

**Kyiv National University of Trade and Economics**  
**Department of international economic relations**

**FINAL QUALIFYING PAPER**

**on the topic:**

**“Assessment of the International Marketing Effectiveness at the Enterprise”  
(based on the data of PJSC “EcoTekhnika”, Kyiv)**

Student of the 2<sup>nd</sup> year, group 5a,  
speciality 073 «Management»,  
specialization «Management of  
foreign economic activities »

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**ВИПУСКНА КВАЛІФІКАЦІЙНА РОБОТА**

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## ABSTRACT

### **Krutko M. Assessment of the International Marketing Effectiveness at the Enterprise.**

Qualifying work for obtaining a master's degree in specialty 073 «Management», specialization «Management of foreign economic activities ». Kyiv National University of Trade and Economics, 2018.

In the final qualifying work theoretical foundations of the international marketing: its essence, international marketing task and tools, the marketing environment and methodological approaches to international marketing efficiency's assessment of at the enterprise are highlighted.

The financial and economic activity of "EcoTekhnika" PJSC is analyzed, the analysis of foreign environment of the company is provided. Present international marketing activities in relation to the environmental threats and opportunities are evaluated.

The potential for improving the efficiency of international marketing is justified. A set of measures to improve international marketing productivity at PJSC "EcoTekhnika" is developed. Prospect estimation of the indicators of international marketing efficiency as a consequence of proposed measures is defined.

**Key words:** marketing, international marketing, marketing efficiency, international marketing environment, 4 P's, factors of international marketing activity.

## АНОТАЦІЯ

### **Крутко М. Оцінка ефективності міжнародного маркетингу на підприємстві.**

Кваліфікаційна робота по отриманні магістра за спеціальністю 073 «Менеджмент», спеціалізація «Управління зовнішньоекономічною діяльністю». Київський національний торговельно-економічний університет, 2018 р.

У заключній кваліфікаційній роботі висвітлено теоретичні основи міжнародного маркетингу: його сутність, завдання та інструменти міжнародного маркетингу, маркетингове середовище та методологічні підходи до оцінки ефективності міжнародного маркетингу на підприємстві.

Проаналізовано фінансово-господарську діяльність ПАТ "ЕкоТехніка", надано аналіз зовнішнього середовища компанії. Оцінюються сучасні міжнародні маркетингові заходи щодо екологічних загроз та можливостей. Потенціал для підвищення ефективності міжнародного маркетингу обґрунтовано. Розроблено комплекс заходів щодо підвищення продуктивності міжнародного маркетингу на ПАТ «ЕкоТехніка». Оцінка перспективи показників ефективності міжнародного маркетингу як наслідок запропонованих заходів.

**Ключові слова:** маркетинг, міжнародний маркетинг, ефективність маркетингу, міжнародне маркетингове середовище, 4 Р, фактори міжнародної маркетингової діяльності.

**Kyiv National University of Trade and Economics**  
**International economic relations department**

**SUMMARY**  
**TO THE FINAL QUALIFYING PAPER**  
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**(based on the data of PJSC “EcoTekhnika”, Kyiv)**

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Kyiv 2018

Final qualifying paper: 116 p., Figures - 14, Tables - 32, appendices - 2, references - 72

**The object of investigation** is the process of international marketing at the enterprise, its main tasks and tools.

**The subject of investigation** the theoretical and methodological aspects of international marketing at PJSC “EcoTekhnika”

**Enterprise that is a basis for writing master diploma work** is PJSC “EcoTekhnika”.

**Purpose of final qualifying work** is justification of the potential for improving the efficiency of international marketing at PJSC “EcoTechnika”.

**Task:** highlight the main tasks and tools of international marketing at the enterprise; understand methodological approaches of international marketing; analyze financial and economic indicators of activities of PJSC “EcoTekhnika; evaluate current international marketing activities at the enterprise; analyze the state of international marketing at PJSC “EkoTekhnika”; develop a set of measures for the adaptation of international marketing technologies to the practical activities for PJSC “EcoTekhnika”; project the company perspectives of successful development at international markets.

**Methods of investigation:** axiomatic (basing on existing general theoretical positions); analysis and synthesis (researching the methodological approaches to assess the effectiveness of the import substitution strategy); method of comparison and generalization (analysis of financial and economic activity of the enterprise); methods of economic and mathematical modeling (evaluation of the international marketing effectiveness); expert assessment (determining the importance of the rating criteria of suppliers).

**In the introduction** to the work the actuality and the practical value of the chosen topic are explained; the purpose and the urgency of its practical significance are

formulated, the research object, the subject of research and its tasks are represented. Also methodological and theoretical part of the study, methods that were used in the work are described.

**The first part of work** "Theoretical and methodical basis of international marketing of enterprises" reveals the theoretical foundations of the international marketing: its essence, international marketing task and tools, the marketing environment and methodological approaches to international marketing efficiency's assessment of at the enterprise.

**In the second part** of the work "Analysis of the of international marketing activity at PJSC "EcoTekhnika" the financial and economic activity of "EcoTekhnika" PJSC are analyzed, the analysis of foreign environment of the company is provided.

**In the third part** of the work "Improving of the international marketing efficiency at PJSC "EcoTekhnika" the potential for improving the efficiency of international marketing is justified. A set of measures to improve international marketing productivity at PJSC "EcoTekhnika" is developed. Prospect estimation of the indicators of international marketing efficiency as a consequence of proposed measures is defined.

**Conclusions and proposals** contains theoretical generalization and ascertain solutions to the given scientific problem, the essence of which is in the comprehensive study, assessment and effective management of international marketing in the researched company.

## CONTENTS

<b>INTRODUCTION</b> .....	3
<b>PART 1. THEORETICAL AND METHODOLOGICAL BASIS OF INTERNATIONAL MARKETING OF ENTERPRISE</b> .....	5
1.1. The essence, tasks and tools of international marketing at the enterprise.....	5
1.2. Impact of external factors on international marketing activity.....	13
1.3. Methodological approaches to international marketing efficiency’s assessment of at the enterprise.....	21
<b>CONCLUSIONS TO THE PART 1</b> .....	29
<b>PART 2. ANALYSIS OF THE OF INTERNATIONAL MARKETING ACTIVITY AT PJSC “ECOTEKHNKA”</b> .....	31
2.1. Analysis of financial and economic indicators of activities at PJCS“EcoTekhnika”.....	31
2.2 Evaluation of present international marketing activities in relation to the environmental threats and opportunities.....	44
2.3 Assessment of the effectiveness of international marketing at PJSC“EcoTekhnika”.....	53
<b>CONCLUSIONS TO THE PART 2</b> .....	61
<b>PART 3. IMPROVING OF THE INTERNATIONAL MARKETING EFFICIENCY AT PJSC “ECOTEKHNKA”</b> .....	63
3.1. Justification of the potential for improving the efficiency of international marketing .....	63



3.2 Development of a set of measures to improve international marketing productivity at PJSC “EcoTekhnika” .....	74
3.3. Prospect estimation of the indicators of international marketing efficiency as a consequence of proposed measures.....	87
<b>CONCLUSIONS TO THE PART 3</b> .....	97
<b>CONCLUSIONS</b> .....	99
<b>REFERENCES</b> .....	103
<b>APPENDICES</b> .....	111

## **INTRODUCTION**

One of the central place in the company's activity, which wants to be represented at foreign markets, is the international marketing and market research by itself. However, the demand on different good and services, interests and customers' wishes are determined the most on the market and must be examined.

It is important for the company to create a department of professional marketers who will analyze the foreign markets, find out all competitors, determine the target, examine tastes of existing and potential customers also be able to evaluate accurately the state of international marketing at the enterprise and subsequently develop and improve effective international marketing strategy.

The problem of analysis and improvement of the effective international marketing at the enterprise is devoted to a number of works of domestic and foreign scientists, among which works of A. Mazaraki, T. Melnyk, A. Chernomaz, Ph. Kotler,

T. Tsygankova, V. Terpstra, R. Sorathy, Ph. Cateora, J. Graham and others.

The relevance of the work depends on the fact that nowadays every international enterprise should learn deeply how to identify and satisfy customers'

needs and wants to achieve the highest profit and company's goals. International marketing is needed to ensure effective business activity in the foreign markets, to provide long-term high income, to attract the maximum number of customers.

The purpose of chosen topic is justification of the potential for improving the efficiency of international marketing at PJSC "EcoTechnika". Also the purpose is the development and active implementation of effective international marketing policy at "EkoTekhnika".

According to the main purpose, the following tasks were determined:

- highlight the main tasks and tools of international marketing at the enterprise;
- analyze the impact of external factors on international marketing activity;
- define methodological approaches to international marketing efficiency's assessment of at the enterprise;
- analyze financial and economic indicators of activities of PJSC "EcoTekhnika";
- evaluate current international marketing activities at the enterprise;
- estimate the effectiveness of international marketing at the enterprise PJSC "EcoTekhnika";
- justify the potential for improving the efficiency of international marketing;
- develop a set of measures for the adaptation of international marketing to the practical activities for PJSC "EcoTekhnika";
- estimate the indicators of international marketing efficiency as a consequence of proposed measures.

**The object of investigation** is the process of international marketing at the enterprise, its main tasks and tools.

**The subject of investigation** the theoretical and methodological aspects of international marketing at PJSC "EcoTekhnika".

Methods of investigation: axiomatic (basing on existing general theoretical positions); analysis and synthesis; method of comparison and generalization (analysis of financial and economic activity of the enterprise); methods of economic and

mathematical modeling (evaluation of the international marketing effectiveness); expert assessment.

Information base. The information base is monographs, periodical economic literature, generalizations obtained during the entershhip at the enterprise.

Structure of the work. This work contains 3 parts, 14 figures, 32 tables, 2 appendixes and 75 references.

So in this research work attention is focused on the organization of the set of marketing tools for the adaptation the efficient marketing at “EkoTekhnika” for its successful representation at foreign markets.

Following all the given advices the PJSC “EcoTekhnika” may operate more successfully on the foreign markets, increase its profit based on export, present Ukraine as a well-developed manufacturing country, which may be a worthy participant in the world’s trade.

## **PART 1. THEORETICAL AND METHODOICAL BASIS OF INTERNATIONAL MARKETING OF ENTERPRISES**

### **1.1. The Essence Tasks and Tools of International Marketing at the Enterprise.**

In the sphere of international economic relations, there is a certain transformation of the concept of marketing. In relation to the foreign trade activities of the firm the marketing should be understood as the company activity that aimed to develop and implement an effective marketing policy in the foreign market.

The first mentions about the international marketing appeared in early 60's of the last century. The feasibility of using marketing was due to the need to ensure effective international trade of goods and services, the amount of which had reached significant proportions. In the early 1960's international trade became a major component of international economic relations, which had a positive outlook for the global economy as a whole. The future development of international trade provided a deeper division of labor between different countries and contributed to the further integration of national economies into the world economy. Because of this, firms from different countries began to search for more favorable conditions for their

entrepreneurial activity in foreign markets, due to the development of which they increased the volume of production and deepened specialization.

Thus, the positive changes in international economic relations that have caused globalization and integration of national economies, the new economic order that has developed and all the time evolving on the principles of liberalization and cooperation, has contributed to the practical use of international marketing, its development and became the main prerequisite for its emergence [25].

In a more narrow sense, international marketing can be characterized as marketing in foreign markets. The criterion by which it can be distinguished is the state border. All marketing work, focused on the foreign interests of the company, belongs to the sphere of international marketing [63].

Different scientists have different approach to the essence of international marketing. All of them are highlighting the main points, tasks and tools of its operating at the company. The different approaches are summarized in the table 1. 1.

*Table 1.1*

### **Different Approaches to the International Marketing Definition**

Scientist	Definition
A. Mazaraki	International marketing is applied science and educational discipline, the concept of international business and a practical activity aimed at optimizing the interaction of supply and demand through material (material assets) and intangible (services, know-how) exchange of market actors who are in different countries [19].
T. Tsygankova	International marketing is the marketing activity of a firm outside of the national boundaries [22].
T. Pritychenko	International marketing is marketing of goods and services that are carried out by the enterprise outside the national borders of the country, that means on external markets [26].
Ph. Cateora	International marketing is the performance of business activities designed to plan, price, promote and direct flow of company's goods and services to consumers or users in more than one nation for profit [45].
V. Terpstra, R. Sorathy	International marketing consists of finding and satisfying global customer needs better than domestic and international competition and coordinating marketing activities with in global environment constraints [61].
Ph. Kotler	International marketing is concerned with integrating or standardising marketing actions across a number of geographic markets [58].

American Marketing Association (AMA)	"International marketing is the multinational process of planning and executing the conception, pricing, promotion and distribution (4 p's) of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives." As we see, In contrast to the definition of marketing only the word multinational has been added.
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*Source:* created by author on the basis of [19, 22, 26, 45, 61, 58]

- According to the definitions presented above we can say that international marketing is generally defined as a classic marketing concept and a set of marketing tools which have to be adapted or standardized within different international environments in order to assure effective company's activity in the foreign markets and to provide long-term prosperity of the enterprise. Definitely, taking into account universal marketing concept, the successful international marketing operation can be achieved only through understanding and learning of consumer's needs and wants as a starting point of international marketing's activity process in order to determine corresponding consumers value that should be offered on the particular foreign market.

Summarizing these approaches, we will define that international marketing is a market concept of management of the international activity of the firm, focused on the inquiries of end users of different countries and the formation of their advantages in accordance with strategic goals of optimization and expansion of business in global scales. International marketing is a macro and microeconomic category that defines marketing technologies for international activities at the firm level [26].

Consequently, the most common definition of the international marketing task is to form the controllable elements of marketing decisions (product, price, promotion and distribution) within the framework of uncontrollable elements of the market place (competition, consumer behaviors, politics, etc) in such a way that marketing objectives are achieved [47]. (figure 1.1)

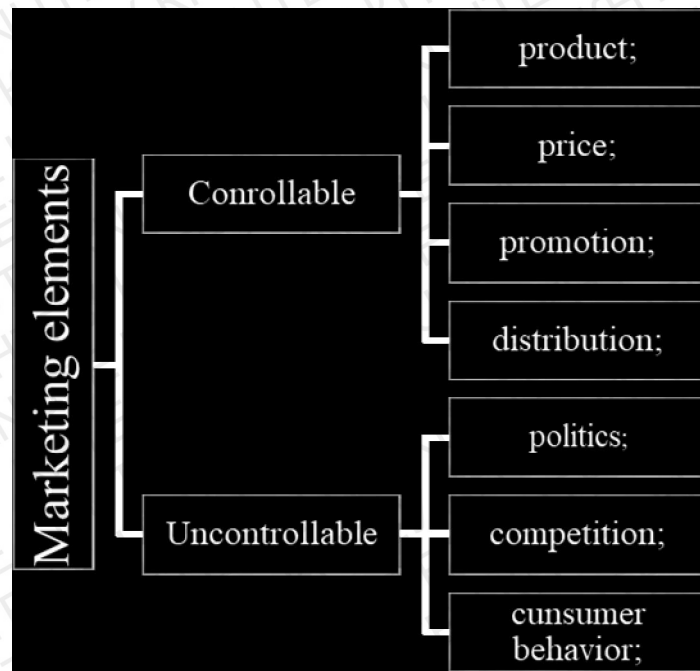


Figure. 1.1. Elements of international marketing environment.

*Source:* created by author on the basis of [58]

The reason why international marketing task is more complicated than domestic one is that international marketers have to take into account at least two levels of uncontrollable elements. To be successful on the global market they should pay attention and deal with both domestic and foreign uncontrollable elements. Their task is to monitor, examine, predict all factors which can influence the state and changes at the market, such as technologies, economic climate, competition, consumer behavior, etc. Marketers cannot control the uncontrollable elements, but should learn how to adapt to them or, in other words, must manage them.

The same as at the domestic market, at global market the firm can use four main instruments of international marketing, taking into account real needs and requirements for a separate foreign market. These tools are: product, price, promotion and place of sale (distribution). These four main tools listed above form international marketing complex or Marketing Mix which is the mix of controllable marketing variabilities that the firm uses to pursue the desired level of sale on the target market [4].

The complex of modern marketing includes all the measures that the enterprise introduces to create and intensify demand for its goods. This is the planning and

product development, price policy, the formation of product distribution channels, information support of products, the creation of trademarks and brands, the provision of appropriate packaging, the establishment and maintenance of mutually beneficial relations with partners, customers, etc. As a universal marketing tool, the marketing package serves as a "key" to almost any market.

International marketing tools are very important elements for the international company at foreign markets, whose goal is first to make the export product known and attractive to a foreign consumer, second to obtain higher profit as the main objective for all commercial firms.

Marketing complex is a set of marketing tools, the certain structure of which ensures the achievement of the set of goals and decisions of marketing tasks in the specific target. The combination of such tools forms the marketing efforts of the enterprise in the target market. In each individual case, marketing tools are selected in such a way to ensure their optimal impact within the selected marketing objectives.

Since the end of 1950s pp. marketing system is defined as a "marketing mix". At the end of the 1970s, the marketing tools were united by Jerome McCarthy in four groups and the system was named "Concept of 4 P's": product, place, promotion and price.

"Product" is a marketing tool aimed to form such qualities and functional properties of the good of the enterprise, which meet the requirements of the target market and contribute to meet its needs.

#### Typical Marketing Decisions [58]:

- product design – features, quality;
- product assortment – product range, product mix, product lines;
- branding;
- packaging and labeling;
- services (complementary service, after-sales service, service level);
- guarantees and warranties;
- returns;
- managing products through the life-cycle.

"Price" is a marketing tool that determines the price for the company's products, the forms and methods of its payment by the consumer. Price is a monetary assessment of the value of goods for the consumer.

Typical Marketing Decisions [58]:

- price strategy;
- price tactics;
- price-setting;
- allowances – e.g. rebates for distributors;
- discounts – for customers;
- payment terms – credit, payment methods.

“Place” is a marketing tool that covers the scope of the product produced by the company, generates ways to bring it from the manufacturer to the end user, determines the intensity, methods and forms of selling the product on the market to the target consumer.

Typical Marketing Decisions [58]:

- strategies such as intensive distribution, selective distribution, exclusive distribution;
- franchising;
- market coverage;
- channel member selection and channel member relationships;
- assortment;
- location decisions;
- inventory;
- transport, warehousing and logistics.

"Promotion" is a marketing tool that summarizes the stimulating function of marketing and is designed to shape the demand in the direction desired by the enterprise.

Typical Marketing Decisions [58]:



- promotional mix - appropriate balance of advertising, PR, direct marketing and sales promotion;
- message strategy - what is to be communicated;
- channel/ media strategy - how to reach the target audience;
- message Frequency - how often to communicate;

The realization of each of tasks and use of all tools allows a higher level of production efficiency and, therefore, achieving the main goal of every enterprise which is maximizing profits. Assuming that the main goal of the global market is to maximize profits, the company that implements international marketing, proceeds from the fact that it primarily meets the real needs and needs of specific products and at the expense of it receives the profit it desires.

The modern concept of international marketing determines the next [58]:

1. A comprehensive study of the world market situation, including changes in the field of public needs caused by:
  - the development of world trade;
  - scientific and technological progress and corresponding structural changes in the economy;
  - the ratio of forces and positions of the subjects on the world market;
2. The use of market information to develop new types of products which are capable to meet the dynamically changing needs of the world market;
3. Substantiation of optimal methods of output and organizational forms of company presence abroad and the creation of business alliances for the effective expansion of foreign markets;
4. Adaptation or standardization of the home marketing strategy to the conditions of the foreign market environment, in particular the organization of production and sales in conditions of international division of labor, specialization and co-operation, in order to achieve maximum commercial effect.

From all analyzed facts, one may conclude that marketing should be considered as an integral part of the whole system of knowledge in the field of marketing. Its genetic basis is the factors of spatial and geographical order, which are related to the

activities of enterprises in the markets of other countries. It supposedly complements national and "home" marketing.

International marketing is an indispensable attribute of the functioning of enterprises outside the domestic country, which promotes the entrepreneurial activity of native companies on foreign markets and creates conditions that are most favorable for business [43].

In its development the international marketing went through couple of stages. They are:

1. Domestic marketing. Sale of goods abroad without further accompaniment. The exporter is liable to the buyer only until the time of the delivery or sale and, as a rule, he is not interested in the future of the products sold.

2. Export marketing. The exporter systematically processes the foreign market and adapts its production to the demands of this market. In this case, the exporter constantly investigates this market and tries to control the entire way of the goods to the end consumer.

3. International marketing. Exporter deeply explores the market and uses the entire set of marketing tools for its processing, as well as various forms of foreign economic relations: scientific and technical exchange, joint ventures, contract manufacturing, subsidiaries, etc.

4. Multinational marketing. Multinational marketing is the process of advertising and selling products and services to customers around the world. It is sometimes called global marketing because it allows companies, even smaller-sized ones, to expand into new markets via the Internet, international distribution and competitive pricing.

5. Pan-regional marketing. Pan-regional marketing occurs when a small business decides to go after neighboring international markets. While some companies take their marketing overseas to discover new clients, pan-regional marketers merely cross a border. Pan-regional marketing can be a good fit for small businesses since the costs are lower and there is less potential for complications than with some farther-reaching methods.

6. Global marketing. Global marketing is more than simply selling a product internationally. Rather, it includes the whole process of planning, producing, placing, and promoting a company's products in a worldwide market. Large businesses often have offices in the foreign countries they market to; but with the expansion of the Internet, even small companies can reach customers throughout the world.

