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MARKET PLANNING IN THE MARKET ECONOMY

Стаття присвячена практичним аспектам змісту маркетингового плану і його підготовки з врахуванням діяльності компаній в складних ринкових умовах. Підготовлена в рамках проектів VEGA 1/0468/08 (інноваційні стратегії в сфері послуг) і SK-UA-0015-09 (Науково-технічне співробітництво в не технологічних інноваціях, орієнтоване на порівняння теорії і практики в Словаччині та Україні).

Статья посвящена практическим аспектам содержания маркетингового плана и его подготовке с учетом деятельности компаний в трудных рыночных условиях. Подготовлена в рамках проектов VEGA 1/0468/08 (Инновационные стратегии в сфере услуг) и SK-UA-0015-09 (Научно-техническое сотрудничество в нетехнологических инновациях, ориентированное на сравнение теории и практики в Словакии и Украине).

Theory of marketing planning dates back to the fifties of last century, when many marketing experts pointed to the necessity, effectiveness and positive effects of marketing planning in business.

Marketing planning process involves seven main steps (Cooper, Lane, 1999):

- a) identification of current situation (What is current economic situation of the company?);
- b) internal audit (What have company achieved?);
- c) external audit (Which market company operates? Who are its competitors?);
- d) determination of marketing mix (How is product, price, distribution and promotion strategy of company?);
- e) determination of goals (What company wants to achieve?);
- f) preparation of marketing plan (What process should company chose in order to achieve given goals?);
- g) monitoring and evaluation of implementation and fulfilment of marketing plan (Does company act according to set marketing plan?)

One of the components of marketing planning process is to create a marketing plan. According to Bednář (2003), it is possible to talk about the five most important effects of marketing plan for company: minimizing of business risk, focusing on increasing the turnover and profit of company, monitoring and analysis of company success, determination of methods for achieving goals and improving image of company. Marketing planning is regarded as strategic part of any company, but many companies do not enough emphasize on creating effective marketing plan. Many managers are no table to create good marketing plan and many marketing departments consider marketing plan as necessary administrative formality. Excellently prepared marketing plan also could help company to live through bad conditions.

Marketing plan is one of functional components of business plan. Its primary objective is to improve business results of company through realization effective marketing activities. Its preparation is therefore critically important for companies. (Cooper, Lane, 1999).

Kotler (2000) defines two types of marketing plan. **Strategic marketing plan** determines wider marketing objectives and strategies for their achieving. They result from analysis of current market situation and opportunities from external environment of company. **Tactical marketing plans** set specific marketing tactics and include selected marketing communications tools, pricing, distribution, service portfolio, etc. In terms of time factor, marketing plans can be divided as short-term and long-term. Long-term marketing plans are set for a period 3–5 years and are focused on development of new products, investments into marketing activities, product design and packaging.

Short-term marketing plans are prepared for period 1–2 years. They include market research, sales predictions for coming period, marketing communication tools appropriate for particular phase of product life cycle, pricing, distribution and other marketing activities. Already in the eighties and the nineties of last century, marketing experts have described the necessity of marketing plan. But until nowadays, there has not been determined universal and general contents. Comparison of selected concepts of marketing plan content is listed in Fig. 1.

Comparison of marketing planning conceptions clarifies that all authors defined own steps of general planning process which differ each other and they give different attention to particular planning phase. For example, Abell

emphasis determining field of business, but he does not significantly focus on analysis, prognosis, strengths and weaknesses of company, which are very important during marketing plan preparation. Kohler gives more attention to this aspect in his seven-level planning process.

Dominant functions	Conceptions			
	Abell 1980	Day 1986	Kohler 1991	Kotler 1992
Analysis and prognosis		Anticipatory targets, opportunities and risks, strengths, weaknesses, targets concretization	Definition of basic business problems	Analysis of market opportunities
Targets	Determination of combination product-market		Diagnosis of achieved market position	Selection of target markets
Creation of strategy	Selection of essential means and processes	Identification of key factors, creation of strategy intentions	Development of multidimensional target trajectory	Creation of marketing strategies
Evaluation, selection of strategy, budgets	Allocation of resources	Evaluation of situation and intentions	Measures planning and budgets	Creation of marketing programmes
Implementation		Implementation of strategies and targets		
Monitoring	Determination of criteria and standards for comparison		Measures monitoring and searching of initial indicators of early warning	Implementation and monitoring of plans

Fig. 1: Comparison of selected conceptions of strategic marketing planning
 (Source: MEFFERT, H.: Marketing & management. Praha: Grada Publishing, 1996, p. 45)

Conceptions and marketing planning phases have significantly changed in comparison with past. Nowadays, they are more oriented on customers and competition and they are also more realistic than in the past. Also there are no longer so significant differences between the views of experts on marketing plan content, as it was in the past.

