget of marketing communications determines the amount of money for communication events and its re-distribution of the corresponding resources;
- ✦ **choosing the channels for marketing communications distribution;**
- ✦ choosing the communication tools and foreseeing their efficiency.

The important element of the following subsystem of marketing communications is modeling the enterprise's image.

**T**he task of image modeling for consumer cooperatives enterprise is in continual and active expanding the level of public adherence and increasing a scale of the created image attraction, for the above mentioned it is necessary to determine the competitive advantages in the reputation and correspondence of the actions to the demands of a community.

That is why it is expedient to model the image of consumer cooperatives enterprise according to the proposed aspects: social and ethic, intra-organizational, business and consumer.

The following element of the proposed subsystem is an arrangement of communication activities, including generally accepted procedures of this process:

- ✦ research management of marketing environment;
- ✦ implementation of the developed communication strategies;
- ✦ choice and application of the corresponding marketing tools;
- ✦ management of marketing communications application and their efficiency.

The last element of marketing communications subsystem organizing is an arrangement of public relations directed upon establishment and upholding friendly relations with public groups as an integral part of image modeling for consumer cooperatives enterprise according to the determined aspects.

Taking into account the fact that consumer cooperatives enterprises need scientifically substantiated recommendations as for marketing communication activity estimation, there is an urgent need for providing special marketing controlling of these activities.

**M**arketing communications controlling as an important direction of the analytical work substantiates the functioning of the complex system of marketing communications management, displays the drawbacks of the given system functioning with the purpose to correct these activities in time. Marketing communications controlling is directed upon securing the optimal balance of the efforts made and the results received, it has to provide for corresponding level of mutual understanding between the enterprise and public groups, creation and support of positive image for consumer cooperatives enterprise, strengthening the positive image of corporative unity and effective managerial decision making in the branch of marketing communications.

Coordination of communication activities takes a special place in the process of controlling, its goal from one hand – estimation of timely correcting level, from the other – development of correcting tools.

3. The final element of the complex system of marketing communications management is the system of marketing communications support, including: HR, marketing and anti-crisis support systems. It is necessary to mention that the internal elements of each component of the marketing communications support system are based upon the distribution of generally accepted managerial functions (planning, organization, motivation, control).

HR policy of an enterprise and staff competitiveness, responsible for planning and realization of communication events, are decisive factors in the subsystem of HR support.

HR policy of an enterprise as to marketing communications management includes [6, p 347]:

- ✦ staff responsible for communication activities;
- ✦ learning and certification training in the branch of marketing communications;
- ✦ HR regulation, responsible for marketing communications in the enterprise.

For effective HR policy, the competitiveness of personnel is very important, it is expressed by the following criteria: level of competence, experience and personal quali-

ties, responsible for communication activities of consumer cooperatives enterprise.

The second subsystem of the complex system of marketing communications management – marketing support of communication tools concerns with managing the tools of marketing communications within limits of the communication strategy chosen for the enterprise [8, p. 245]. It combines the elements of marketing communications management with the following functions: bringing in the propositions as to marketing communications application, which are substantiated to the specifics of the enterprise activities, budgeting, search and activation of the most effective channels of transferring the proposed communication tools, profitability analysis and communication expenses efficiency, analysis of marketing communications impact efficiency upon the community of consumer cooperatives enterprises.

The final subsystem of marketing communications support is anti-crisis support of communication activities, which consists of planning, and realization of marketing communication tools in crisis situations and conflict management policy. The given management functions mostly concern with the general enterprise management, but we think that if communication activity is considered as an obligatory kind of activity it also touches upon the mentioned aspects.

Marketing communications activities of the enterprise in the crisis situation is a very important problem. The mentioned activities in the crisis situation are correspondent to the following directions [5, p. 239]: identifying the probability of the crisis or conflict situations arising; post crisis communication actions planning; anticipating the effect after the enterprise copes with the crisis or conflict; forming the system of communication tools during the crisis; the enterprise's actions as a reaction on the factual crisis situation (internal and external origin); estimation of anti-crisis actions program; outer rumors managing .

Conflict management policy provides for: diagnostics of social and psychological, organizational and administrative components of the internal environment of consumer cooperatives enterprise; identification of the potential conflict situations and optimization of appropriate actions to fight the conflicts or incidents; neutralization the conflicts of internal environment in the enterprise environment; managing the internal rumors in the enterprise.

## CONCLUSIONS

The implementation of the complex system of marketing communications management will promote the efficiency increasing of communication activities of consumer cooperatives enterprises in Ukraine. ■

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