Managerial competence of international marketing comprises organising International marketing activities in the foreign market, making decision regarding entities, organizational structures and types of control imposed by the parent company. For providing an efficient international marketing, it's highly important to have a professional managerial structure. Occupational managers have to properly analyze the market, find out new and existing competitors, learn the tastes and wishes of the clients and potential customers, develop effective strategies and take accurate decisions in international marketing field to lead the company achieve its main goals such as maximize the profit, make the brand known, be the leader of a particular segment or market.

Marketing activities abroad cover not only sales, but almost all functional areas of business activity: supply, research, development, production, finance. In fact, this is a market-oriented enterprise management in a foreign environment.

There is no universal formula for working on the world market based on the principles and methods of marketing, as well as there is no single organizational and managerial scheme for the implementation of international marketing activities by economic units. The concrete forms and content of such activities may vary significantly.

### **1.2. Impact of External Factors on International Marketing Activity.**

The activities of many modern enterprises are not limited to the domestic market. In an age of globalization, companies are trying to work in countries that offer the best conditions for doing so. This ensures an increase in sales, and hence

profits. The rapid development of communication technologies made it much easier to manage remotely and powerful companies quickly took advantage of it.

Trying to enter on a specific external market, the firm must take into account all factors of international business environment that give both direct and indirect impact on the efficiency of its operation. The (IBE) International Business Environment is multidimensional including the political risks, cultural differences, exchange risks, legal & taxation issues. The function of all these factors of IBE determines the environment of international marketing at the enterprise [12].

Obliviously every enterprise which has decided to participate in the foreign economic activities and enter foreign markets should study and monitor international marketing environment at the particular market. International marketing environment is defined as a component of international business environment that influences the company's capacity to promote and perform efficient operations on the market. International Marketing environment of an enterprise consists of the actors and forces outside marketing that affect marketing management ability to develop and maintain successful transactions with its target customers [4].

The international marketing environment needs to be studied and taken into account regardless of where the firm which is involved in foreign economic activity is situated. It is necessary to systematize and analyze the widest range of factors that have both direct and indirect impact on the efficiency of entrepreneurial activity in each foreign market. This approach allows the firm more fully utilize its capabilities in selected markets and avoid negative consequences for entrepreneurial activity. In other words, the firm can exclude possible risks on foreign markets.

Being the part of international business environment, the international marketing environment is a complex constellation of demands and constraints which the firm faces as it attempts to compete and grow. Identifying customer values in international markets requires a sophisticated understanding of differentiated expressions of customer needs, many of which are influenced by culture. Similarly, the task of communicating the values provide and their delivery in international markets is complex, requiring a great deal of understanding of the environment and

its influences. International marketing is characterized by the convergence of the company marketing process, usually in one country, and the customer's purchase decision process in another. This international marketing environment consists of a number of elements most of which lie outside the control of the firm. To these factors we can relate customers, competitors, culture and values, politics, economics and so on.

As a rule, international marketing environment includes following levels that influence company's activity:

1. Microenvironment is company internal environment that includes controllable factors that influence directly the ability of the company to achieve an offer standard desired by the customers. Firm, its product, place, promotion, logistics, employees, etc. are the components of microenvironment.

The analysis of the company's microenvironment from the international marketing point of view reveal company's capabilities and competitive advantage for this particular foreign market. As a rule, this analysis is made together with competitive environment analysis in order to produce a well-known analytical tool, known as a SWOT analysis. Main constituents of company's microenvironment are presented in the figure 1.2.

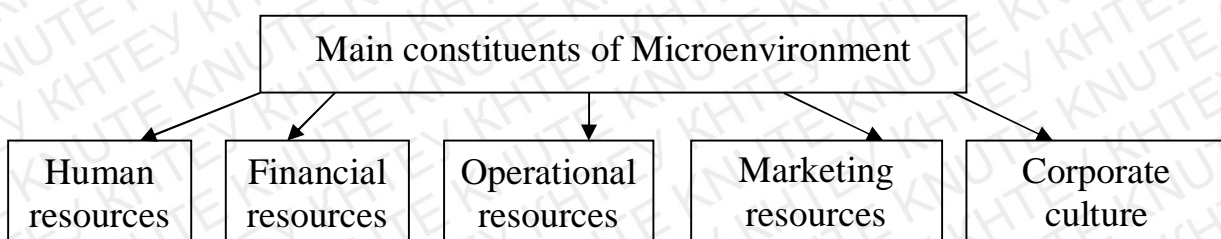


Figure 1.2. Main components of the firm's microenvironment [58]

Meso-environment comes from the term meso-economics. As defined by Stuart Holland meso-economics is the intermediate level between microeconomics (greek micros - small) and the level of macro-economy (greek macros - large) [53].

Meso-environment is an immediate to the enterprise environment that includes all organizations and institutions which have aspiration concerning the behavior and

performance of the company in doing its business. On the one hand we can say that this environment determines in which way the company is representing its networking in the market and the way it develops its relationships with stakeholders. Its constituents are clients, intermediaries, banks, competitors, suppliers and so on.

The meso-environmental school considers that not an exchange concept dominates on the international market (like customer-client, supplier-manufacturer link) but a relationship marketing, as a result of established, long term, stable relations between businesses.

One of the methods to analyze company's mesoenvironment is Porter's Five forces. The competition Porter's theory says that there are five driving forces on the market that determine the possible level of profit and long-term attractiveness on the market. This theory consists of the next five components:

- buying power determines how strong is the buyers' position, whether they can demand a price reduction or whether they can unite and carry out joint purchases. Bargaining power of buyers includes number of customers, differences between competitors, price sensitivity, ability to substitute, etc.
- supplier power shows how strong is the position of suppliers, the amount of potential suppliers, if they are able to dictate or rise prices. Bargaining power of suppliers consists of the number of suppliers, its size, company's ability to substitute, so on.
- threat of substitute product determines how easy it is to replace a product or service at a lower price and with greater functionality. It includes substitute performance and its cost.
- competitive rivalry is used to see whether there is a strong competition between players, whether there is a player-leader, whether there is a dominant group or all are equal in strength and size. The number of competitors, quality differences, customer loyalty are components of rivalry among the players.
- threat of new entrants show how easy it is for new players to enter the market, what are the barriers to entry into the industry, how easy they can start competition

with each other. It includes time and cost of entry, barriers to entry, specialists' knowledges, technology protection, etc.

3. Macroenvironment consists of major external and uncontrollable factors that influence organization decisions, and affect its performance and strategies on the foreign markets [26].

In the field of international marketing issues there are a wide range of issues of demand management, relations with subcontractors, intermediaries and consumers, analysis of technological, financial aspects of development, and much more. The combination of elements and factors of the international macroeconomic system acts in such a way as the marketing environment of a domestic enterprise (firm, company) is the participant in foreign economic activity. This environment because of the elements present in it can also be regarded as a heterogeneous phenomenon, within which there are different components as we mentioned before: the micro-environment and macro environment.

The internal environment of the firm, its external micro- and macroeconomic environment in foreign markets, as well as the principles and methods of conducting international marketing policy form the fabric of foreign economic activity, underlie the appropriate diverse practical work.

During international marketing activities, we have to take into account the impact on the economy not only the national policies, but also the actions of the government of the state whose markets are interesting for us. Moreover, it is necessary to take into account the effect of international agreements, as well as try to predict the development of political relations between the two states and between the transnational associations to which they enter or intend to enter.

The influence on the formation and implementation of various groups of activities within the marketing strategy of internationalization of enterprises is determined by many factors of external (uncontrollable) and internal (controlled). The controlled ones include those which are directly related to the enterprise, namely its organizational structures, financial, production, economic services, logistics departments, sales, advertising, etc.

The external factor which is influencing the formation and realization of measures within the marketing strategy of internationalization is the correspondence of the characteristics of the foreign and domestic markets. The basis for determining the level of compliance can be mental, economic, cultural, geographical and political characteristics

External factors reflect the features of the type of economic activity, the correspondence of characteristics of foreign and domestic markets, access to international markets and the risk of doing business on these markets. Taking into account the influence of external factors is determinant in the strategic management of the enterprise in the conditions of internationalization, when it is necessary to carry out activities in conditions that have developed in foreign markets. Uncontrollable (external) factors that affect the marketing activities of the company, include several factors: political, social, economic, international, technological, market, competitors.

Because nation-states have unique government systems, laws and regulations, taxes, duties, currencies, cultures, practices, etc. international business is decidedly more complex than business that operates exclusively in domestic markets.

The major task of international business involves understanding the sheer size of the global marketplace. There are currently more than 200 national markets in the world, presenting a seemingly endless supply of international business opportunities.

The main factors which influence international marketing management at the enterprise are shown in table 1.2.

*Table 1.2*

### **Factors and Indicators of Foreign Macro-Environment**

Factors (PESTEL)	Indicators
Economy	<p>These are factors that affect the purchasing power of the population, the level of its income and expenditure.</p> <p>These factors are: inflation rate, unemployment rate, gross national product and its dynamics, etc.</p>



Demography	This factor assumes the study of indicators such as population size, geographical distribution of population, migration, age composition of population, birth rate and mortality, family status.
Socio-cultural environment	Includes such factors as social groups, basic values, advantages world perception, behavior, belief systems, values, morals, habits, language, lifestyle.
Scientific and technological progress	Technological changes have a significant impact on the way of life, behavior, needs and benefits of the consumer. They affect all elements of the marketing complex, but most of all manifests itself in the aspect of innovation.
Natural environment	The natural environment as a factor of the marketing macro environment has recently become increasingly important due to the increase in the level of environmental pollution. Environmental problems were the main reason for the emergence of the concept of social and ethical marketing. Its essence is that, in satisfying the needs of individual consumers, firms must take into account the interests of society as a whole.
Politics and law	This factor includes the political structure of the country, government, political and legislative stability, the political orientation of the country, the tax policy of the government, the influence of trade unions, international orientation and state regulation of international relations, state regulation of competition.

*Source:* created by author on the basis of [17]

PESTLE or political, economic, social, technological, legal and environmental factors are the major factors used to analyze the market when moving into a new market (especially international). Many of these have significant impact on the product design and specification. But if we are focusing on the promotional aspects of the marketing mix the social aspect is probably the most influential as it includes things like language and cultural differences. Culture is a huge differential factor for international marketing Uncontrollable elements of domestic environment have a direct influence on company's foreign activity. Political and legislative circumstances may stimulate or, vice versa, inhibit foreign economic activity. For example, political restrictions on trade with particular countries will have a negative effect, while lifting embargo will influence in a positive way. Economic situation in the home country is another important uncontrollable element. Attracting investments is a way to improve

economic entities' viability. In case of worsening the internal economic conditions, the restrictions against foreign investment activity may be imposed.

All the factors in pestel analysis will help us to understand most of the factors which influence the international marketing and to be successful at this market and according to this increase the income of the company.

SWOT analysis is another popular business analysis technique. Unlike with PESTLE analysis, not all of the factors taken into account in SWOT analysis are external. SWOT analysis looks at the Strengths, Weaknesses, Opportunities, and Threats of (or facing) a given company, so in fact, it looks at two internal factors and two external factors.

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning. It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favorable and unfavorable to achieving those objectives. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage. SWOT has been described as the tried-and-true tool of strategic analysis [59].

Strengths and weakness are frequently internally-related, while opportunities and threats commonly focus on the external environment. The name is an acronym for the four parameters the technique examines:

- **Strengths:** characteristics of the business or project that give it an advantage over others.
- **Weaknesses:** characteristics of the business that place the business or project at a disadvantage relative to others.
- **Opportunities:** elements in the environment that the business or project could exploit to its advantage.
- **Threats:** elements in the environment that could cause trouble for the business or project.

The degree to which the internal environment of the firm matches with the external environment is expressed by the concept of strategic fit. Identification of SWOTs is important because they can inform later steps in planning to achieve the objective. First, decision-makers should consider whether the objective is attainable, given the SWOTs. If the objective is not attainable, they must select a different objective and repeat the process.

Strengths and Weaknesses are the two internal variables. A company can directly influence what it works on (and hence what it turns into strengths), and what it neglects or forgets about (which become weaknesses).

Opportunities and Threats, on the other hand, are the external factors taken into consideration in SWOT analysis. Opportunities come and go randomly, without you being able to change their timing or frequency (but only how you approach them). The same goes for Threats.

One way of using SWOT is matching and converting. Matching is used to find competitive advantage by matching the strengths to opportunities. Another tactic is to convert weaknesses or threats into strengths or opportunities. An example of a conversion strategy is to find new markets. If the threats or weaknesses cannot be converted, a company should try to minimize or avoid them [45].

So we can say that the external factors that affect a business are the variables which influence the operation and performance of a company despite their innate inability to be changed. They play a huge part in both the SWOT analysis, and the PESTLE analysis.

International marketers are faced with quite many and quite a range of factors in the international business environment that can have profound effects on their marketing activities. They need to be aware of all these external factors to provide the effective marketing at the enterprise which is represented at international markets.

An enterprise must properly use the environment to succeed among industrial consumers, absorbing their demand as much as possible, and, as a result, ensure that organizations receive the necessary profits.

### **1.3. Methodological Approaches to International Marketing Efficiency's Assessment of at the Enterprise**

Today, the main tasks of the company is to improve of the organization, to plan and manage the production and economic activities, to develop new economic approaches, as well as to solve such tasks as a rapid change in the range of products, adaptation to the needs of different groups of consumers, constant increase of efficiency and flexibility of production, strengthening the competitiveness of goods, improving the organization of their sales and promoting sales.

The implementation of marketing programs is expressed in the quality of management decisions that determine the effectiveness of the marketing system, which are affected by the level of organization of the company's marketing service, the provision of managers with marketing tools, the use of advanced technologies and scientific methods of analyzing the market environment.

One of the problems that appear in the management process is that there is no methodologically single set of indicators for evaluating the effectiveness of marketing activities for different types of enterprises. Today, there are two the most common approaches for measuring it. They are calculating as the degree to which the goals are achieved and the relation between the effect of marketing activities and the costs of its implementation. [22]

During the evaluation of the effectiveness of marketing activities of the enterprise, a very important issue is the definition of what should be understood by the results and costs of such activities

The results of marketing activities are often understood as the number of new clients involved, the number of clients retained from existing ones, the frequency of customer referrals to an enterprise, the number of successful contacts, etc.

Evaluation of the effectiveness of the marketing system involves constant control of the cost of marketing, which makes up a significant share in the budget of the modern enterprise. Therefore, control is necessary to be conducted at all levels of management: strategic, tactical and operational. Indicators that show the

effectiveness of international marketing at the enterprise is a share of marketing costs in general sales volume. Great importance has the introduction of methods for assessing the financial implications of marketing decisions taken at the enterprise.

Financial indicators include revenue, income, profit from existing and new customers, etc.

During determining the cost of marketing activities there is the approach of their identification with the cost of promoting the product. Apparently its limited, and, in our opinion, the costs of marketing activities should include (in addition to traditional wage costs, materials and energy, depreciation costs, maintenance costs): the costs of organizing and conducting commodity, communication, pricing and marketing policies ; Brand costs; search costs (benchmarking), preparation and development of new technologies; costs for ensuring the effectiveness of transactions (negotiations, contracts, etc.); expenses for informational support of marketing activity and functioning of systems of marketing-controlling.

Also, in the scientific literature four separate groups of methods for assessing the effectiveness of marketing activities are highlighted. They are:

1) Quantitative (factual), which provides a comparison of effective indicators of marketing activity with the costs of its implementation [26]:

- Efficiency of marketing programs costs:

$$E_{md} = \frac{\Delta P_r}{V_m}, \text{ where } \Delta P = V_a - V_b; V_m = I_c + I_v \quad (1.1)$$

- Efficiency of marketing processes:

$$E_{md} = \frac{\Delta P_{ri}}{V_{mri}}; E_{md} = \frac{\Delta P_{ri}}{V_{spi}}; E_{md} = \frac{\Delta P_{ri}}{V_{mixi}}; \quad (1.2)$$

- Overall marketing efficiency:

$$E_m = \frac{\sum \Delta P_{ri}}{\sum (V_{mri} + V_{spi} + V_{mixi})} \quad (1.3)$$

Notes:  $\Delta P_r$  – the growth in the volume of sales of goods and services;

$V_m$  - total cost of marketing activities;

$V_e$  - volume of sold goods and services at the end of the period;

$V_b$  - volume of sold goods and services at the beginning of the period;

$I_c$  - material expenses for marketing;

$I_v$  - fund of labor remuneration of marketing decisions makers;

$\Delta P_{ri}$  – the growth in the volume of sales of goods and services at the particular market;

$V_{mri}$  - research costs in a particular market;

$V_{spi}$  - costs for implementation of strategic plans in a certain market;

$V_{mixi}$  - the cost of implementing a marketing mix in a particular market.

2) Sociological. They are aimed at the use of applied sociology tools. They are: the development of sociological research and research in accordance with these programs (for example, assessment of communications).

3) Expert (subjective) - involves the use of special knowledge and practical experience of experts to obtain general judgments about the effectiveness of marketing activities at the enterprise mainly in the form of marks (points).

4) Quality methods based on marketing audit. It's a comprehensive, systematic, independent and periodic review of the external marketing environment, goals, strategies and specific areas of marketing activity for the enterprise as a whole or for its individual structural units. Conducted on its own or by independent experts.

5) Information methods EMD - provides for use special computer programs ("Marketing Expert", «Clientele», «Fin Expert marketing», «BEST marketing» and others), as well as various analyzes such as GAP analysis, SWOT analysis, STEP analysis, 4P method and others. [Malcolm].

Another important point of concerning the measurement of marketing and evaluating marketing efficiency at the foreign markets is Herfindahl-Hirschman Index (HHI). It is an indicator that determines the concentration of business in a particular market (English market dominance) [13].

The calculation of the Herfindahl-Hirschman index is carried out according to the formula:

$$I_n = \sum D_i^2, \quad (1.4)$$

where - share of the i-th enterprise in the total volume of sales on the market;

This index can range from 0 to 10,000 (or 0 to 1,000). It represents the sum of the squares of market shares of all companies in a particular industry, with the higher value of the index meaning a more concentrated market (hence less competition and more risk to customers). The US Department of Justice defines the degree of concentration of the market in the following way [1]:

- the index is below 0.1 (or 1.000) - a small market concentration;
- the index is from 0.1 to 0.18 (or from 1.000 to 1.800) - the average market concentration;
- the index has a value above 0.18 (or 1.800) - a high concentration of the market.

Another criteria of the effectiveness of the international marketing system is well-designed marketing strategy that generates new ideas. At the head of the marketing strategy at the enterprise for its innovative development, in our view, should be the cost of business. In this regard, the quantification of the marketing system effectiveness forms the direction of analysis which is called "Value-Based-Marketing" (VBM), which defines marketing in terms of increasing business value.

To assess the effectiveness of marketing activities of a company, it is necessary to develop a methodology for analyzing the market situation of an enterprise, with the presence of all necessary data the same as with limited information provision; to use the variety of different methods of collecting, processing, and forming market information; to employ professional analysts to implement this methodology by studying the market situation of the enterprise [4].

The main tasks in the marketing activity analysis of a company are to assess the dynamics of sales growth in general at the market, the growth of company sales, market share, the degree of customer retention, the share of new customers, dissatisfied customers, the quality of goods, relative quality of services, the growth of sales of new goods. In practice, there is a system for assessing the activities of a company using the matrix of marketing assessment (table 1.3).

Table 1.3

### The Matrix of the Marketing Evaluation at the Enterprise

The manager attitude	Current evaluation	The end result evaluation
Internal evaluation (at the enterprise)	Defective goods; cases of delay in deliveries; errors in billing; receivables; turnover of stocks	Profitability of sales; winnings per unit of goods; return on assets; asset turnover
External evaluation (at the market)	Customer satisfaction; relative quality of goods; relative quality of services; readiness of customers to purchase; understanding of the goods of the firm by the buyers	Market share; degree of customer retention; growth in sales of new goods; income per customer; the growth rate of the market

*Source:* created by author on the basis of [27]

The marketing activity evaluation at the company is based on the identification, analysis and forecasting the factors which influence the dynamics of its market stability degree. The same factors, depending on the stage of the life cycle, will have different meanings of influence. Given the organizational and economic peculiarities of the stages of the life cycle, the main internal factors that affect the state of the company's stability at one stage or another are identified and classified: on the initial stage (the sales volume, the unit price, the unit cost price), at the stage of growth (the ratio of borrowed and own funds, fixed and variable costs), at the stage of maturity (sales, unit costs, unit price, size and structure of negotiable and non-current assets), the downturn, in its essence, cannot be economically stable [41].

Indicators of product demand at the company and the magnitude of its actual shipment over a period of time allow us to determine the ability of the entity to fully satisfy the demand of consumers, which, in market conditions, also becomes one of the main objectives. The analysis of the losses of the marketing service must be



compared with the above indicators in order to assess the adequacy of the funds spent on the financial results of the business. It is expedient to estimate the profitability of commercial activity of an enterprise by determining the competitiveness coefficient.

There is an analysis and assessment of the state of marketing activity in the enterprise, carried out from the standpoint of its activity and efficiency [25]. In turn, each of these positions should be valued according to the main areas of marketing activity of the enterprise: commodity, price, marketing and communication policy. At this time, there is a large number of indicators that allow us to assess the state and trends of marketing development in the enterprise. For the purposes of operational and analysis, it is sufficient to highlight two or three most significant indicators that could reflect in the best way each of the marketing activities at the company.