Although there is still not established general form of marketing plan, all concepts are very similar. Result of research of current conceptions of marketing plan content realized within projects VEGA 1/0468/08 (Innovative strategies in service sector) and SK-UA-0015-09 (Scientific-technical cooperation in non-technological innovations focused on comparison their theoretical and practical aspects in Slovakia and Ukraine) is shown in Tab. 1

Through comparison listed above, it can be said, that in general most of marketing plans consists of eight main sections: **overall summary, situation analysis or current marketing situation, SWOT analysis and context analysis, marketing objectives, marketing strategies, action programmes, budget, monitoring marketing plan fulfilment.**

Comparison of conceptions of marketing plan content in market economy

	Content of marketing plan according to Westwood (1999)	Content of marketing plan according to Kotler (2000)	Content of marketing plan according to Bednář (2003)	Content of marketing plan according to Lesáková (2007)
1	Marketing research of internal and external environment of company Analysis of strengths and weaknesses	Summary and brief content	Overall summary	Overall summary
2	Determination of assumptions	Current marketing situation	Situation analysis	Current marketing situation
3	Prognostics	SWOT analysis and context analysis		SWOT analysis and analysis of resorts
4	Definition of marketing targets	Marketing targets	Marketing targets	Marketing targets
5	Definition of marketing strategies	Marketing strategies	Marketing strategies	Marketing strategies
6	Definition of programmes	Action programmes	Action programmes	Programmes of activities
7	Budgeting	Declaration of projected profit	Budget	Projected profit and loss
8	Examination of results Review of objectives, strategies and programmes	Monitoring	Measurement and control system Annexes	Monitoring plan

Individual parts can briefly characterized as following:

– **Overall summary and brief content**

This section presents the whole company and business, its main targets and strategies for defined period of marketing plan. Through it can company management quickly understand the main ideas of plan. At the beginning of planning process, it is appropriate to outline the main idea and subsequently elaborate it. At the end of planning, it is necessary to return to summary and appropriately edit all formulations set at the beginning.

– **Current marketing situation**

This part of marketing plan presents basic data about sales, costs, profits, market, competition and micro-environment of company.

– **SWOT analysis and context analysis**

After collecting data on current marketing situation follows SWOT analysis – identification of main opportunities and threats from external environment, together with determination of strengths and weaknesses of company. It is necessary to analyze everything according to type, size and orientation of company, for example position at market, product portfolio, implementation of quality management tools, etc.

– **Marketing targets**

Based on the results of previous analysis, there are determined marketing targets of company. Targets can be seen as future business state, which company want to achieve. It is important to set goals which are measurable and can be evaluated (it is recommended to focus on 3–4 main goals).

– **Marketing strategies**

Marketing targets determine what company want to achieve and strategy define how it is possible to reach desired state. Particular parts of marketing mix (product, price, distribution and communication strategies) are set in marketing strategy.

– **Action programmes**

Action programmes represent elaboration of strategy into particular activities and tasks. It is important to address several questions: What should be done? What is main target of activity? Who is responsible for the activity? When do given activities start and quit?

– **Budgeting**

Anticipated marketing costs are set in budget. Marketing costs consist of costs for fulfilment marketing action programmes, costs for sales and administration connected with sale and marketing. Approved budget is base for elaboration one part of financial plan.

– **Monitoring**

Methods and intervals of monitoring of marketing targets fulfilment are set in this part of marketing plan. Evaluation should be realized quarterly at least, but the most effective es monthly evaluation. Plan with recommendations how to react on unpredictable situations is part of monitoring section.

During marketin plan compilation it is necessary to meet basic requirements which include clarity, conciseness, complexity and feasibility of planned activities and optimum range of marketing plan. Extensive research, focused on marketing plan compiling confirmed these useful rules (Blažková, 2007):

– Proposed marketing plan should be present in the company and after approval all employees who will implement it should be familiar with its content; because good marketing plan is good and effective if is good and effective its implementation;

– Ideal situation is when employees who will implement the plan are also involved in its preparing, because through this, they can better identify with plan; marketing is affair of the whole company and so it is very important to familiarize all employees with plan and even better – involve them into its preparation and get feedback from all parts of company;

– Plan is not static document, because environment conditions where it is implemented, change frequently. For this reason, it is necessary to review and update marketing plan regularly in order to respond current conditions and changes in micro-environment a macro-environment of company. Another way is to compile several variants of marketing plan or design flexible marketing plan. Marketing research at University of Žilina is recently focused right to this type of plan.

Compilation of good marketing plan is time-consuming and difficult. Company has to avoid ineffective marketing campaigns and tactics; illogical layout of particular parts of plan; uncertainties in specific targets, strategies and tactics; absence of alternative scenarios (reactions to changes); incorrect determination of costs and inefficient set of budget.

The paper, which deals with practical affairs of marketing plan content and preparing in terms of companies operating in current difficult market environment, was created within projects VEGA 1/0468/08 (Innovative strategies in service sector) and SK-UA-0015-09 (Scientific-technical cooperation in non- technological innovations focused on comparison their theoretical and practical aspects in Slovakia and Ukraine). Their aim is along theoretical development of innovative processes in company's activities (including marketing activities), to create and make available research results for business practice.

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ІННОВАЦІЙНІ ВАЖЕЛІ ОРГАНІЗАЦІЙНОГО РОЗВИТКУ

Проаналізовано вплив інновацій різного типу на процес організаційного розвитку. Обґрунтовано послідовність етапів планування інноваційної діяльності та організаційного розвитку.

The influence of different types of innovations on the process of development of organization is examined. The consecution of planning steps of innovation activity and development of organization is established.