The marketing activity at the enterprise can be assessed by the following indicators:

- 1) commodity policy - according to indicators characterizing the degree and dynamics of novelty of products and their qualities;
- 2) price policy - by indicators that characterize the level and dynamics of product prices, as well as the level of discounts used;
- 3) sales policy - according to indicators characterizing the level and dynamics of fulfillment of obligations to consumers, the degree and dynamics after sales service;
- 4) communication policy-beyond the factors that characterize the fate of new buyers, the share of contracts concluded for different types of products, the share of advertising costs.

An important stage in evaluating the marketing activity of a company is the identification of complex trends and the development of measures that increase its effectiveness and effectiveness of the functioning of the marketing service.

Given the interconnectedness of the considered indicators, it is necessary to analyze their dynamics from the point of view of the system approach, the basic principles of which are complexity, continuity, and purposefulness. In addition, adherence of these principles will allow the most complete and objective

characterization of the current state of marketing activity and the direction of its further development.

Of course, the activity and efficiency of different areas of marketing activity of a company depends on the rationality of the organization of the marketing service and the efficiency of its staff. An assessment of the marketing activities of the company involves comparing the results of the analysis with the predicted values of the relevant indicators, with the indicators of competitors and the results of past periods.

The inputs of marketing are the various resources of land, labour, capital and management which are employed in performing the various marketing services. The output or marketing refer to the satisfactions derived from the consumption of those goods and services.

The difficulties of employing an input-output ratio definition as a quantitative measure of marketing efficiency are obvious because of the intangible nature of marketing outputs. Most inputs of marketing are quantifiable in monetary units.

A corresponding conversions of outputs is difficult and impracticable due to lack of constancy in the value of money and the subjectively of utility functions. By its nature its definition requires a standard of comparison, the choice of which is a critical factor indeed.

The input-output definition is also subject to serious limitations due to the arbitrariness of the maximization ratio and the inability to specify the efficiency of any particular situation in the absence of any specified efficiency norms. Moreover, the definition has relevance only for static and micro aspects of marketing efficiency, while completely ignoring its dynamic and macro dimensions.

Evaluation of the effectiveness of the marketing system involves continuous monitoring of the level of marketing costs, which make up a significant share in the budget of a modern enterprise. Therefore, control must be carried out at all levels of management: strategic, tactical and operational. An indicator of the effectiveness of the marketing service in the end is the share of marketing costs in total sales. Equally

important is the introduction in the enterprise of methods for assessing the financial implications of management decisions made by managers.

In the current conditions of an unstable economic situation, marketing expenses are among the first to be reduced. And if the cost reduction at the enterprise is not provided, top management requires the most specific results from international marketing activities. The main criterion for the effectiveness of the functioning of the marketing system of an enterprise in such a situation is the degree of marketing influence on company sales.

The crisis has changed the approach to costs. In our opinion, systematization and reengineering of business processes is necessary at every firm which takes part in foreign economic activities.

Changing processes is the restructuring of marketing processes in the enterprise in order to reduce participants and, as a result, to reduce the cost of marketing programs. One of the important arguments against the total reduction of the marketing budget in crisis time is the formation of a vacuum between the company and consumers. Reducing advertising, for example, which is actively served, can alert customers and reduce sales.

Improving the efficiency of the marketing system of the enterprise contributes to the optimization of marketing processes. Since marketing is essentially customer-oriented, it is necessary to use additional levers of marketing influence on consumers:

- 1) setting goals is a more accurate focus on target groups;
- 2) synergy - the selection of various types of marketing activities so that they complement each other;
- 3) synchronization - the optimal distribution of marketing activities in time;
- 4) budgeting - more accurate budgeting of individual events and their distribution among marketing tools.

In order for the described measures really work and give results, it is necessary to form new thinking of international marketing professionals and motivate them to increase the effectiveness of marketing activities at the company, to involve their optimization of marketing costs. To increase the capitalization of the business, its

development in the long term, it is necessary to form an effective and measurable international marketing system of the enterprise. Thus, methodological approaches to assessing the international marketing activities of the enterprises require attention and further development by the scientific community.

## **CONCLUSIONS TO THE PART I**

In conclusions we can say that the process of international marketing is to distribute goods, services and information to markets that are outside of a specific state. International marketing has almost the same principles as domestic marketing. However, this is a more complex concept, since it implies the need to adapt to the specific needs of consumers from different countries.

By studying the recent works and materials, regarding the essence of international marketing at the enterprise, its main tasks and tools, the following conclusion can be made:

1. International marketing is about the application of marketing skills and techniques to markets beyond the domestic market. Certainly, the marketing concepts, skills and techniques are universal, but their application to different markets changes, because of the environmental differences encountered.

2. Marketing concepts, processes and principles are universally applicable but the environments in which marketing plans must be designed and implemented are different.

3. Foreign markets are unique due to the unfamiliar problems that appear. Elements such as the legal system, government measures, consumers with different tastes, are uncontrollable elements. They cannot be controlled but, instead the company must adjust or adapt to them.

Therefore, international marketing is more complicated than domestic one and requires considerable costs, which are caused by necessity of:

- research of every particular foreign market and determination of expediency of entering it;

- elaboration of product promotion policy in chosen foreign market;
- determination of efficient pricing policy;
- adaptation of products to the target market conditions;
- creation of channels of distribution and ensuring their efficient functioning in foreign markets.

International marketing process provides particular competences that permit to be competitive in global economy that results in two main objectives for the enterprise: to compete successfully in global economy defending own domestic markets, to avoid the impact of global competition impact in other countries.

We can also say that the use of various methods of evaluation in the complex, as well as "target indicators" allows us to assess how effectively the marketing activity in the enterprise is, the feasibility of implementing certain marketing measures, as well as justify their significance for the company as a whole and for each activity in particular. Calculation of accurate indicators will allow making the right decisions to increase the effectiveness and quality of marketing activities of the organization

## **PART 2. ANALYSIS OF THE OF INTERNATIONAL MARKETING ACTIVITY AT PRIVATE JOINED- STOCK COMPANY "EKOTEKHNIKA"**

### **2.1. Analysis of Financial and Economic Indicators of Activities of PJSC "EcoTekhnika".**

Private Joint-Stock Company "EcoTechnika" was established in 1992.

The address of the main office of the company is Kyiv, Academician Palladin Avenue, 44 bld. 8-B

The representative offices at "EcoTechnika" are in Poltava, Odesa, Chernihiv, Lviv and Dnipro.

The main business direction of PJSC "EcoTechnika" is the production and marketing of groceries and confectionery products. The company has six logistic

warehouses throughout Ukraine, whose areas are shipped in supermarkets, stores, outlets, distributors and export.

PJSC "EkoTechnika" is an average enterprise. The number of staff is in the range of 50 to 250 people (82 persons according to the data on 01.01.2018), annual income within the amount equivalent from 10 to 50 million euros (407.4 million UAH according to the results of 2017).

Products at "EcoTechnika" are known by such brands as EKO, EKO. Big Spoon ", " EDEL ", " RIKOND ". Also, the company offers the production of spices in the format of Private label.

Trademark (TM) "EKO" is represented by a wide assortment of spices , food concentrates, etc., in the quantity of more than 300 names. The EKO brand has been known in Ukrainian and foreign buyers since 1993 and has earned the respect and commitment of consumers due to its high and unchanging quality. The reasons for success are brand age, scientific and laboratory approach to the creation and improvement of flavors, direct and verified sources of raw material supply, the richness and complexity of compositions, and active advertising policies.

The EKO product portfolio is able to satisfy both traditional Ukrainian cuisine and lovers of exotic and refined tastes. The range of TM "EKO" includes spices, seasonings, herbs, universal seasonings.

Under the TM "EKO. Big Spoon "offers a wide range of broths, soups, cereal, instant mashed potatoes.

TM "EDEL" is represented by spices and seasonings, which have an exquisite composition, are made from high quality raw materials and contain nothing other than natural spices, herbs and spices.

TM "RIKOND" is a brand represented by a wide assortment of confectionery products of more than 200 items. The brand is not very famous, but due to stable quality, flexible pricing policy and representation in virtually all groups of confectionery products (namely caramel, chewing caramel, marmalade, jelly candies, gelatinous candy, lipstick candy, waffles, chocolate-waffle candy, cookies, various

retail varieties of sweets) can satisfy almost every buyer, every store or supermarket, each distributor.

The structure of all assortment of products produced by PJSC “EcoTechnika” you can see in table 2.1 (the number of items may vary).

Table 2.1

**The Structure of Products Produced by PJSC “EcoTechnika”**

Brand name	Features	Number of items
TM “Eco”	spices; condiments; spice-aromatic herbs and root crops; spices in reusable mills; cooking supplements; desserts; dry breakfasts;	160
TM “Eco.Big spoon”	broths; flour products; mashed potatoes; porridge; soups;	135
TM “EDEL”	high quality spices;	16
TM “Rikond”	waffles; dragee; caramel; marmalade; cookies; chocolate dried fruits; sweets; candy boxes.	25
Private label	all we mentioned above under brand names of partners;	-

*Source:* created by author on the basis of the data of the enterprise

The format of the Private label involves the cooperation of PJSC "EcoTechnika" with retail chains, distributors, foreign partners of spice production under the brand names of the partners.

The structure of sales of products by PJSC "EcoTechnika" by assortment groups in 2017 is presented in Fig. 2.1.

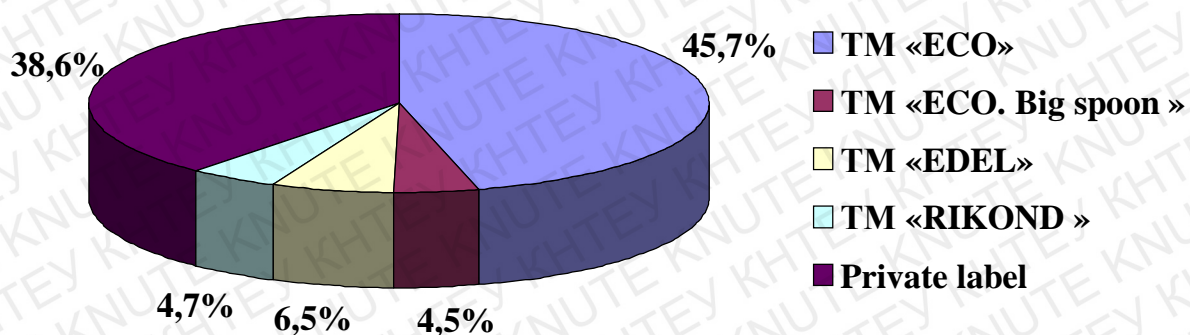


Figure 2.1. Structure of sales at "EcoTechnika" products by assortment groups in 2017

*Source:* created by author on the basis of the data of the enterprise

According to the data presented, the main products at "EcoTechnika" are products of TM "EKO" (45.7% in the volume of sales of the company's products) and products of the Private label format (38.6% in turnover).

The number of employees of the enterprise of PJSC "EcoTechnika" is 82 persons. The organizational structure of "EcoTechnika" enterprise is presented in Fig. 2.2. The production is governed by a separate business entity - Subsidiary Enterprise (SE) "EcoTechnika-M".

The organizational structure of the enterprise is linearly functional and is presented in figure 2.2. At the enterprise, according to the staffing table, there are 83 employees.

The conducted analysis of the dynamics of financial and Economic indicators of activity at "EcoTechnika" revealed the general tendency of stability of the financial and Economic condition at the enterprise, conducted on the basis of financial statements of the company for 2013-2017, presented in the annexes. The dynamics of financial and economic indicators of the activity of PJSC "EcoTechnika" for 2013-2017 is presented in the table. 2.2.



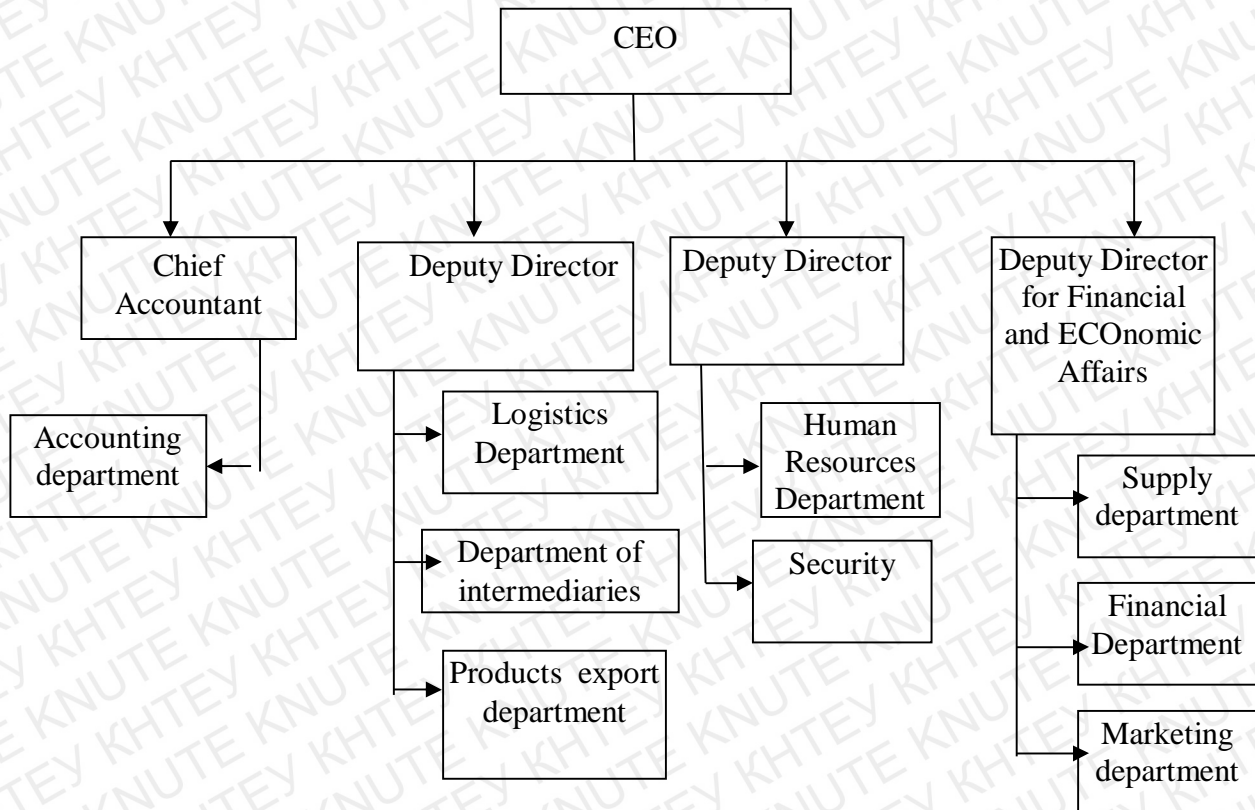


Figure 2.2. Organizational structure of enterprise "EcoTechnika"

*Source:* created by author on the basis of the data of the enterprise

With regard to the dynamics of fixed assets and working capital, in 2016, compared with the previous, the volume of fixed assets increases by 18.5%, and the amount of working capital - increases by 0.63%. The volume of fixed assets of PJSC "EkoTechnika" continues to grow, and in 2017 exceeds the volume of fixed assets in 2016 by 30.5%.

Significant growth in 2017 is observed in assets of the company, which is increasing, compared with 2016, by 71.61%. This is due to an increase in production stocks, finished products and a significant increase (almost 2 times) of accounts receivable for goods, works and services.

The return on assets for the period from 2013 to 2017 is growing (correspondingly, in terms of years, it was 3.02 UAH / UAH, 3.06 UAH / UAH, 3.04 UAH / UAH, 3.65 UAH / UAH and 4,02 UAH / UAH ).

The profitability of the production of PJSC "EkoTechnika" in 2013 amounted to 5,1%, in 2014 it will increase to 6,2%, and in 2019 - to 7,3%. In 2016, the

profitability of products decreases to 1.1% (the reason for the decrease in profitability was the reduction of net profit of the company), in 2017 profitability increases to 5.7%.

The profitability of the company during the years 2013-2015 increased from 3.5% to 5.4%, then in 2016 it decreased by 0.9% (the reason was a significant decrease in the gross profit), and in 2017 - increased to 4, 8%.

Thus, the financial and economic state of PJSC "EcoTechnika" is rather stable (only a significant decline in profitability in 2016 is negative).

*Table 2.2*

**Dynamics of Financial and Economic Indicators of Activity of  
PJSC "EcoTechnika" for 2013-2017.**

Indicator	Values, years					The growth rate, %			
	2013 y.	2014 y.	2015 y.	2016 y.	2017 y.	2014/ 2013	2015/ 2014	2016/ 2015	2017 /2016
Revenue from sales, ths. UAH	216586	227415	261527	324710	407405	105,0	115,0	124,2	125,5
Cost of products sold, ths. UAH	149444	166013	195527	271630	343430	111,1	117,8	138,9	126,4
Net profit, ths. UAH	7580	10233	14202	2925	19517	135,0	138,8	20,6	667,3
Volume of fixed assets, ths. UAH	71717	74318	81458	96561	106333	103,6	109,6	118,5	110,1
Working capital volume, ths. UAH	79382	78329	82163	82677	141879	98,7	104,9	100,6	171,6
Costs of 1 UAH of products sold, UAH	0,69	0,73	0,75	0,84	0,84	105,8	102,7	112,0	100,0
Return on assets, UAH / UAH	3,02	3,06	3,04	3,65	4,02	101,3	99,3	120,1	110,1
Profitabilty,%	5,1	6,2	7,3	1,1	5,7	121,5	118,4	15,1	518,2
Profitability of the enterprise,%	3,5	4,5	5,4	0,9	4,8	128,6	120,0	16,7	533,3

*Source:* created by author on the basis of [ appendix B]

We have analyzed the dynamics of volume and structure of assets of PJSC "Ekotekhnika". The dynamics of the volume of assets of the company is presented in the table. 2.3.

Table 2.3

**Dynamics of Assets of PJSC "Ekotekhnika" in 2013-2017.**

Group of assets	Value, thousand UAH					Growth rate,%			
	On 31.12. 2013	On 31.12. 2014	On 31.12. 2015	On 31.12. 2016	On 31.12. 2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016
Cash and cash equivalents	598,4	628,1	722,7	266,2	1002,1	5,1	15,1	-63,2	276,4
Accounts receivable	32061,7	33665,5	38714,5	15958,8	33062,7	4,7	14,2	-58,8	107,2
Inventory (including finished products)	31034,3	32587,5	37474,8	42167,4	70533,1	5,2	15,6	12,5	67,3
Other current assets	7869,4	8261	9501,8	28337,1	49096,3	4,3	14,2	198,2	73,3
Total	145499,2	152774,6	175690,9	194706,6	269423	5,2	15,0	10,8	38,4
Asset structure,%					Changing the structure, +/-				
Group of assets	On 31.12. 2013	On 31.12. 2014	On 31.12. 2015	On 31.12. 2016	On 31.12. 2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016
Cash and cash equivalents	0,4	0,4	0,4	0,1	0,4	0,0	0,0	-0,3	0,2
Accounts receivable	22,0	23,0	22,0	8,2	12,3	1,0	-1,0	-13,8	4,1
Inventory (including finished products)	21,3	20,3	21,3	21,7	26,2	-1,0	1,0	0,3	4,5
Other current assets	5,4	7,4	5,4	14,6	18,2	2,0	-2,0	9,1	3,7
Non-current assets	50,8	48,8	50,8	55,5	43,0	-2,0	2,0	4,6	-12,5
Total	100,0	100,0	100,0	100,0	100,0	0,0	0,0	0,0	0,0

Source: created by author on the basis of [ appendix A]

According to the data presented, the volume of assets of PJSC "Ekotekhnika" during 2013-2017 has a steady tendency to increase. Only in 2016, compared with

the previous year, there was a decrease in the amount of cash and receivables, but in 2017 their volume increased again.

In the structure of assets of the enterprise, the main share is held by non-current assets (43.0% by 2017) and reserves (26.2% by 2017).

In the table 2.4 shows the dynamics of liabilities of PJSC "Ekotekhnika" in 2013-2017.

Table 2.4

**The Dynamics of Liabilities of PJSC "EkoTechnika" in 2013-2017**

Group of liabilities	Liabilities structure					The growth rate, %			
	On 31.12. 2013	On 31.12. 2014	On 31.12. 2015	On 31.12. 2016	On 31.12. 2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016
Accounts ayable	20879,1	21923	25210,9	52050,9	76084,8	4,9	14,6	106,5	46,2
Short-term debts	38836,6	40778,1	46896,3	9218	82524,2	4,3	15,2	-80,3	795,3
Long-term liabilities	23343,1	24510,2	28186,4	60261,3	18830,9	3,2	16,3	113,8	-68,8
Equity	62440,4	65563,3	75397,3	73176,4	91983,1	5,1	15,1	-2,9	25,7
Total	145499,2	152774,6	175690,9	194706,6	269423	5,2	15	10,8	38,4
	Liabilities structure					Changes, +/-			
Group of liabilities	On 31.12. 2013	On 31.12. 2014	On 31.12. 2015	On 31.12. 2016	On 31.12. 2017	2014/ 2013	2015/ 2014	2016/ 2015	2017/ 2016
Accounts payable	14,3	14,2	12,7	26,7	28,2	-0,1	-1,5	14,0	1,5
Short-term debts	26,7	24,1	24,5	4,7	30,6	-2,6	0,4	-19,8	25,9
Long-term liabilities	16,0	14,8	15,3	30,9	7,0	-1,2	0,5	15,6	-24,0
Equity	42,9	46,9	47,3	37,6	34,1	4,0	0,4	-9,7	-3,4
Total	100,0	100,0	100,0	100,0	100,0	0,0	0,0	0,0	0,0

Source: created by author on the basis of [ appendix A]

According to the data presented, accounts payable for goods, work, services, current liabilities for payments and other current liabilities increased from UAH 20,879.1 ths. in 2013 up to 76084.8 thousand UAH. in 2017 Short-term loans increased from UAH 38,836.6 ths. up to 82524,2 thousand UAH The size of long-term liabilities decreased from 23343.1 thousand UAH. on 18830,9 thousand UAH

Own funds (permanent liabilities) of PJSC "EkoTechnika" increased from 145499.2 thousand UAH. up to 269423 thousand UAH in 2013-2017.

To study liquidity, financial stability and business activity of PJSC "EkoTechnika", liquidity and financial stability ratios were calculated, the results of which are presented in Table. 2.5. Output data for conducting calculations of liquidity and solvency ratios of an enterprise are financial statements for the relevant years.

Table 2.5

### Solvency and Liquidity of PJSC "EkoTechnika"

Indicator	Normative value	31.12. 2013	31.12. 2014	31.12. 2015	31.12. 2016	31.12. 2017
Coefficient of financial autonomy (independence)	$\geq 0,5-0,6$	0,429	0,429	0,429	0,376	0,341
"The coefficient of financial dependence "	$\leq 0,4-0,5$	0,571	0,571	0,571	0,624	0,659
Coefficient of financial risk	$\leq 0,5$	1,330	1,330	1,330	1,661	1,929
The coefficient of absolute liquidity	0,2 – 0,25	0,010	0,010	0,010	0,004	0,006
Quick liquidity ratio	0,7 – 0,8	0,682	0,682	0,682	0,387	0,314
The coefficient of the current liquidity	2,0 – 2,5	1,204	1,204	1,204	1,081	0,761
Share of inventories and expenses in current liabilities	0,5 – 1,0	0,522	0,522	0,522	0,694	0,446

Source: created by author on the basis of [ appendix A, B]

The calculated financial risk factors in 2013-2017 are significantly higher than the normative value and increase in dynamics - from 1,330 in 2013 to 1,929 in 2017. Such values of the coefficient of financial risk are dangerous for the company's operation and indicate the need to increase the equity capital of PJSC " Ecotechnics. "

The absolute liquidity ratio of PJSC "EkoTechnika" is significantly lower than the normative value, indicating a lack of funds to cover urgent liabilities and short-term liabilities. In addition, the liquidity ratio in the dynamics decreases from 0.01 to 0.006, which is also a negative trend.

It should be noted that the calculated coefficients of current and absolute liquidity of PJSC "EcoTechnika" are also less than normative values and have a tendency to decrease, which is a negative moment in the activity of the enterprise and indicates its low liquidity.

The share of stocks in current liabilities during 2013-2016 corresponded to the normative value, and in 2017 it decreased to 0,446. This situation also confirms the need to reduce borrowed funds and liabilities of PJSC "EcoTechnika".

The calculated financial risk factors in 2013-2017 are significantly higher than the normative value and increase in dynamics - from 1,330 in 2013 to 1,929 in 2017. Such values of the coefficient of financial risk are dangerous for the company's operation and indicate the need to increase the equity capital at " EKOtechnics. "

The absolute liquidity ratio at "EcoTechnika" is significantly lower than the normative value, indicating a lack of funds to cover urgent liabilities and short-term liabilities. In addition, the liquidity ratio in the dynamics decreases from 0.01 to 0.006, which is also a negative trend.

It should be noted that the calculated coefficients of current and absolute liquidity at "EcoTechnika" are also less than normative values and have a tendency to decrease, which is a negative moment in the activity of the enterprise and indicates its low liquidity.

The share of stocks in current liabilities during 2013-2016 corresponded to the normative value, and in 2017 it decreased to 0,446. This situation also confirms the need to reduce borrowed funds and liabilities of PJSC "EcoTechnika".

PJSC "EcoTechnika" sells products in Ukraine, as well as exports to India, Germany, Poland, Moldova. The characteristics of the dynamics of turnovers on domestic and international markets in 2013-2017 are presented in Table. 2.6.

The share of stocks in current liabilities during 2013-2016 corresponded to the normative value, and in 2017 it decreased to 0,446. This situation also confirms the need to reduce borrowed funds and liabilities of PJSC "EcoTechnika".

Table 2.6

**Dynamics of Turnover Within Geographic Territories in 2013-2017,  
ths. UAH**

Target Market (Segment)	2013 year	2014 year	2015 year	2016 year	2017 year
Ukraine	146845	152141	165285	200346	243221
Export	69741	75274	96242	124364	164184
Including:					
India	24907	25698	26414	31822	38703
Germany	20142	23879	37921	49356	53777
Poland	14511	16374	21707	30847	52555
Moldova	10180	9324	10200	12339	19148
Total sales volume	216586	227415	261527	324710	407405
Dynamics (growth rates to the previous year),%					
Ukraine		3,6	8,6	21,2	21,4
Export		7,9	27,9	29,2	32,0
Including;					
India		3,2	2,8	20,5	21,6
Germany		18,6	58,8	30,2	9,0
Poland		12,8	32,6	42,1	70,4
Moldova		-8,4	9,4	21,0	55,2
Total		5,0	15,0	24,2	25,5

*Source:* created by author on the basis of [ appendix B]

According to the data presented, the turnover at "EcoTekhnika" on the domestic market in 2013 amounted to 146.8 million UAH, in 2014 it increased by 3.6% (to 152.1 million USD), and in 2015 - grew by 8.6% (to 165.3 million UAH).

Significant increase in turnover at "EcoTtekhnika" in the domestic market took place in 2016-2017 (by 21.2% and 21.4% respectively). According to the results of 2017, the volume of sales of the company in the domestic market amounted to 243.2 million UAH.

The total exports at "EcoTtekhnika" in 2013 amounted to 69.7 million UAH, in 2014 the export volume increased by 7.9% (to 75.3 million USD), and from 2015 annual growth rates of export volume of the enterprise exceeded 27% (respectively 27.2% in 2015, 29.2% in 2016 and 32.0% in 2017). According to the results of 2017, the volume of export of products of PJSC "EcoTechnika" amounted up to 164.2 million UAH, that is, over a five-year period, the company's exports grew in 2.4 times.

The highest growth rates were observed in the export of products at "EcoTechnika" to Poland and Germany. Exports to Poland amounted to 14.5 million UAH in 2013, in 2011 it increased by 12.8% (to 16.4 million UAH), in 2015 it increased by 32.6% (to 21.7 million UAH.), in 2016 - by 42.1% (up to 30.85 million UAH), and in 2017 - increased to 53.6 million UAH. (by 70.4%, in comparison with the previous year).

Exports to Germany amounted to 20.1 million UAH in 2013, in 2014 it increased to 23.9 million UAH (by 18.6%), and in 2015 the growth amounted to 58.8% (to 37.9 million UAH). In 2016, exports to Germany increased by 30.2% (to 49.4 million UAH), and in 2017 - by 9.0% (to 53.8 million UAH).

The volume of export of products at "EKOTtekhnika" to India during 2013-2017 has increased from 24.9 million UAH to 38.7 million, the largest growth rates were in 2016-2017 (by 20.5% and 21.6% in accordance).

The volume of export of PJSC "EKOTtekhnika" to Moldova during 2013-2014 decreased from 10.2 million to 9.3 million UAH (by 8.4%), then showed a steady tendency to increase and amounted to 19.15 in 2017 million UAH. The largest growth rates of export of products at "EKOTtekhnika" to Moldova were in 2016 (by 21.0%, as compared to the previous year) and 2017 (by 55.2% compared to the previous year).



The structure of sales of products at "EcoTechnika" in the domestic and export markets in 2013-2017 is presented in the table. 2.7.

Table 2.7

**Structure of Sales at PJSC "EcoTechnika" Products in Domestic and Export Markets in Percentages in 2013-2017.**

Target Market (Segment)	2013 year	2014 year	2015 year	2016 year	2017 year
Ukraine	67,8	66,9	63,2	61,7	59,7
Export	32,2	33,1	36,8	38,3	40,3
Including:					
India	11,5	11,3	10,1	9,8	9,5
Germany	9,3	10,5	14,5	15,2	13,2
Poland	6,7	7,2	8,3	9,5	12,9
Moldova	4,7	4,1	3,9	3,8	4,7
Total	100	100	100	100	100

*Source:* created by author on the basis of the data of the enterprise

According to the data presented, the share of exports in the structure of sales of the products at "EcoTekhnika" during 2013-2017 was steadily increasing and increased from 32.2% in 2013 to 40.3% in 2017.

The dynamics of the structure of export of products of PJSC "EcoTechnika" in the markets of sales (importing countries) in 2013-2017 is presented in Fig. 2.4. According to the data presented, during 2013-2017, the structure of export of products at "EcoTechnika" has changed. If in 2013-2014 the largest share of exports was to India (11.5% and 11.3% respectively), then from 2015, Germany (14.5%) will become the main market for sales, which remains the leader in the export of products at the enterprises (13.2% in the structure of product sales by the results of 2017). Instead, the share of exports at "EKOtekhnika" to India by 2017 is reduced to 9.5%

The share of exports of products at "EcoTechnika" to Poland increased from 6.7% in 2013 to 12.9% in 2017. The share of exports at "EKOTEKHNIKA" to Moldova in 2013-2017 fluctuated steadily, in the range of 3.8-4.7%. The tendency of increasing the share of exports to Germany and Poland during 2013-2017 is explained by the general vector of Ukraine on eurointegration, the signing of an association with the EU, which promotes the release of domestic business in the European market.

According to the data presented, the share of exports in the structure of sales of the products at "EcoTekhnika" during 2013-2017 was steadily increasing and increased from 32.2% in 2013 to 40.3% in 2017.

For export of PJSC "EcoTechnika" products of TM "ECO" are sold (namely products for filling the reusable march TM "Eco"; spices and spices; Eco condiments; spinach aromatic herbs and root crops; spices in reusable mills) and TM "EDEL" (Natural spices and seasonings containing only spices, herbs and spices).

According to the data presented, during the period of 2013-2017, the commodity structure of exports remains practically unchanged. The main share in the export of products is spice-aromatic herbs and root crops (their share decreases from 36.2% to 35.1%) and natural spices TM "EDEL" (their share increases from 28.9% to 31.5%). The share of spices and seasonings TM "ECO" is also significant and increases during 2013-2017 from 22.7% to 23.1%. The share of products for the filling of reusable mills of TM "EKO" decreased during the period of 2013-2017 from 8.6% to 6.1%, while the share of spices in reusable mills of TM "ECO" increased from 3.6% to 4.1%.

Thus, a study was carried out of the indicators of financial and economic activity of PJSC "EcoTechnika", which produces and markets spices and other groceries. The financial and economic condition of the company is generally stable. PJSC "Ekotekhnika" realizes production in Ukraine, and also works in export markets (India, Germany, Moldova, Poland). The share of exports in the structure of sales of products of PJSC "Ekotekhnika" during 2013-2017 increased from 32.2% to 40.3%. Commodity structure of export remained practically unchanged (the main

export goods are spice-aromatic herbs and root crops, natural spices TM "EDEL", spices and condiments TM "ECO").

The next stage of the study is the analysis of the status of international marketing in the company PJSC "EcoTechnika".

## **2.2 Evaluation of Present International Marketing Activities in Relation to the Environmental Threats and Opportunities.**

The export activity at "EcoTechnika" is carried out by the exporting department, which includes the head of the department and three sales managers:

- Export manager who works working with Indian Market;
- Export manager who works with German market;
- Export manager who works with both Polish and Moldavian markets.

The total employees of the department is 4 people. Organization of export sales in the company is based on a regional principle.

Although there is a marketing department at "EcoTechnika", but in majority the export department is responsible for the implementation of international marketing activities. The marketing department of the company is engaged in marketing and promotion of products on the domestic (Ukrainian) market. According to the job description, the manager of the export department at "EcoTechnika" has the right:

1. To interact with the leaders (employees) of all (separate) structural subdivisions of the enterprise.
2. To get acquainted with the projects of decisions of the management of the enterprise concerning the activity of the structural unit headed by him.
3. To participate in the preparation of draft orders, instructions, as well as estimates, contracts and other documents related to the activities of the structural unit.
4. Within the scope of its competence, sign documents.

The international marketing at "EcoTechnika" includes:

- conducting marketing researches of foreign markets (demand, competitors, business practices);

- Identification of potential buyers at foreign markets;
- participation in international exhibitions held in Ukraine;
- visiting international spices and food industry (exclusively as visitors, stands of "EcoTechnika" at international exhibitions in other countries are not presented)

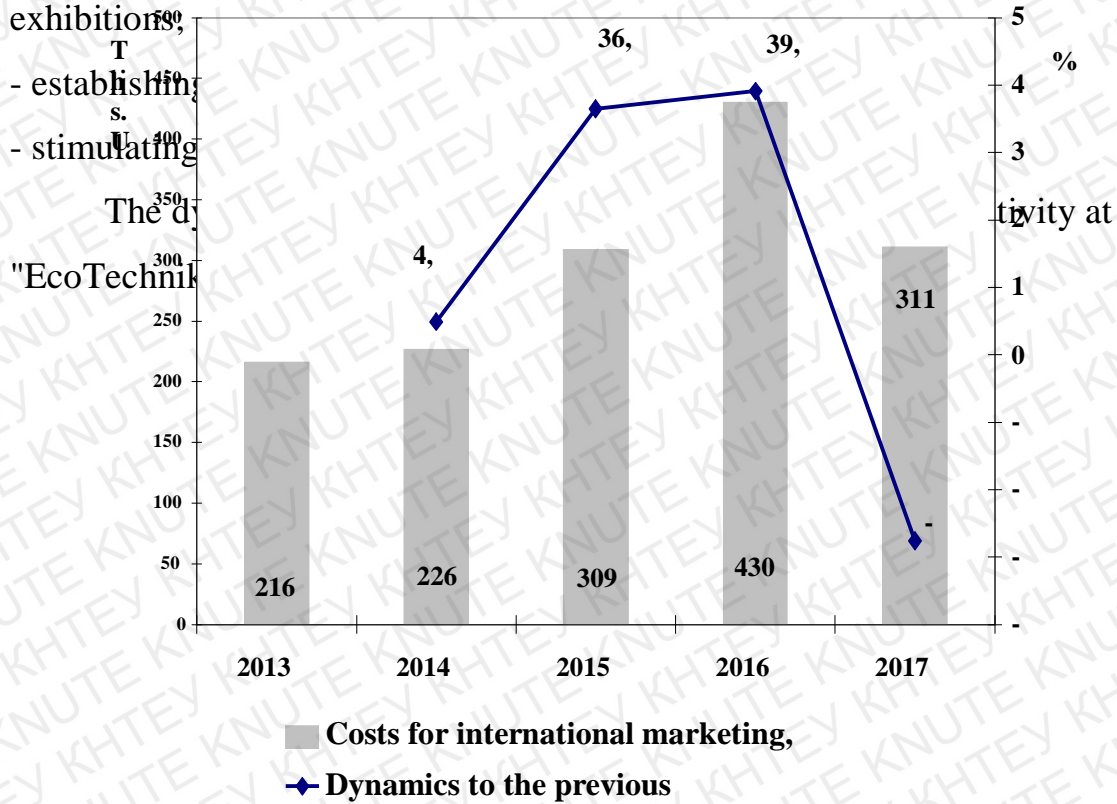


Figure 2.3. Dynamics of expenses for international marketing activity at PJSC "EcoTechnika" in 2013-2017.

Source: created by author on the base of the data provided at PJSC EcoTechnika"

According to the data presented, the expenses for international marketing at "EcoTechnika" in 2013 amounted to 2160 thousand UAH, in 2014 they increased by 4.9% (to 2265 thousand UAH). Significant increase in the company's expenses for international marketing was in 2015-2106 - by 36.5% and 39.1%, as compared to the

previous years, and amounted to 3091 thousand UAH and 4301 thousand UAH, respectively. In 2017, the cost of international marketing at "EcoTechnika" decreased by 27.6% to 3112 thousand UAH.

The main categories of expenses for international marketing at "EKOtekhnika" are:

- costs for conducting marketing researches at foreign markets;
- expenses for participating in international exhibitions by employees of the export department at "EcoTechnika";
- costs for participation in international exhibitions held in Ukraine;
- sales promotion.

Changes in the structure of expenses for international marketing at "EKOtekhnika" during 2013-2017 are presented in Fig. 2.3.

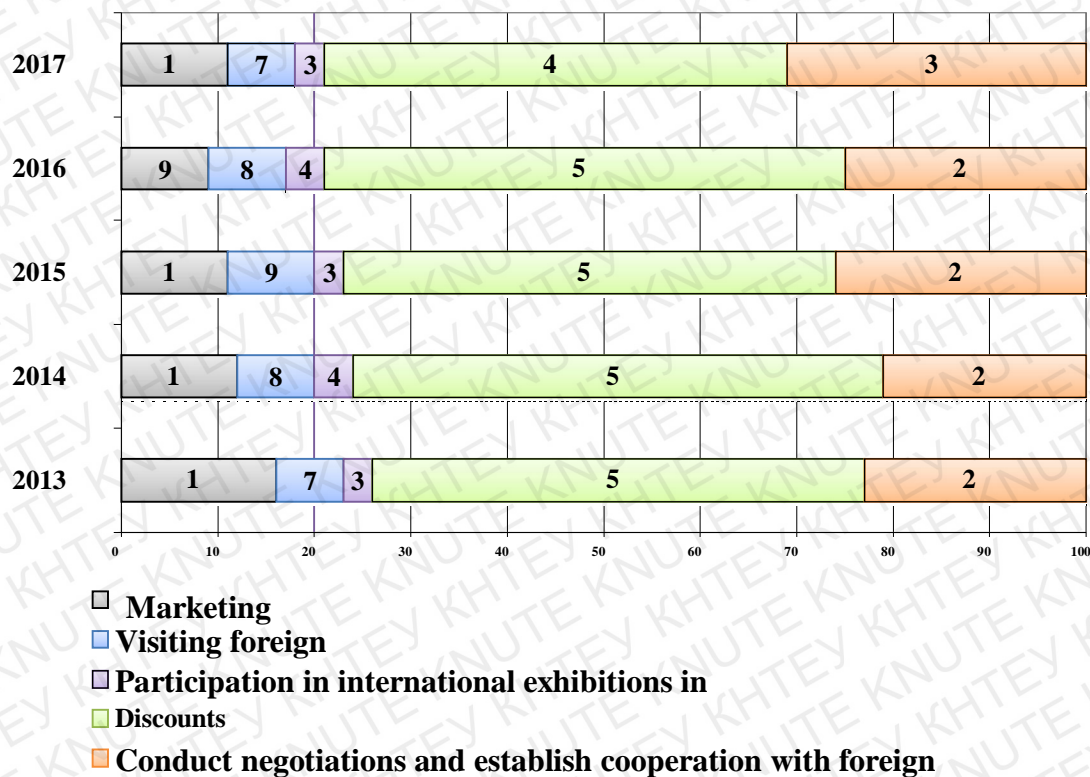


Figure 2.3. Changes in the structure of international marketing at PJSC "EKOtekhnika" during 2013-2017.

Source: created by author : created by author on the base of the data provided at PJSC EcoTechnika"

Geographical structure of international marketing expense at "EKOtekhnika" between export markets (shown in Figure 2.4) shows that the largest share of expenses is spent on the Indian market (35.7%).

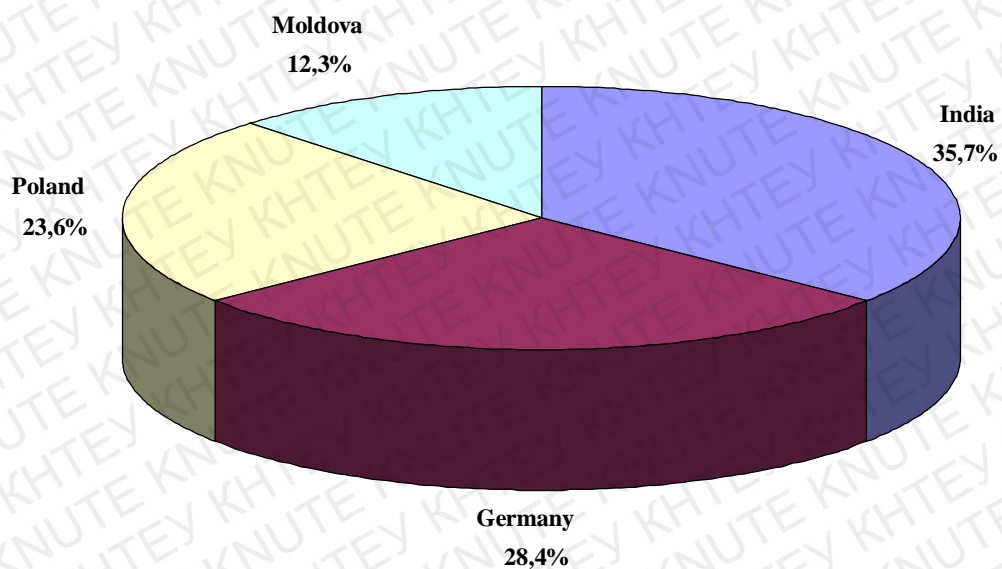


Figure 2.4. Geographical structure of international marketing expenses in 2017

*Source:* created by author : created by author on the base of the data provided at PJSC "EcoTechnika"

The market of Germany has 28.4%, Poland has 23.6%, Moldova 12.3%. In general, the structure of costs for international marketing in export markets does not correspond to the structure of export of products at "EcoTekhnika", the market of India accounts for the largest share of expenses for international marketing, while the volume of sales is larger in Germany and Poland. This situation is explained by the need for significant encouragement of Indian partners (costs of negotiating and establishing cooperation).

The international marketing distribution strategy involves the use of exclusively indirect sales channels, the company PJSC "EcoTechnika" only sells wholesale products to resellers in foreign markets that already directly sell products to end users or intermediaries. It means in the international activity PJSC "EcoTechnika" uses only indirect method of sale.

Advantages of the indirect method of sales of products in the course of international activity at "EcoTechnika" are:

1. The company does not have to create its own distribution channels, which requires significant investment.
2. An enterprise delegates the risk to intermediaries when entering and developing new sales markets.
3. An enterprise receives an opportunity to be present in different segments of the market without spending at the same time significant funds and time for their development.

Along with the advantages, in international markets has a number of limits for PJSC "EcoTechnika", namely:

1. The enterprise loses control over how and for whom the product is sold.
2. Lost of the control over the movement of goods does not enable the enterprise to monitor the level of satisfaction of consumers' needs.
3. There is no feedback from consumers. An enterprise can not quickly respond consumer's complaints or change consumer preferences.

The management of international marketing in the process of export operations of PJSC "EcoTechnika" also has a number of limits, namely, the overload of managers of the export department with additional responsibilities, besides officials, which include:

1. Carrying out marketing researches on studying the demand for products of the enterprise, prospects of development of export markets.
2. Visiting exhibitions, fairs and other events for the purpose of advertising and promotion of products.
3. Consideration of claims of consumers coming to the enterprise, and preparation of responses to lawsuits, as well as claims to consumers in case of violation of their terms of contracts (delay of acceptance, payment, etc.).
4. Accounting for the execution of orders and contracts, volumes of shipment, balances of unrealized products.
5. Timely registration of sales documentation.

6. Preparation of the provided sales reports (delivery), as well as reports on implementation of plans.

In the international marketing activity at "EcoTechnika" there is practically no incentive for sales. Wholesale consumers get a discount depending on the volume of sales by the differentiated system (Table 2.8).

*Table 2.8*

**Differentiated System of Discounts for Wholesale Consumers Depending on the Size of the Batch of Products in the Course of Export Operations**

The size of the procurement batch, ths. UAH	Discount from sales price, %
From 100 to 200 ths. UAH	3%
From 200 to 350 ths. UAH	5%
More than 350 ths. UAH	8%

*Source:* created by author on the base of [24]

However, taking into account the current level of international marketing development in the work of other companies, in order to ensure a high level of export of products at "EcoTechnika" it is necessary to expand the system of stimulation of consumers by introducing a progressive system of discounts, "accumulation" system of discounts, organizing contests and stimulating the sales staff of wholesale consumers. enterprises in international markets.

Market researches of foreign markets are carried out by employees of the export department at "EcoTechnika" and include the collection, processing, analysis of data on the macro-, micro-environment and opportunities for the development of the enterprise in order to make informed marketing decisions.

An important stage in conducting marketing researches of PJSC "EcoTechnika" is the study of the conditions of work on a specific product market. It is necessary in order to make effective management decisions. Together with the study of the activities of potential competitors and companies-buyers, the analysis of commercial practice in the market, the conditions of movement of goods and



distribution channels, legal issues, trade and political conditions, and others, is especially important for PJSC "EcoTechnika".

The study of commercial practice involves finding out the specific issues of contractual practice in this market, typical contracts developed by the associations of entrepreneurs (associations, unions, etc.), exchange contracts, developed by the stock exchanges of the largest exchanges, practices and conditions for bidding, auctions in the case of such a form of trade in goods. Of great importance are trade customs and customs that have developed in the practice of international trade in certain goods or in the trade practices of the region, the country; application of certain terms of supply of goods; methods and methods of price setting; payment methods, forms and methods of calculating the currency of payment.

It should be noted that the important shortcoming of international marketing in the process of export operations at "EcoTechnika" is the lack of targeted and comprehensive market research. The managers of the export department within their work conduct only an analysis of the dynamics of the volume and structure of sales to existing consumers, which is reflected in the reports.

The study of the conditions of movement of goods involves the choice of the type of transport, which depends primarily on the type of goods and is based on the analysis and comparison of tariffs and rates of sea, river, air, rail, road transport, the cost of transshipment and storage of goods, has become the port fees, the degree of mechanization loading and unloading works in separate points. Of great importance are the rules and special conditions of carriage, the rules of delivery and acceptance of cargo and other issues. This information enables the exporter to correctly set the price with the delivery of goods in the required item for the buyer (for example, the price of the CIF). In addition, it allows you to make the right decision about the direction and types of transport that you need to use when delivering goods, and to determine the requirements for the volume, weight and packaging of the goods.

In the practice of exporting products, PJSC "EcoTekhnika" most often uses CIF prices (correspondingly, in these prices, world imports are calculated). Under the export contracts, PJSC "EcoTekhnika" may receive "cash" payments (payment with a

delay in the minimum term - several days or hours), advance payments and payments on credit. It is important to focus attention on the fact that cash payment in international payment transactions does not mean that the calculations are conducted by the available money signs (banknotes). They are practically not applied here. In this case, the concept of "cash payment" is used as a contrast to the advances and credit methods of payment.

"Cash" payment, depending on the chosen parties in the contract of the form of settlement, is carried out, if one of the following conditions is observed:

- the importer has received from the exporter a message about the readiness of the goods for shipment;
- the importer has received notification about the end of shipment of the goods;
- the importer received a set of documents stipulated in the contract;
- the importer received a set of documents and the right to postpone payment for several hours or days if the importer had previously provided a bank guarantee that he would pay against acceptance of the goods.

Naturally, for the exporter the most favorable will be the first condition (delay for several hours), and for the importer - the latter (delay for a few days).

Advance payment involves payment by the buyer the amounts negotiated in the contract to the transfer of goods and documents and the goods themselves at the disposal of the buyer, and most often - during and even before the execution of the order.

Advance payment plays a dual role. On the one hand, in advance the importer lends to the exporter, on the other hand - ensures fulfillment of obligations taken by the importer under the contract, and, if the buyer refuses acceptance of the ordered product after the execution of the order, the exporter can use the advance to recover his losses.

Payment of a loan implies that the buyer pays the amount specified in the contract after some time after the delivery of the goods. Thus, the seller gives the

buyer a commercial (commodity) loan. Since one firm gives a loan to another, such a loan is also called a branded commodity loan.

The loan is provided not on the entire amount of the contract, but on 80-85%, the other part is paid by the buyer in advance, which allows PJSC "EcoTehnika" to reimburse its expenses if the buyer breaches his contractual obligations.

Distribution of types of payments under export contracts of PJSC "EcoTechnika" in 2017, depending on the country of supply of products are presented. According to the data presented, during the export of products of PJSC "EcoTekhnika" in 2017 to buyers from India, payments on credit took place 52.4% of deliveries, advance payments in 17.8% of deliveries, and "cash" payments - in 29, 8% of supplies.

International transactions with Germany provided that 47.6% of deliveries were made on loan payments, 28.9% of deliveries were down payments, and 23.5% of deliveries were made on a cash basis.

Exports of products of PJSC "EcoTekhnika" to Poland provided that the overwhelming majority of supply contracts (50.1%) were made on terms of payments on credit, 22.1% of contacts were concluded with terms of delivery with advance payments, and 27.8% - on conditions "Cash" payments.

In contracts, the sale of products to Moldova in 2017 provides that 44.6% of deliveries are made on terms of payments on credit, 23.5% - on advance payments, and 31.9% - on the terms of "cash" payments.

Consequently, the largest share of loan payments contracts takes place in the export of products to India and Poland, the largest share of advance payments is provided for in the contracts at "EcoTechnika" with wholesale customers from Germany.

Thus, the peculiarities of the international marketing situation in PJSC "EcoTechnika" company were determined. The conducted research makes it possible to conclude that there are a number of shortcomings in the organization of international marketing activity at "EcoTechnika", on the basis of which the main

directions of improvement of international marketing of the enterprise will be determined.

### 2.3 Assessment of the effectiveness of international marketing at the enterprise "EcoTechnika"

In the framework of evaluating the effectiveness of international marketing, PJSC "EcoTechnika" should first of all compare the efficiency (profitability) of the overall operation of the enterprise and the profitability of work in export markets. The calculation of indicators of profitability (efficiency) at "EcoTechnika" work on export markets is presented in the table. 2.9

Table 2.9

#### Efficiency of PJSC "EcoTechnika"

Indicator	2013 year	2014 year	2015 year	2016 year	2017 year
Revenue from sales, ths. UAH	216586	227415	261527	324710	407405
Cost of goods sold, ths. UAH	149444	166013	195527	271630	343430
Net profit, ths. UAH	7580	10233	14202	2925	19517
Profitability, %	3,5	4,5	5,4	0,90	4,8
Cost-effectiveness of production, %	5,1	6,2	7,3	1,10	5,7
Revenue from export, ths. UAH	69741	75274	96242	124364	164184
Cost of export products, ths. UAH	49516	55703	71219	101978	136273
Net profit from export, ths. UAH	2273	3137	5294	1164	8735
Profitability of international activity, %	3,3	4,2	5,5	0,94	5,3
Cost-effectiveness of export products, %	4,6	5,6	7,4	1,14	6,4

Source: created by author on the basis of [ Appendix B]

The effectiveness of export activity is characterized by the profitability of exports (the ratio of net profit from international activities to exports) and the profitability of export products (the ratio of net profit from international activities to the cost of export products). The ratio of profitability of exports and profitability of PJSC "EcoTekhnika" in 2013-2017 is presented in Fig. 2.5.

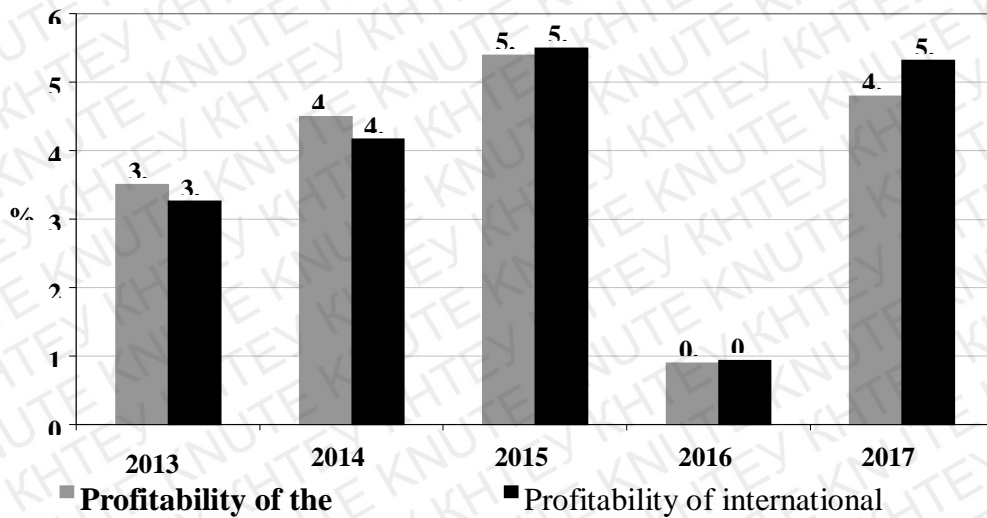


Figure 2.5. The ratio of profitability of exports and profitability at PJSC "EcoTekhnika" in 2013-2017.

*Source:* created by author on the base of the data provided at PJSC "EcoTechnika"

According to the data presented, the profitability of the exported products was lower than the average profitability of PJSC "EcoTechnika" products in 2013-2014. Since 2015, the profitability of PJSC "EcoTechnika" products sold on international markets is higher than the average profitability of the company's products.

In order to evaluate the effectiveness of international marketing activities at "EcoTechnika", it is first of all appropriate to compare the overall effectiveness of marketing activities of the enterprise and the effectiveness of marketing in export markets. For this purpose, the following indicators will be calculated:

- volume of sold products for 1 UAH. marketing costs in general for the company and in international activities;

- efficiency of marketing expenses on net profit (the size of net profit on 1 UAH of expenses on sales) in general on the enterprise and in the international activity.

The results of the evaluation of the effectiveness of the marketing activities at "EcoTechnika" and the international marketing activities of the enterprise are presented in Table. 2.10.

*Table 2.10*

**Results of the Evaluation of the Effectiveness of the Marketing Activities at PJSC "EcoTechnika" and International Marketing Activities in 2013-2017.**

Indicator	2013 year	2014 year	2015 year	2016 year	2017 year
In general, the company					
Volume of sales, ths. UAH	216586	227415	261527	324710	407405
Net profit, ths. UAH	7580	10233	14202	2925	19517
Marketing expenses (sales), ths. UAH	9049	9501	10926	22506	7224
The volume of sales of 1 UAH of marketing expenses, UAH	23,73	22,94	23,92	14,43	56,40
Efficiency of marketing expenses on net profit (the size of net profit on 1 UAH of expenses on sale), UAH	0,84	1,08	1,30	0,13	2,70
International activity (export of products)					
Volume of sales, ths. UAH	69741	75274	96242	124364	164184
Net profit, ths. UAH	2273	3137	5294	1164	8735
Marketing expenses (sales), ths. UAH	2160	2265	3091	4301	3112
The volume of sales of 1 UAH of marketing expenses, UAH	32,29	33,23	31,14	28,92	52,76
Efficiency of marketing expenses on net profit (the size of net profit on 1 UAH of expenses on sale), UAH	1,05	1,38	1,71	0,27	2,81

*Source:* created by author on the basis of [ Appendix B]

According to the presented data, the implementation of international marketing at "EcoTechnika" is more effective than the marketing activity of the enterprise as a whole.

Thus, the volume of sold products is 1 UAH. the expenses for marketing at "EKOtekhnika" during the years 2013-2015 was practically unchanged and amounted respectively to UAH 23.73. in 2013, 22.94 UAH. in 2014 and UAH 23.92. in 2015. Then in 2016, due to the growing costs of marketing activities at "EcoTechnika", the volume of products sold for 1 UAH. marketing expenses significantly decreased - up to 14.43 UAH. In 2017, the situation stabilized and the volume of sales of 1 UAH of marketing expenses increased to 56.40 UAH. In international activity, the volume of sales of products is 1 UAH. marketing expenses amounted to 32.29 UAH in 2013, in 2016 it decreased to 28.92 UAH, and in 2017 - increased to 52.76 UAH.

The effectiveness of marketing expenses for the company as a whole increased during the years 2013-2015 from UAH 0.80 to UAH 1.30 (in the amount of UAH 1 marketing expenses), then in 2016 it decreased to UAH 0.13, and in 2017 p. - has grown to 2,10 UAH, having exceeded more than twice the maximum values of this indicator over the last five years.

The study of the cost effectiveness of international marketing shows that during 2013-2015 the net profit amount for 1 UAH. international marketing expenses increased from UAH 1.05 to UAH 1.71 In 2016, the cost of international marketing decreased to UAH 0.27 / UAH, and in 2017 - increased to UAH 2.81 / UAH.

Thus, the cost effectiveness of international marketing during 2013-2017 was always higher than the efficiency of the commercial activity at "EcoTechnika" in general.

Exploring the cost of international marketing for the export markets at "EcoTehnika" (see Table 2.11), it should be noted that in the markets of Poland and Germany, international marketing costs are more effective than the total costs of international marketing activities per enterprise (net profit for 1 UAH of marketing

costs in Poland and Germany practically throughout the investigated period exceeded the amount of net profit from export activity by 1 UAH of international marketing expenses). Instead, in India and Moldova, international marketing costs are less effective than the total costs of PJSC "EcoTechnika" for international marketing activities (net profit of 1 UAH, marketing costs in these countries, for the entire period under investigation, are lower than net profit from export activity for 1 UAH of international marketing expenses for the company as a whole).

Table 2.11

**Efficiency of Expenses for International Marketing on Export Markets at PJSC "EcoTekhnika"**

	2013	2014	2015	2016	2017
India	1,03	1,22	1,65	0,29	2,43
Germany	1,08	1,42	1,99	0,24	2,94
Poland	1,16	1,26	1,95	0,35	3,01
Moldova	0,99	1,12	1,74	0,18	2,53
Deviation from the general level of cost effectiveness for international marketing					
India	-0,02	-0,16	-0,06	0,02	-0,38
Germany	0,03	0,04	0,28	-0,03	0,13
Poland	0,11	-0,12	0,24	0,08	0,20
Moldova	-0,06	-0,26	0,03	-0,09	-0,28

*Source:* created by author on the base of the data provided at PJSC "EcoTechnika"

The ratio of the structure of the costs of marketing for geographical export markets, as well as the implementation structure and profit making structure at "EKOtekhnika" in export markets in 2017, is presented in Fig. 2.6. According to the data presented, the ratio of the structure of marketing costs, turnovers and net profit



in the export markets of PJSC "EcoTechnika" is different. Thus, the market of India accounts for 35.7% of expenses for international marketing, while the volume of sales in the structure of exports is only 23.6% (or 9.5% of the total sales at "EKOtekhnika" products), while net profit in the structure of net profit of the enterprise from export activity takes only 20.6%.

In the markets of Germany and Poland, the share of sales and net profit exceeds the share of marketing costs. Thus, the share of exports to the German market is 32.8% in the overall structure of exports at "EcoTechnika" (13.2% of the total volume of the company's sales by 2017), and the share of net profit in the overall structure of the company's net profit from export activity - 35.7%, while the cost of international marketing measures is only 28.4%.

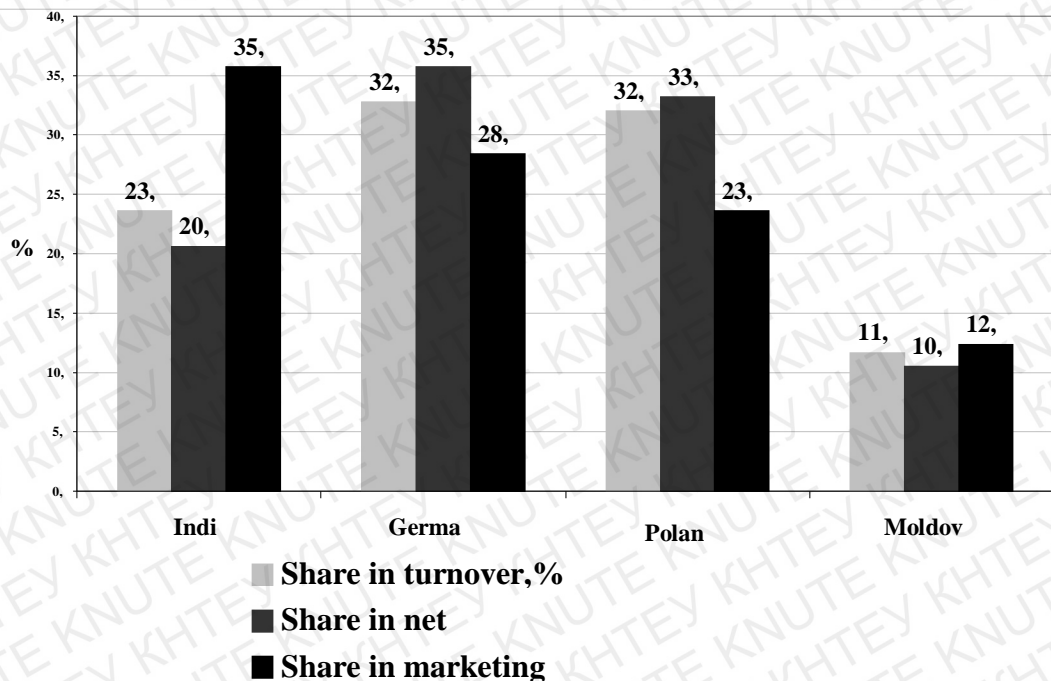


Figure 2.6. Ratio of the structure of expenses for marketing on the geographical export markets, as well as the structure of implementation and profit making structure at PJSC "EcoTekhnika" in export markets in 2017.

*Source:* created by author on the base of the data provided at PJSC "EcoTechnika"

A similar situation is observed in the Polish market - with a share of turnover of 32.0% in exports of products of PJSC "EcoTechnika" (12.9% of total sales in

2017) and a share of net profit of 33.2% in the overall structure of the net the profit from export activity, the cost of international marketing measures occupy only 23.6%.

On the Moldovan market, the situation is similar to the situation in the Indian market - the share of costs for international marketing activities (12.3%) is higher, for the share of net profit in the total net profit from export activities (10.5%) and the share of sales (11 , 7% of the export volume at "EcoTechnika", or 4.7% in the total volume of sales of products by the results of 2017).

Comparing the share of marketing expenses in the total turnover at "EcoTechnika" and the share of expenses on international marketing in the volume of export of the enterprise (see Figure 2.7), it should be noted that in 2013-2016, the share of marketing expenses in the total volume of sales significantly exceeded the share of expenses on international marketing in terms of exports, and in 2017, these figures almost equaled - were 1.8% and 1.9% respectively, which is rather low for a company operating in a highly competitive market (see Table 2.9 and an estimate of the competition level for ind Exx Herfindahl-Hirschman).

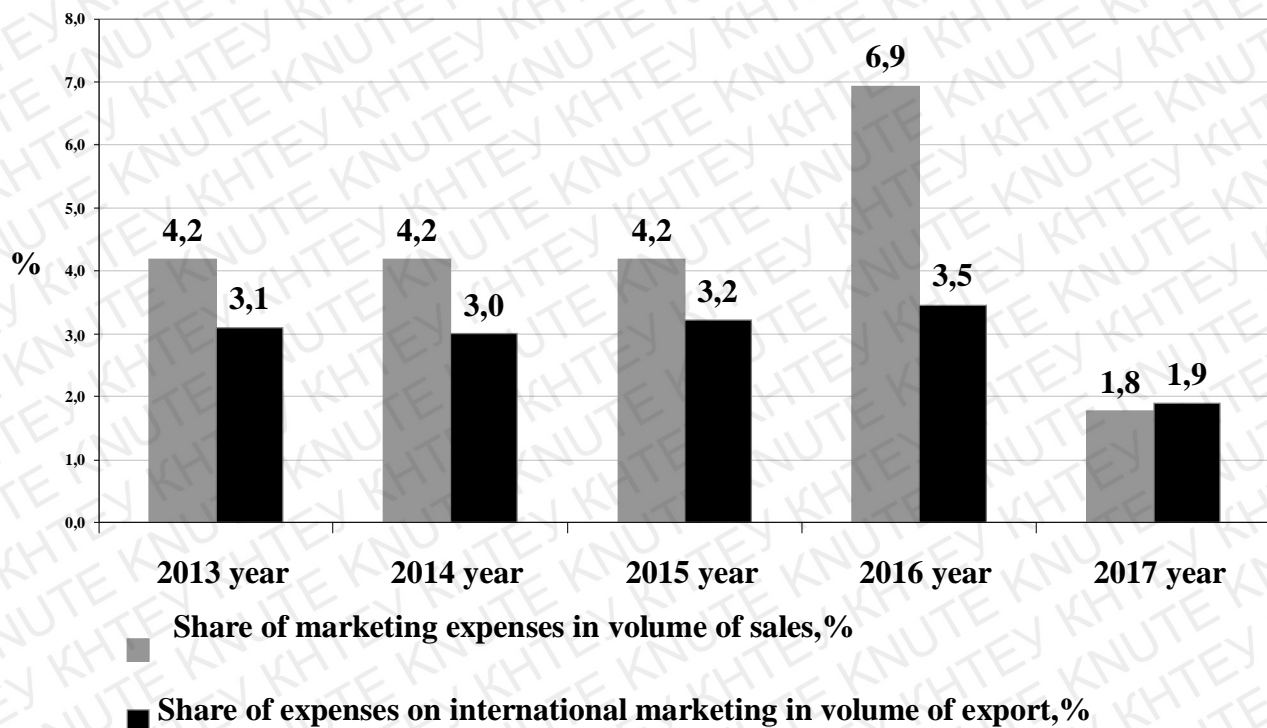


Figure 2.7. The share of expenses for marketing and international marketing in the activities at PJSC "EcoTechnika" in 2013-2017.

*Source:* created by author : created by author on the base of [42]

The determination of the level of competition is important for assessing the effectiveness of international marketing activities. To determine the level of monopolization of the industry in the international markets at "EcoTechnica", the calculation of the Herfindahl-Hirschman index will be carried out. In tabl. 2.12 presents data on the fate of PJSC "EcoTechnika" in international markets and the market share of major competitors.

*Table 2.12*

**Data on the Market Share at PJSC "EcoTechnika" and its Main Competitors in International Markets**

	The market share of India	The market share of Germany	The market share of Poland	The market share of Moldova
PJSC "EKOtchnika"	0,07	0,02	0,02	0,05
Competitor 1	0,04	0,05	0,05	0,07
Competitor	Not presented	0,02	0,09	0,04
Competitor 3	0,03	0,03	0,11	0,09
Competitor 4	0,09	0,01	0,05	0,13
Competitor 5	0,02	0,005	0,03	0,08
Competitor 6	0,10	Not presented	0,13	Not presented
Competitor 7	0,10	0,003	Not presented	0,04
Competitor 8	0,11	0,002	Not presented	0,04
Competitor 9	0,06	0,002	Not presented	0,06
Competitor 11	Not presented	Not presented	0,06	0,01
Competitor 12	Not presented	0,005	0,01	0,05

Competitor 13	Not presented	0,005	0,01	0,02
Other companies	0,47	0,856	0,44	0,36

*Source:* created by author on the basis of [69]

The calculation of the Herfindahl-Hirschman index is carried out according to the formula:

$$I_n = \sum D_i^2, \quad (2.1)$$

where - share of the i-th enterprise in the total volume of sales on the market;

The level of competition in Indian market:

$$I_n^{\text{India}} = 0,07^2 + 0,04^2 + 0,03^2 + 0,09^2 + 0,02^2 + 0,10^2 + 0,10^2 + 0,11^2 + 0,06^2 = 0,052$$

The level of competition on German market:

$$I_n^{\text{Germany}} = 0,02^2 + 0,05^2 + 0,02^2 + 0,03^2 + 0,01^2 + 0,005^2 + 0,003^2 + 0,002^2 + 0,002^2 + 0,005^2 + 0,005^2 = 0,0044$$

The level of competition on Poland market:

$$I_n^{\text{Poland}} = 0,02^2 + 0,05^2 + 0,09^2 + 0,11^2 + 0,05^2 + 0,03^2 + 0,13^2 + 0,06^2 + 0,01^2 + 0,01^2 = 0,047$$

On Moldova market:

$$I_n^{\text{Moldova}} = 0,05^2 + 0,07^2 + 0,04^2 + 0,09^2 + 0,13^2 + 0,08^2 + 0,04^2 + 0,04^2 + 0,06^2 + 0,01^2 + 0,05^2 + 0,02^2 = 0,0486$$

According to the calculations made, the concentration of the PJSC "EkoTechnika" in all export markets is low (Herfindahl-Hirschman index is less than 0.1), which is a sign of a highly competitive environment and the need to intensify marketing efforts for the development of export potential and increase the international activity of PJSC "EkoTechnika" »

Thus, the evaluation of the effectiveness of international marketing of PJSC "EkoTechnika" has revealed that the cost effectiveness of international marketing during 2013-2017 was always higher than the efficiency of the marketing activity of PJSC "EkoTechnika" in general. Comparing the share of marketing expenses in the

total turnover of PJSC "EcoTechnika" and the share of expenses on international marketing in the volume of export of the enterprise, it should be noted that in 2013-2016, the share of marketing expenses in the total volume of sales substantially exceeded the share of expenses for international marketing in volume of exports, and in 2017, these figures almost equaled - were 1.8% and 1.9% respectively, which is rather low for a company operating in a highly competitive market.

## **CONCLUSIONS TO THE PART II**

PJSC "EcoTechnika" is a production and trading enterprise specializing in the production of spices and other groceries. The products of the company are known by such brands as EKO, EKO. Big Spoon ", " EDEL ", " RIKOND ". Also, the company offers the production of spices in the format Private label. The study of the financial and economic situation shows that during the 2013-2017 the situation of the company was rather stable (only a significant decline in profitability in 2016 due to rising administrative costs and sales costs).

At "EcoTechnika" is an export-oriented enterprise, which 40.3% of its products are sold outside Ukraine. The largest export markets of "EcoTechnika" are the markets of Germany and Poland, as well as sales of products to the markets of India and Moldova. The export commodity structure for 2013-2017 remained virtually unchanged (the main export products are spice-aromatic herbs and root crops, natural spices TM "EDEL", spices and seasonings TM "ECO"). The export activity at "EcoTechnika" is carried out by the export department of products, which consists of four persons. The department's work is based on a regional principle. Although there is a marketing department in "EcoTechnika", the majority of the export department is responsible for the implementation of international marketing activities. The marketing department of the company is engaged in marketing and promotion of products at "EcoTechnika" on the domestic (Ukrainian) market. The conducted analysis of the state of international marketing of PJSC "EcoTechnika" indicates that there are significant deficiencies in the company's operations in international markets, the main of which is the lack of marketing research on the external markets and

insufficient level of activation of marketing efforts to stimulate sales and promote the company's products.

The estimation of the efficiency of international marketing in the work at "EcoTechnika" shows that the cost effectiveness of international marketing during 2013-2017 was always higher than the efficiency of marketing activities at "EcoTechnika" in general. The profitability of export activity exceeds the overall profitability of the company, which proves the expediency of further development and intensification of international activity, which is impossible without the corresponding measures of international marketing.

### **PART 3. IMPROVING OF THE INTERNATIONAL MARKETING EFFICIENCY AT THE ENTERPRISE "ECOTEKHNKA"**

#### **3.1. Justification of the Potential for Improving the Efficiency of International Marketing .**

In order to increase the profitability and efficiency of PJSC "Ekotechnika", it is necessary to develop a set of measures aimed at increasing the turnover in international markets, which requires improvement of management of international marketing.

The expediency of activating the work of PJSC "EkoTechnika" on international markets is based on the fact that starting from 2015, the profitability (efficiency) of the company's operations on foreign markets is higher than the profitability of work in the domestic market. At the same time, the management of international marketing activities of PJSC "EcoTechnika" has a number of problems that were highlighted during the study and namely:

1. Lack of marketing analysis and notably marketing researches of the external markets;
2. Insufficient level of activation of marketing efforts for stimulation of sales

and promotion of products of the enterprise;

3. High load on the employees of the department of export of products, who, in addition to the responsibilities for the sale of products, are also responsible for performance of international marketing activities.

4. In other words international marketing function are not specifically assigned within the enterprise.

Despite the highlighted problems in the organization of international marketing activities, the cost effectiveness of international marketing is higher than the effectiveness of marketing costs in the whole enterprise (see Table 2.7, Figures 2.12 and 2.13).

Possibility of increasing financing of expenses for international marketing of PJSC "Ekotekhnika" is confirmed by the availability of funds from the company - according to the results of 2017 net profit is 19517 thousand UAH. (see Table 2.1), while net profit from export activity amounted to UAH 8735 thousand. (see Table 2.9).

In order to determine the reserves for increasing the efficiency of international marketing of PJSC "Ekotekhnika", it is expedient to conduct a SWOT-analysis, which will enable to systematize the existing strengths and weaknesses of the enterprise, as well as the opportunities and threats of international marketing activity in foreign markets. The systematization of the strengths and weaknesses of PJSC "EkoTechnika" (in the context of providing work in international markets) is presented in the table. 3.1.

*Table 3.1*

**Strengths and Weaknesses of PJSC "EkoTechnika" in International Marketing**

Strengths	Weaknesses
1. Competence of employees of the department of external sales	1. Strategic uncertainty
2. Significant experience in international markets	2. Lack of marketing research in foreign markets

3. Availability of financial resources for the activation of international marketing	3. Insufficient level of activation of marketing efforts
4. Liaison with foreign partners	4. High pressure on employees of the department of export of products
5. Experience in participating in exhibitions in Ukraine	5. Insufficient activation of advertising activity
6. High level of product quality	6. It is not accepted to participate in international exhibitions in export markets

*Source:* created by author on the basis of [16]

The external factors may include macroeconomic matters, technological change, legislation, and sociocultural changes, as well as changes in the marketplace or in competitive position. The results are often presented in the form of a matrix. The list of external opportunities and threats of international marketing activity of PJSC "EcoTechnika" is presented in the table. 3.2.

*Table 3.2*

**External Opportunities and Threats of International Marketing Activity  
of PJSC "Ekotekhnika"**

Opportunities	Threats
1. The development of the economy of export countries and the intensification of demand for spices	1. Faster competition and entry into the market of newcomers
2. Economic integration of Ukraine into the global common and simplification of customs procedures	2. Fluctuations in exchange rates and inflation
3. Reducing the position of existing competitors	3. Change the needs of consumers
4. Development of marketing and information technologies facilitating communication with customers in export markets.	4. The emergence of difficulties in contracting with suppliers and consumers
5. Extension of the assortment to meet the needs of consumers	5. Deceleration of the growth rates of the markets of bumpy products

*Source:* created by author on the basis of [16]

Opportunities and Threats, on the other hand, are the external factors taken into consideration in SWOT analysis. Opportunities come and go randomly, without you



being able to change their timing or frequency (but only how you approach them). The same goes for Threats.

The usefulness of SWOT analysis is not limited to profit-seeking organizations. SWOT analysis may be used in any decision-making situation when a desired end-state (objective) is defined. Examples include non-profit organizations, governmental units, and individuals. SWOT analysis may also be used in pre-crisis planning and preventive crisis management. SWOT analysis may also be used in creating a recommendation during a viability study/survey.

Thus, the SWOT analysis revealed the availability of financial reserves for the activation of international marketing of PJSC "EkoTechnika" and the need to strengthen advertising, promotion, participation in international exhibitions (on the territory of exporting countries) to increase sales and profitability of the company.

The results of the SWOT analysis are traditionally presented as a matrix (Fig.

	<b>Opportunities</b>	<b>Threats</b>
<b>Strengths</b>	<p>"Strength and Opportunity"</p> <ol style="list-style-type: none"> <li>1. Activation of the personnel of the department of export of products with new potential customers in export markets</li> <li>2. Expansion of the assortment of the enterprise represented on export markets</li> </ol>	<p>"Strength and Threats"</p> <ol style="list-style-type: none"> <li>1. Marketing research of international markets for the identification of consumer needs</li> <li>2. Motivation of employees</li> <li>3. Estimation of competitive advantages of own products, monitoring of potential competitors</li> </ol>
<b>Weak sides</b>	<p>"Weaknesses and opportunities"</p> <ol style="list-style-type: none"> <li>1. Activation of international marketing activity.</li> <li>2. Activating advertising and promotion</li> <li>3. Participation in international exhibitions on the territory of exporting countries</li> </ol>	<p>Weaknesses and Threats</p> <ol style="list-style-type: none"> <li>1. Analysis of the competitive environment</li> <li>2. Study of potential foreign competitors</li> <li>3. Activation of sales promotion and establishment of stable partnerships with trading partners in international markets.</li> </ol>

sis matrix of PJSC "Ekotekhnika"

*Source:* created by author on the basis of [16]

Thus, the SWOT analysis revealed the availability of financial reserves for

the activation of international marketing of PJSC "EkoTechnika" and the need to strengthen advertising, promotion, participation in international exhibitions (on the territory of exporting countries) to increase sales and profitability of the company.

The next stage of the research will be the definition of a general strategy of international marketing of the enterprise. International marketing expansion of PJSC "Ekotekhnika" should be a subject of the general strategy of development of the enterprise. The initial stage of the formation of the strategy for the development of international marketing strategy of the enterprise is the definition of the mission and strategic goals. That is why we propose to extend the mission of PJSC "EcoTechnika", by introducing international aspect.

The mission of the company may be, for example, to expand export capacities and to provide consumers with high quality products at a moderate price on international markets.

Analyzing the purpose of the international marketing activity of PJSC "EkoTechnika", we can say that the company operates in the market in a difficult and very volatile situation. But you can count on success if you constantly review your target, strategic and tactical settings. The objective of the functioning of PJSC "EkoTechnika" in the international markets should be not an episodic benefit, but a long-term goal, which will enable the company to take a steady market position in foreign countries, increase export volumes, profitability and efficiency.

It should be noted that together with the tasks of forming a strategy and practical measures for improving the management of international marketing of PJSC "EkoTechnika", the company also needs to solve a complex of tasks in the field of finance, accounting, supplies, technology of work with personnel, automation of work. Only in this set of activities one can consider the possibilities of increasing the efficiency and profitability of the international activity of PJSC "EcoTechnika".

Improvement of the management of international marketing activities of PJSC "EkoTechnika" enterprise can be realized within the framework of strategies of intensive, growth integration or diversification.

If one chooses the strategy of intensive growth, the main directions of

international activity of PJSC "EcoTechnika" may be:

1. Ensuring deep penetration in the international markets;
2. Expansion of the new international markets;
3. Improvement and modification of the assortment of products in accordance with the requirements of existing international markets.

Under the choice of strategy of integration growth, the main areas of international activity of the enterprise PJSC "EcoTechnika" may be:

- Establishing control over the work of suppliers;
- Establishing control over the distribution system in international markets;

If you choose the strategy of diversification growth in international markets, PJSC "Ekotekhnika" may choose:

1. The strategy of international concentric diversification (expansion of the nomenclature of identical products);
2. Strategy of international horizontal diversification (replenishment of the range of products in accordance with the requirements of international markets);
3. The strategy of international conglomerate diversification (replenishment of the range of new products, not related to those already implemented by the enterprise in international markets).

To improve the international activity and the management of international marketing of PJSC "EcoTechnika", it is advisable to choose an intensive growth strategy, as the company needs to intensify marketing efforts to support and increase sales volumes on international markets (increase of market shares) on already existing international markets (increase of market shares).

The next stage of justification of the reserves for increasing the efficiency of international marketing of PJSC "EcoTechnika" is the use of STP-marketing, which involves market segmentation, definition of target markets and features of positioning in target markets. Characteristics of STP-marketing features of PJSC "EcoTechnika" on international markets are presented in the table. 3.3.

*Table 3.3*

## Features of STP-Marketing of PJSC "EcoTechnika" in International Markets

An ingredient in STP marketing	Characteristics in the markets of India, Germany, Poland, Moldova
Segmentation of the market	Segmentation of the market depending on the size of the companies of consumers on: wholesale trade intermediaries; small wholesale resellers; grocery retail (supermarket chains, hypermarkets); retailers; end users.
Select a target market	"Target markets for marketing activities will be: wholesale dealers; small wholesale dealers; grocery retail (supermarket chain, hypermarket network). "
Positioning	Positioning: high quality products at an optimum price, proven manufacturer, discount system for regular partners, Marketing strategies: deep penetration into existing international markets

*Source:* created by author on the basis of [16]

In accordance with the specific features of STP-marketing, PJSC "EkoTechnika" in international markets it is expedient to use the strategy of adaptation of products to national needs and standardization of marketing measures to increase the presence in export markets.

In order to increase the sales volume of PJSC "EkoTechnika" in international markets, it is necessary to implement measures of promotion and sales promotion. Increasing the efficiency of international marketing management of PJSC "EkoTechnika" involves the introduction of a set of measures, the main of which will be the improvement of sales policy, the organization of consumer incentives, and the organization of stimulating their own sales staff. The next step in writing the work is the elaboration of the developed areas of adaptation of effective international marketing technologies for PJSC "EcoTechnika".

The strategy for the development of PJSC "EcoTechnika", according to which measures to improve the management of international marketing should be implemented, should become a strategy of differentiation. So according to this the PJSC "EcoTekhnika" should develop significant competitive advantage for existing

products on existing markets. The reason of this is the fact that our company honestly do not have the opportunities to produce new products for every new markets.

The strategy of differentiation is a way of gaining competitive advantages by expanding the consumer qualities of products beyond those of the competitor. The application of the strategy of differentiation becomes possible because of the heterogeneity of consumers' needs and wants.

An example of implementing a differentiation strategy is the expansion of product characteristics such as:

- to create a strong brand identities;
- to improve the quality of customer service;
- to achieve the cost parity or cost proximity relative to its competitor in all areas that do not effect differentiation;
- to enhance product prestige;
- to increase the product quality guarantees;
- to provide active advertising and promotion;
- to form of a positive image and reputation of a brand (or enterprise);
- to have a technological leadership;
- to widen assortment of products, etc.

The starting point of every strategy is goal setting, as it comes from the definition of the strategy. According the business point of view strategy is an action that managers take to obtain one or more of organization' goals.

The system of development goals of PJSC "Ekotekhnika", aimed at improving the international marketing activities of the company as part of the strategy of differentiation and intensive growth, is presented in Fig. 3.2.

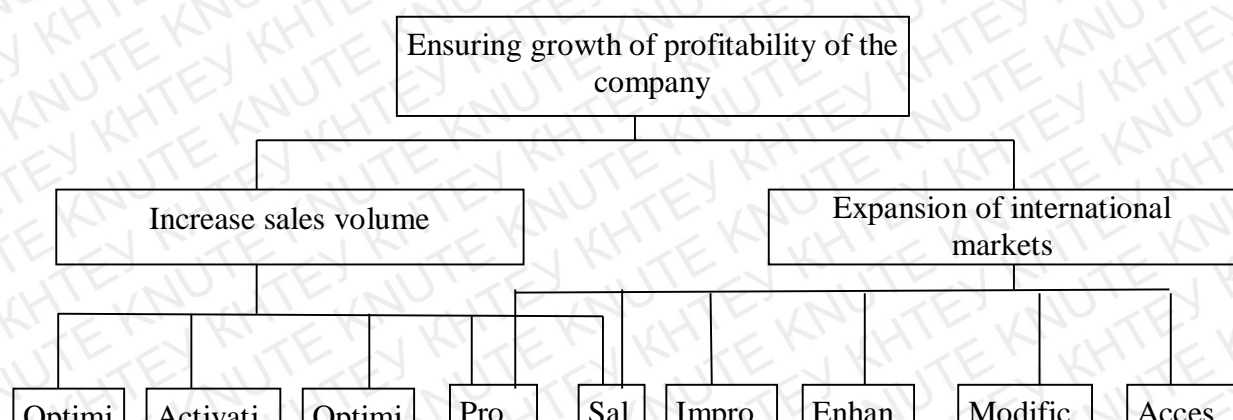


Figure 3.2. The system of goals for improving the management of international marketing of PJSC "EcoTechnika"

*Source:* created by author on the basis of [51]

We describe the system of enterprise goals more detailed.

The main objective of improving the management of international marketing of PJSC "Ekotekhnika" should be to ensure the growth of profitability of the company. Achievement of profitability growth will be realized due to achievement of two sub-targets: increase of sales on international markets and expansion of international markets - access to new markets of EU countries within the framework of the strategy of European integration of Ukraine.

To increase the sales volume of PJSC "EkoTechnika" it is necessary to ensure:

- optimization of expenses for sales of products
- to intensify marketing research and promotion of products in international markets;
- optimize the range of products offered in international markets;
- to implement policies of promotion and sales promotion.

Achievement of the objective of expansion of international markets of PJSC "Ekotekhnika" will be realized at the expense of:

1. improving pricing policy;
2. formation of a positive image and reputation in international markets;
3. modification and adaptation of existing products in accordance with the needs of international markets;
4. geographic expansion into new geographical areas.

Practical steps in achieving the set goals should be improved product quality, activation of communication policy, activation of marketing research, improvement of consumer incentive schemes and stimulation of own sales staff (employees of the export department of PJSC "EkoTechnika" products).

Important in improving the management of international marketing of PJSC "EcoTechnika" is the provision of quality information and analytical support. PJSC

"EkoTechnika" needs business processes being optimally organized for survival in the conditions of global competition and dynamic business environment. Even more important is the ability of enterprises to respond quickly and decisively to environmental changes.

When planning international marketing specialists of the export department of PJSC "EkoTechnika" products (as mentioned above, it is the specialists of the product export department, not the specialists of the marketing department who are responsible for international marketing events) should process large amounts of information on the characteristics of the market, consumers, competitors, contact audiences and marketing intermediaries, legislative changes. The content and elements of existing information support is presented in the table. 3.4.

*Table 3.4*

**Basic Parameters of Foreign Markets Used for International Marketing  
Decision Making of PJSC "EkoTechnika"**

Environmental factors	Related information and data
Consumers	<ul style="list-style-type: none"> <li>- trends in changing the needs of the main consumers of goods of the enterprise;</li> <li>- forecast of changing market parameters, size and demand;</li> <li>- forecast of changes in consumer income;</li> <li>- forecast of changes in composition and values of signs of segmentation of international markets.</li> </ul>
Competitors	<ul style="list-style-type: none"> <li>- analysis of the quality, prices and competitiveness of competitors' products;</li> <li>- analysis of the organizational and technical level of production of major competitors;</li> <li>- prediction of market share and market strategy of major competitors;</li> <li>- study of the strategy of promotion and stimulation of consumers to the main competitors.</li> </ul>
Contact Audiences	<ul style="list-style-type: none"> <li>- analysis of the attitude of the enterprise and its product to the financial circles of the region (country), the media, government agencies, public organizations, etc.</li> <li>- development of measures to improve relations with the contact audience.</li> </ul>
Marketing intermediaries	<ul style="list-style-type: none"> <li>- analysis of the structure and strategy of resellers and clarification with them of marketing strategies for product promotion in international markets;</li> <li>- Establishing contacts with agencies for the provision of marketing services (advertising agencies, consulting companies, marketing research companies, etc.);</li> <li>- Establishing relations with credit and financial institutions.</li> </ul>

Legislation on customs clearance and delivery features	- formation of a data bank on tax systems and foreign economic activity; - analysis of the impact of taxes, customs duties, quotas, licenses and other indicators on the possibility of exporting products.
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*Source:* created by author on the basis of [29]

Simultaneously with the analysis of the listed environmental factors, during the management of international marketing of PJSC "Ekotekhnika", an assessment of the internal environment of the enterprise itself, the characteristics of which are presented in Table. 3.5.

*Table 3.5*

**Factors of the Internal Environment for which Information Should be Collected and Analyzed during the Management of International Marketing of PJSC "EcoTechnika"**

Factors	Areas of analysis and impact indicators
Organization of international marketing	- the geographical location of customers and the specifics of product sales; - system of quality control of the received information during marketing researches on the international (export) markets; - efficiency of working time costs of the personnel of the export department of products.
Elements of international marketing	- conformity of production of the enterprise to specific requirements of international markets (specialization and standardization of products of PJSC "EkoTechnika"); - life cycle of the main products; - knowledge of the needs of consumers; - image of the enterprise and its products, their reputation and quality.
Finance (for the enterprise as a whole and separately for international activity)	- level of financing of marketing expenses and expenses for international marketing; - financial stability, ability to use alternative financial strategies; - efficiency of accounting and financial planning and reporting system; - investment policy; - the possibility of increasing the planned amount of financing.
Human resources	- experience and skills of the personnel of the export department of products of PJSC "EkoTechnika"; - system of stimulation of personnel of the export department of products; - efficiency of labor resources; - turnover of personnel in the export department of products; - organization of training and advanced training of personnel of the department of export of products in accordance with actual changes in the practice of conducting international business.



Organizational culture and management organization	<ul style="list-style-type: none"> <li>- the image and prestige of the firm;</li> <li>- company philosophy, norms and values;</li> <li>- ownership structure, stakeholders;</li> <li>- skills, abilities, interests of a higher level of management, style of leadership;</li> <li>- planning system;</li> <li>- system of information flows and decision-making;</li> <li>- the organizational structure.</li> </ul>
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*Source:* created by author on the basis of [62]

Thus, during the information and analytical support of the management of international marketing of PJSC "Ekotekhnika", employees of the export department of production should collect and process large amounts of information, optimize and allocate the use of resources, monitor the implementation of contracts and tasks.

Also, in order to improve the management of international marketing, PJSC "EkoTechnika" needs to implement a set of measures, the main of which will be the improvement of sales policy, the organization of stimulation of consumers, and the organization of stimulating their own sales staff.

The next step in writing the work is the elaboration of the developed areas of adaptation of effective international marketing strategies for PJSC "EcoTechnika".

### **3.2 Development of a Set of Measures to Improve International Marketing Productivity at PJSC “EcoTekhnika”.**

Practical measures to improve the management of international marketing of PJSC "EkoTechnika", based on the analysis of the effectiveness of international marketing activities and available reserves to increase the efficiency of international marketing of the enterprise, will be:

1. Enhancing of marketing researches of foreign markets of PJSC "EkoTechnika";
2. Enhancing of incentive measures for resellers in international markets and the formation of an integrated system of discounts to stimulate sales;
3. Implementation of promotion activities on international markets;
4. Enhancing of participation in international exhibitions on existing international markets, and in EU countries, where products of PJSC "Ekotekhnika" are

not exported (not as visitors, but as exhibitors, with the presentation of products);

5. Improvement of qualification and training of personnel of the export department of products;

6. Development of measures of financial motivation for personnel of the export department of products.

The main directions of studying information in the course of marketing researches of foreign markets of PJSC "EcoTechnika" are outlined in Table. 3.1 and 3.2 It is advisable that information on international markets and marketing research should continue to be shared by the employees of the export department of the company's products, but it would be more attractive to involve local marketing agencies to provide information necessary for the development of PJSC "Ekotekhnika", which requires additional financing.

Engagement local marketing agencies for market research in international markets will reduce the burden on specialists of the export department of PJSC "EkoTechnika" products, as well as obtain clear and structured information for further planning of work with intermediaries and wholesalers on international markets.

The next direction of improving the international marketing of PJSC "EkoTechnika" is the intensification of incentive measures for resellers in international markets. The effectiveness of the incentive schemes for resellers and other representatives of distribution channels of PJSC "EkoTechnika" products in international markets is directly dependent on the development of relations with the employees of the export department of products.

As noted above, the cost of conducting negotiations and establishing cooperation with potential buyers is present in the cost of international marketing of the enterprise, which, according to the results of 2017, occupied 31% of the total structure of expenses for international marketing of PJSC "EkoTechnika". At the same time, the cost of providing discounts for the results of 2017 amounted up to 48% of the total cost of international marketing of PJSC "EkoTechnika".

Work with wholesale customers on international markets should be conducted

by employees of the export department of PJSC "EkoTechnika" products, taking into account the practice of doing business in each country and the features of building relationships with resellers. It should be noted that although at present the sale of products of PJSC "EkoTechnika" to international markets is carried out only by large brokers, however, the implementation of international marketing activities (namely, participation in exhibitions and activation of the work of specialists of the department of export products) will facilitate the attraction of additional partners, among which may be small-scale ones. That is why the system of incentive measures for resellers in international markets should foresee the intensification of cooperation with large wholesale intermediaries as well as with small-scale consumers.

The key points on which employees of the export department of PJSC "EkoTechnika" should pay their attention for various channels of product sales on international markets is presented in Fig. 3.3.

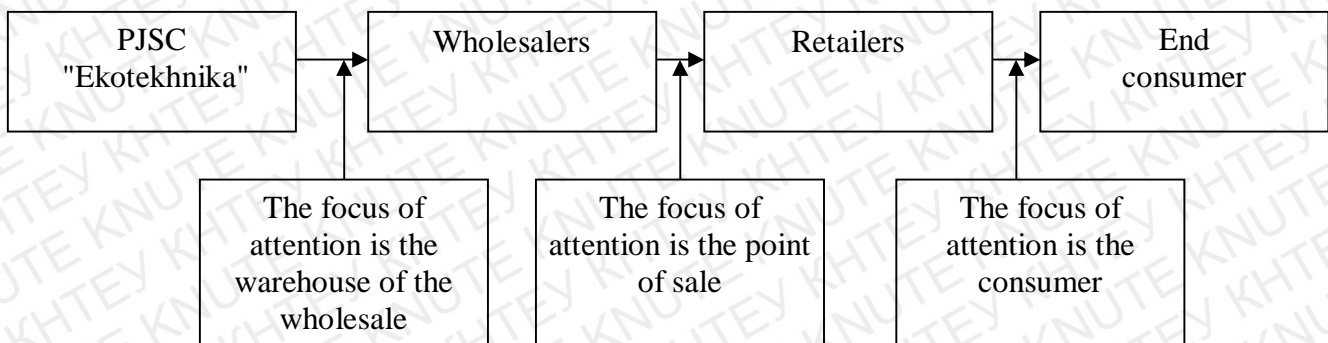


Figure 3.3. Key points for the activation of incentive measures for resellers in international markets.

*Source:* created by author on the basis of [42]

Under the conditions of the wholesale sales of goods, the center of attention of the employees of the export department of products of PJSC "EkoTechnika" company should be directed to the volume of goods purchased by the wholesale intermediary. At this stage of development, the wholesale intermediary is perceived by PJSC "Ekotekhnika" as a "point of sale" (POS). Accordingly, the main task of the wholesaler is "to purchase as much as possible, sell as much as you can." Actions,

that is, the steps to achieve the goal are aimed specifically at "loading the warehouse of the wholesale reseller".

The purpose of developing a system of motivation of wholesale trade intermediaries of PJSC "EkoTechnika" company on international markets is to attract wholesalers to the implementation of strategic, tactical and operational goals of the company in foreign markets.

In the work of PJSC "EkoTechnika", as noted above, direct wholesale discounts are used by wholesale intermediaries depending on the batch of purchases.

In addition to direct discounts, PJSC "EkoTechnika" should use turn-based discounts, or rebates. They envisage the return of PJSC "EkoTechnika" to the wholesalers of the amount of the discount, calculated from the volume of purchases of the reporting period. Typically, a turn-back discount is combined with the task of obligatory purchasing of a certain volume of certain types of products that require promotion in a certain period (month or quarter). In the case of the implementation of the procurement volume (target), the rebate is calculated and credited to the wholesale reseller.

The positive feature of such a discount is the strong motivation of the wholesale intermediary to perform the task in case the bar is installed correctly, that is, achievable. If the work on the task is started, the desire to reach the bar is more intense than the greater efforts to achieve already enclosed.

The employees of the export department of the production of PJSC "Ekotekhnika" can award wholesale trade intermediaries according to the following criteria:

- breadth of assortment of products being procured;
- constant volumes of purchases of goods;
- positive changes to the sales structure for resellers (for example, cooperation with large supermarket chains or increase in the share of purchases of certain products of PJSC "Ekotekhnika" began).

The instrument of realization of the plan of development of a policy of stimulation of sales for potential small-scale intermediaries of PJSC "EkoTechnika"

on international markets are qualitative indicators of work with the territory: "coverage" and "presence". It is at this stage that most often used marketing PUSH programs (transformation of discounts on bonuses for certain tasks) and various compensation for marketing costs. These programs operate in the same way as turntables and cash bonuses, but, in addition to stimulating the performance of a specific task, they also increase overall consumer loyalty.

In tabl. 3.6 presents a general plan for the implementation of the program for improving international marketing of PJSC "EcoTechnika", aimed at improving the work with intermediaries.

*Table 3.6*

**Plan of Implementation of the Program for Improving International Marketing of PJSC "EcoTechnika", Aimed at Improving the Work with Resellers**

Stage	Stage content
Preparing the program	Collection of basic facts, comparison of sales efficiency of the company and competitors, formation of the project team. The main problems of the organization of the sales process are determined and changes made to optimize it.
Pilot project	Proposed changes are tested on a limited number of resellers. The main task is to test a new process and prepare for its distribution to all resellers.
Deployment	It takes 6-8 weeks for cycles. Employees of the export department formulate individual action plans aimed at increasing the efficiency of each of them, with indication of target sales figures.
The next control	Required to track the results of program implementation and staff motivation. The key factor here is the simplicity, clarity and transparency of the control system.
Fixing the results	Conducted constantly and consists in the construction of support systems (system of recruitment, training and professional development of employees, information and administrative systems).

*Source:* created by author on the basis of [42]

In today's complex economic and social conditions, doing business improving the work of resellers in international markets plays an important role for the successful operation of PJSC "EcoTechnika". Increasing competition forces manufacturing companies to make more and more concessions to resellers when selling their products. Actual manifestations of such acts are incentive systems.

Also, the improvement of international marketing of PJSC "EkoTechnika" involves the formation of a comprehensive incentive system. Already existing differentiated system of discounts (see Table 2.5) is proposed to be expanded due to:

1. Applying "accumulative" system of discounts for a month. The main target audience of such discounts will be new potential customers in international markets - small wholesale dealers, the establishment of cooperation with which is planned through participation in international exhibitions (more detailed features of participation in international exhibitions will be described later in the work).

The "cumulative" system will provide for the summation of the volume of purchase by the small wholesale trade intermediaries of the purchases of products by PJSC "EkoTechnika" in a month and, according to the results of the month, provide the discount for the following month according to the system shown in Table. 2.5.

2. Application of rebate discounts - subject to the purchase of goods by a reseller for a certain amount, the next batch of products (which is not less than that set) is realized at a discount. The size of the rebate discounts and the conditions for their receipt are presented in Table. 3.7.

*Table 3.7*

**Dimensions of Turn-Back Discounts and Conditions for Their Receipt**

Required amount of batch of purchase to receive a discount	Period of purchase	Minimum size of the next batch of purchases	The amount of discount that a buyer will receive from the next batch of purchases
From 50 to 150 thd. UAH.	Monthly	100 thd. UAH	4%
From 150 to 300 thd. UAH	Monthly	200 thd. UAH	6%
More than 300 thd. UAH	Monthly	350 thd. UAH	12%

*Source:* created by author on the basis of [42]

Table 3.8 provides a grid for providing free product volumes, depending on the amount of the batch of purchases. Here we can see the volume of the supply of free goods depending on the volume of purchase.

Table 3.8

### The Volume of the Supply of Free Goods Depending on the Volume of Purchase

Batch Purchase Volume	The scope of providing a free product, thousand UAH
Batch Purchase	
From 70 to 150 thd. UAH	2,0
From 150 to 250 thd. UAH	3,0
More than 250 thd. UAH	5,0
Accumulative purchase for a month	
From 100 to 200 thd. UAH	2,0
From 200 to 350 thd. UAH	3,0
More than 350 thd. UAH	5,0

*Source:* created by author on the basis of [42]

Providing a free product will only be carried out in the absence of a delay in payments.

The use of the employees of the export department of PJSC "EkoTechnika" premiums - "pushers", which are paid by wholesale trade intermediaries when selling goods over their established number for a certain period of time.

The next direction of improving the management of international marketing of PJSC "EkoTechnika" is the formation of an effective program for promoting the company in export markets. This requires:

1. To develop sites of PJSC "EkoTechnika" with information about the company, assortment of its products and commercial offers for wholesale trade intermediaries in the local languages of the markets where the products of PJSC "EkoTechnika" are exported - ie Polish, German, English (for India) and Russian (for the market of Moldova);
2. To provide advertising and promotion of the developed sites on the Internet;
3. Ensure the placement of advertisements in business newspapers in export markets;
4. Development of commercial offers and its distribution to potential consumers in export markets (departmental purchases of supermarket chains, large trading bases, etc.);

5. Use of direct marketing means - organizing and conducting presentations of the products of PJSC "EkoTechnika" for potential wholesale consumers;

In tabl. 3.9 the plan of measures for the promotion of PJSC "EcoTechnika" on the international markets in 2019 is presented. An important measure for the improvement of international marketing of PJSC "EkoTechnika" is the participation of enterprises in international exhibitions - not as a visitor, namely as a participant, with the presentation of products at the stand.

*Table 3.9*

**Proposition of Action Plan for the Promotion of PJSC "Ekotekhnika" to International Markets in 2019**

Planned events	Deadline	Organizers	Performers	Responsible
Organization of development of sites of PJSC "EcoTechnika" for export markets	During January 2019	Managers of the export department of production (in foreign markets, for which work they are responsible for)	Local firms specializing in website development and promotion	Head of product export department
To provide advertising and promotion of the developed sites on the Internet	From February 2019 during the year			Head of product export department
Development of a plan for placing advertisements in business newspapers in export markets	From January 2019 in the first week of the quarter (the plan is being developed for the current quarter)	Managers of the export department	Managers of the export department	Head of product export department
Approval of ad placement plan	First week of the quarter	Managers of the export department of products	Managers of the export department of products	Head of product export department



Organization of placing advertisements	According to the Placement Plan for the quarter	Managers of the export department of products	Marketing agencies or media outlets on export markets	Managers of the export department of products
Preparation of lists of potential customers and a plan for the distribution of commercial offers	Monthly, in the first week of the month	Managers of the export department of products	Managers of the export department	Head of product export department
Formation of commercial offers	Within a month, according to the Distribution Plan	Managers of the export department	Managers of the export department	Managers of the export department

*Source:* created by author on the basis of [42]

International exhibitions as a tool for increasing the efficiency of international marketing of PJSC "EkoTechnika" create prerequisites for achieving a variety of goals in a number of areas, including increased sales, customer relationship management, public relations, brand enhancement, market research, etc. No other tool is capable of presenting in full the enterprise and its products, while providing the possibility of personal contact with customers.

PJSC "EkoTechnika" has no experience in exhibitions abroad, but has a significant experience in participating in exhibitions on the territory of Ukraine, therefore, employees of the export department of products and employees of the marketing department of the enterprise should be involved in the preparation of international exhibitions.

The employees of the export department are well acquainted with the peculiarities of doing business in the export markets, where exhibitions are planned, and the employees of the marketing department of PJSC "EkoTechnika", in turn, have experience in organizing participation in exhibitions.

The main objectives of PJSC "Ekotekhnika" participation in international exhibitions are:

- attraction of new clients and conclusion of contracts;
- increase in sales volumes;
- market research;
- advertising of the enterprise and its products;

- demonstration of new products of PJSC "EkoTechnika";
- analysis of competitors activity;
- support for the image of the enterprise.

In formulating the specific objectives of participation, the company must take care of their achievement. For example, for the direct conclusion of contracts at the stand, it is necessary to provide space for negotiations, as well as places for demonstration of products. If the goal is to analyze the activities of competitors, it is necessary that one or more employees work at the exhibition as visitors.

Investigating the practice of participating in the exhibitions held on the territory of Ukraine, a number of strengths and weaknesses of the enterprise were identified, which should be taken into account in the practice of participation in international exhibitions (ie, to develop measures that will reduce the identified shortcomings).

At the same time, shortcomings were identified at the next stages of planning the exhibition activity (weaknesses of PJSC "EkoTechnika", which should be strengthened when planning participation in international exhibitions):

Definition of the target audience - no planning of the main contact groups and promoting the participation of the company in the exhibition among the main consumers.

Selection of exhibits - the company has a wide range of products, but they should not be presented at the exhibition, as an excessive amount of exhibits will increase the cost of participating in the exhibition and disperse the attention of potential customers. In the work of PJSC "EkoTechnika" the methodology for determining the equipment and services to be presented at the exhibition is not used.

Definition of the personnel for participation in the work of the exhibition and its preparation - the same staff of PJSC "Ekotehnika" is used to participate in the exhibition, but there is no additional training, advanced training or training.

Planning for work with visitors - additional training of staff to work with visitors (to increase the percentage of prospective contacts) is not carried out.

For increasing the efficiency of the personnel of the stand of PJSC "EkoTechnika" for employees of the Esporta department of products, which does not have experience in the stand, it is expedient to conduct training. For the employees of the marketing department who have experience in the stands, it is necessary to conduct advanced training aimed at the consistent improvement of professional knowledge, skills and abilities, taking into account international specifics. The preparation of the staff of PJSC "EkoTechnika" for participation in the exhibition should begin with general information about:

- the role and significance of a particular exhibition on the market;
- qualitative composition of its traditional visitors;
- the nature of the products of PJSC «Ekotehnika», which will be offered (opportunities, features, deficiencies, specifics, prices and commercial conditions);
- competitive positions of the enterprise itself and other exhibiting companies that are competitors;
- main groups of buyers, which the enterprise addresses its goods;
- features of each group of recipients;
- methods of establishing contacts with visitors and an effective presentation of the exhibiting company and its products.

Like any other business process of PJSC "EkoTechnika" company, the participation process involves assessing its effectiveness.

The selection of specific indicators for the assessment of efficiency is largely determined by the priority objectives that will be put forward by PJSC "Ekotekhnika" for participation in international exhibitions. These goals can be grouped into the following three groups: commercial (conclusion of commercial agreements, search and attraction of new clients, suppliers, partners, etc.); information (collection of marketing information - first of all, competitive intelligence, product promotion); image (forming / maintaining the image of the company, trade mark, state).

Each goal should be specified and specified, listings of goals are sorted by their significance. All the purposes of participation in the exhibition meet the single main goal - ensuring the effective development of the enterprise in the long run.

After each international exhibition, employees of the export department of PJSC "EkoTechnika" products should conduct an analysis of the results and evaluate their effectiveness. The main goals of assessing the effectiveness of participation in international exhibitions are:

- assessment of the economic effect of a particular measure, estimation of real profits, financial analysis;
- a comparative analysis of the effectiveness of participation in various exhibitions, the choice of measures for participation is justified;
- a comparative analysis of the effectiveness of participation in exhibitions at various exhibition budgets and concepts of participation, substantiated the formation of exhibition policy;
- analysis to achieve the goals and objectives, adjust the exhibition concept in accordance with the objectives of the enterprise and the situation in the markets.

An important stage in improving the planning and conducting of the exhibition work of PJSC "EcoTechnika" is the formation of a system of motivation of the personnel taking part in the exhibition.

Motivation of stand technicians of PJSC "EcoTekhnika" should be aimed at:

1. increasing the number of stand visitors;
2. increase the number of established contacts;
3. increase in sales;
4. increase the percentage of perspective contacts that led to the purchase;
5. increase the average size of one order.

The motivation of the staff of PJSC "EkoTechnika" will take place due to both material and non material incentives.

For the staff of PJSC "EcoTekhnika", which is taking part in the exhibition, it is advisable to establish the minimum amount of contacts with visitors of the exhibition (100 persons during the exhibition) and the minimum percentage of sales from established contacts (at this stage, the number of sales is 5% of the established contacts).

Each goal should be specified and specified, listings of goals are sorted by their significance. All the purposes of participation in the exhibition meet the single main goal - ensuring the effective development of the enterprise in the long run.

After each international exhibition, employees of the export department of PJSC "EcoTechnika" products should conduct an analysis of the results and evaluate their effectiveness.

Within the framework of economic motivation it is expedient to establish a bonus system for increasing the percentage of sales from established contacts, the essence of which is presented in Table. 3.10 (to be used both for employees of the export department of products and for employees of the marketing department of PJSC "EcoTekhnika").

*Table 3.10*

**Propositions of the Program of Motivation of Employees of PJSC  
"EcoTechnika" for Activating the Work at the Axhibition**

Percentage of sales from established contacts	The size of the employee's motivation
5-6% of the established contacts	A bonus of 15% of the salary per month
6-7% of the established contacts	A bonus of 25% of the salary per month
7-8 % of the established contacts	A bonus of 50% of the salary per month
8-9 % of the established contacts	A bonus of 80% of the salary per month
More than 9% of the established contacts	A bonus of 100% of the salary per month

*Source:* created by author on the base of [66]

Within the framework of non-economic motivation of the staff of PJSC "EcoTechnika", an employee who has identified the largest number of contacts leading to the maximum sales volume will be selected based on the results of the

work of the exhibition (the analysis of the results will be carried out within 6 months after the work of the exhibition). The best employee will be awarded a ticket to the fitness club for 6 months.

Thus, in order to increase the efficiency of international marketing, PJSC "EcoTechnika" developed a set of measures aimed at activating marketing researches of foreign markets; expansion of incentive measures for resellers in international markets and the formation of a comprehensive system of discounts for the promotion of sales; development of the system of promotion of the enterprise and its products in international markets; participation in international exhibitions not as visitors, but as a participant in the exhibition, with representation of the company's products; advanced training and training of the personnel of the marketing and export department of products.

Let's proceed to forecast the indicators of foreign economic activity of PJSC "EcoTechnika" provided that the measures developed to improve the efficiency of international marketing are implemented.

### **3.3. Prospect Estimation of the Indicators of International Marketing Efficiency as a Consequence of Proposed Measures.**

To determine the effectiveness of the proposed measures to improve the international marketing of PJSC "EcoTechnika", we will calculate the cost of implementing the developed proposals and their economic feasibility.

Activation of marketing researches of foreign markets of PJSC "EcoTechnika" provides for an increase in financing of marketing researches in comparison with the previous year by 50% (according to the results of 2017 the financing of international marketing research amounted to 342,3 thousand UAH). Additional funding will be used to co-operate with local marketing agencies in local markets and receive information on market trends and trends.

Enhancing of incentive measures for resellers in international markets involves increased costs and the formation of an integrated system of discounts for the promotion of sales involves an increase in the cost of providing discounts. In 2017,

the amount of discounts paid by PJSC "EkoTechnika" on international markets amounted to 1493,76 thousand UAH. It is planned that after the introduction of the developed system of discounts in the framework of incentives for resellers, the volume of discounts will increase by 75% (according to employees of the department of export of products).

According to the estimations of employees of the department of export of products, expenses for conducting negotiations and establishing cooperation with potential buyers for the international marketing efficiency of PJSC "EkoTechnika" is supposed to be increased by 15%. In addition, contacts with resellers will be established during the participation of PJSC "EkoTechnika" in international exhibitions.

Costs for development of sites of PJSC "EkoTechnika" for export markets are planned at 50 thousand UAH. for each export market (India, Poland, Germany, Moldova). Thus, the total cost of developing sites will be 200 thousand UAH.

Financing of advertising and promotion of developed sites in the Internet is planned in the amount of 10 thousand UAH. per month for each export market. In February-December 2019, the total funding will be:

$$B_1 = 10 \cdot 4 \cdot 11 = 440 \text{ thousand UAH.}$$

The financing of the placement of advertisements is planned in the amount of 2 thousand UAH. per month for each export market. From year to year, the amount of expenses will be:

$$B_2 = 2 \cdot 12 \cdot 4 = 96 \text{ thousand UAH.}$$

The distribution of commercial offers to potential customers is planned through the Internet and does not require additional expenses.

The financing of the presentations of PJSC "EkoTechnika" includes the cost of renting premises for presentations, production of presentation materials, expenses for business trips for presentations (travel, accommodation, meals). Information about the estimated cost of presentations during the year in the export markets of the company is presented in the table. 3.11.

*Table 3.11*

**Estimation of the Cost of Presentations in the Framework of International Marketing Improvement of PJSC "EkoTechnika" in 2019.**

Export market	Number of presentations	Cost of one presentation, ths. UAH	Total expenses, thousand UAH
India	2	60,0	120,0
Poland	4	15,0	60,0
Germany	3	25,0	75,0
Moldova	4	10,0	40,0
Total	13	-	295,0

*Source:* created by author on the bases of [51]

Thus, the cost of conducting presentations of the products of PJSC "EkoTechnika" in export markets in 2019 will amount to 295.0 thousand UAH.

The financing of the participation of PJSC "EkoTechnika" in international exhibitions includes the costs of creating stands, production of presentation materials, expenses for the travel of employees to participate in exhibitions (travel, accommodation, meals), payment of contributions for participation. Information about the estimated cost of participating in exhibitions during the year in the export markets of the company is presented in the table. 3.12.

*Table 3.12*

**Estimation of the Cost of Participation in Exhibitions in the Framework of International Marketing of PJSC "EkoTechnika" in 2019**

Export market	Number of exhibitions	Cost of participation, ths. UAH	Total refresh, thousand UAH
India	1	210,0	210,0
Poland	3	75,0	225,0
Germany	3	98,0	294,0
Moldova	2	45,0	90,0
Total	9	-	819,0

*Source:* created by author on the basis of [52]



Thus, expenses of PJSC "Ekotekhnika" for participation in international exhibitions during 2019 will amount to 330,0 thousand UAH.

The financing of the participation of PJSC "EkoTechnika" in international exhibitions includes the costs of creating stands, production of presentation materials, expenses for the travel of employees to participate in exhibitions.

The financing of measures of material incentives for the personnel of the export department will be carried out with the increase of the volume of sales under export contracts, related to wages and marketing costs are not taken into account.

Planned expenses for realization of promotion activities on international markets in 2019 are systematized in the table. 3.13. According to the data presented, planned expenses for the implementation of the promotion of PJSC "Ekotekhnika" in international markets in 2019 will amount to 1850.0 thousand UAH.

*Table 3.13*

**Scheduled Expenditures on Implementation of the Promotional Activities of PJSC "Ekotechnika" in International Markets in 2019**

Costs for international marketing events	Amount of expenses, ths. UAH	Share in structure, %
Organization of development of sites of PJSC "EcoTechnika" for export markets	200,0	10,8
Advertising and promotion of developed sites in the Internet	440,0	23,8
Placing advertisements	96,0	5,2
Conducting presentations	295,0	15,9
Participation in international exhibitions	819,0	44,3
Total	1850,0	100,0

*Source:* created by author on the base of [52]

Improvement of qualification of the employees of the department of marketing and training of the personnel of the department of export products for the particularities of participation in international exhibitions also requires some expenses. Their list is presented in tab. 3.14.

*Table 3.14*

**Expenditure for Employees Training**

Training and advanced training activities	Number of staff, persons	Cost per person, ths. UAH	Total refresh, thousand UAH
Seminar on the peculiarities	8	3,0	24,0
Cold contact installation training	6	6,0	36,0
Negotiation training	8	8,0	64,0
Personal Sales Training	8	8,0	64,0
Total	-	-	188,0

*Source:* created by author on the base of [52]

Thus, the total expenses for training and staff training of PJSC "Ekotekhnika" will amount to 188.0 thousand UAH.

The financing of measures of material incentives for the personnel of the export department will be carried out with the increase of the volume of sales under export contracts, related to wages and marketing costs are not taken into account.

Planned costs for the implementation of the developed measures to increase the efficiency of international marketing of PJSC "EcoTechnika" in 2019 are presented in Table. 3.15.

*Table 3.15*

**Scheduled Expenses for the Implementation of the Developed Measures to Increase the Efficiency of International Marketing of PJSC "EkoTechnika" in 2019**

The category of expenses	Amount in 2017	Increase,%	Planned value in 2019
Marketing researches	342,3	50	513,45
Provision of discounts	1493,76	75	2614,08

Conduct negotiations and establish cooperation with potential buyers	1182,56	15	1359,94
Promotion and participation in exhibitions	-	-	1850,0
Sales representatives training	-	-	188,0
Total	-	-	6525,47

*Source:* created by author on the base of [52]

According to the calculations carried out, planned expenses for implementation of the developed measures to increase the efficiency of international marketing of PJSC "EcoTechnika" in 2019 will amount to 6525.47 thousand UAH.

The proposed measures to improve international marketing will have an impact on the increase of sales volumes on export markets, and therefore on the profit of PJSC "EcoTechnika". We will evaluate the impact of the introduction of effective marketing technologies on the export volumes of PJSC "Ekotekhnika".

As noted above, PJSC "Ekotekhnika" does not plan to enter new markets, the developed measures will be used in the export markets where the company is already operating. The estimation of export growth due to the participation of PJSC "Ekotekhnika" in international exhibitions is presented in the table. 3.16.

*Table 3.16*

### **Estimation of Export Growth as a Result of Participation of PJSC "Ekotekhnika" in International Exhibitions**

Indicator	India	Poland	Germany	Moldova	Total
The number of exhibitions planned to participate in PJSC "EkoTechnika"	1	3	3	2	9
Planned number of visitors of one exhibition (according to the previous years), persons	3000	4000	4500	2000	
Planned number of visitors of exhibitions (according to the previous years), persons	3000	12000	13500	4000	32500
Planned percentage of the visitors of the stand of the PJSC "Ekotekhnika",%	30	25	25	25	105
Planned number of visitors of the stand of PJSC «Ekotekhnika», persons	900	3000	3375	1000	8275
Scheduled percentage for establishing contacts with exhibitors, %	25	25	25	25	100
Scheduled number of contacts, persons	225	750	843,75	250	2068,75

Planned percentage of orders from established contacts, %	5	5	5	5	20
Planned number of accepted orders, units.	11	38	42	13	103,438
Planned average size of one order (contract), ths. UAH	250	300	350	200	1100
Scheduled total export contracts, ths. UAH	2813	11250	14766	2500	31328,1

*Source:* created by author on the base of [52]

According to the forecast, the growth of exports of PJSC "Ekotekhnika" from taking part in international exhibitions is 31328.1 thousand UAH.

It will be further determined how the proposed measures to improve international marketing will affect the export volumes of PJSC "EkoTechnika" products. In fig. 3.4 shows the forecast value of exports and the cost of export products (actual data for 2013-2017, estimated preliminary data for 2018 and projected values for 2019, obtained by extrapolation without taking into account the measures developed to increase the efficiency of international marketing). According to the forecast, the export volume of PJSC "EkoTechnika" will amount to 222,205 thousand UAH in 2019. (preliminary volume of export earnings by results of 2018 is 208934 thousand UAH).

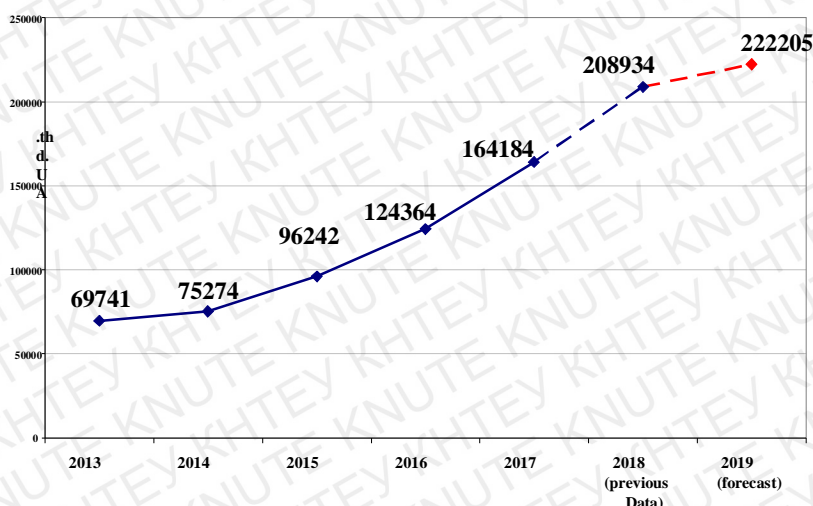


Figure 3.4. Estimated values of export and cost of export products of PJSC "EkoTechnika" in 2019 (without the implementation of measures to improve international marketing)

*Source:* created by author on the base of [52]

In fig. 3.5 it shows the forecast value of the profit from the export activity of PJSC "Ekotekhnika" without taking into account the developed measures for

improving marketing sales - actual data for 2013-2017, estimated data for 2018 and projected values for 2019, obtained by extrapolation method. Projected profit from exports without realization of international marketing measures will amount to 12655 thousand UAH in 2019.

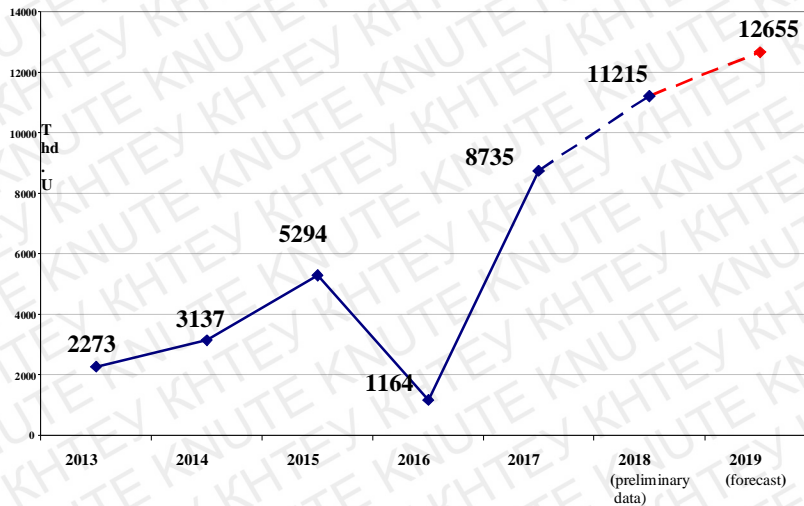


Figure 3.5. Estimated profit values from the export of PJSC "EkoTechnika" in 2019

*Source:* created by author on the base of [52]

The cost of exports in 2019 is projected at the cost of 1 UAH. the volume of exports in 2017 and will be:

$$CE^{2019} = (136273 : 164184) * 222205 = 184430 \text{ thd. UAH}$$

The cost of international marketing in 2019 (without the implementation of the measures developed to improve international marketing) is calculated on the level of marketing costs of 1 UAH. export in 2017, which was:

$$B_{ME}^{2017} = 3112 : 164184 = 0,01895 \text{ UAH.}$$

Accordingly, the cost of international marketing in 2019 without the implementation of the measures developed will be:

$$B_{ME}^{2019} = 222205 * 0,01895 = 4212 \text{ thd. UAH}$$

The profitability of the international activity of PJSC "EkoTechnika" in 2019 without the implementation of measures to improve international marketing will be:

$$P^{2019} = (12655 : 222205) * 100\% = 5,7\%.$$

The profitability of the export products of PJSC "EkoTechnika" in 2019 without the implementation of measures to improve international marketing will be:

$$P_p^{2019} = (12655 : 184430) * 100\% = 6,9\%.$$

Given the implementation of the measures developed to improve international marketing, exports are projected to increase by 38% (see Table 3.13). Accordingly, the volume of exports will be:

$$Ex = 222205 * (1 + 0,38) = 306642,9 \text{ thd. UAH}$$

The cost of export products will accordingly be:

$$C_{ex}^{2019} = (136273 : 164184) * 306642,9 = 254513,6 \text{ thd. UAH}$$

Taking into account the planned profitability of export products in 2019 (6.9%), the net profit from exports of PJSC "EcoTechnika" in 2019, subject to the implementation of measures for improving international marketing, will be:

$$NP^{2019} = (254513,6 * \frac{6,9}{100\%}) = 17561,4 \text{ thd. UAH}$$

Accordingly, the profitability of the international activity of PJSC "EcoTechnika" in the implementation of effective marketing technologies will be:

$$P_f^{2019} = (17561,4 : 306642,9) * 100\% = 5,73\%.$$

The systematization of the forecast indicators of foreign economic activity of PJSC "EcoTechnika" in the implementation of effective marketing technologies is presented in the table. 3.17. According to the data presented, the export volume of PJSC "EcoTechnika" provided that the measures developed to improve international marketing will increase from 222205 thousand UAH. up to UAH 306417,89 thousand (by 37.9%). Accordingly, the cost of export products will also increase by 37.9%, and the forecast net profit will increase by 38.7% - from 12655 thousand UAH. up to UAH 17548,59 thousand Excess of growth rates of net profit from export activity of growth rate of export volume, will increase profitability of international activity of PJSC "EcoTechnika" (from 5.7% to 5.73%).

It is forecasted to decrease the indicators of the volume of sold products by 1 UAH. the costs of international marketing and the effectiveness of marketing costs provided the implementation of the measures, due to a significant increase in international marketing costs. Since the developed marketing measures are aimed at the long-term (finding new dealers and expanding the presence of PJSC EcoTechnika

in international markets), they will have an effect in the form of growth in export volumes and profits of the company and in subsequent periods of work.

Table 3.17

Prediction of indicators of foreign economic activity of PJSC "EcoTechnika" in the implementation of effective marketing technologies

Indicator	2017 (fact)	2019 (forecast, without measures)	2019 (forecast, taking into account the developed measures)	Comparison of forecasts	
				Absolute deviation, +/-	Growth, %
1	2	3	4	5	6
Revenue from export, ths. UAH	164184	222205	306642,9	84437,9	38,0
Cost of export, ths. UAH	136273	184430	254513,61	70083,6	38,0

*Continuation to the table 3.17*

1	2	3	4	5	6
Net profit from export, ths. UAH	8735	12655	17561,4	4906,4	38,8
Profitability of international activity,%	5,3	5,7	5,73	0,03	0,5
Marketing costs, thousand UAH.	3112	4212	6525,47	2313,5	54,9
The volume of sales of 1 UAH of marketing expenses, UAH	52,76	52,8	47,0	-5,8	-10,9
Efficiency of marketing expenses on net profit (the size of net profit on 1 UAH of expenses on sale), UAH	2,81	3,0	2,7	-0,3	-10,4

*Source:* created by author on the base of own calculations and [appendix A,B]

The effectiveness of the proposed marketing measures should be evaluated on the basis of the ratio of the result obtained (increase in exports) and the necessary costs. Planned costs for international marketing are 6525.47 thousand UAH. The planned result (increase of export) is 84212,9 thousand UAH.

Accordingly, the effectiveness of the proposed marketing measures is:

$$E_M = 84212,9 : 6525,47 = 12,91 \text{ UAH.}$$

Accordingly, for 1 UAH. expenses for international marketing of PJSC "Ekotekhnika" will receive 12.91 UAH. additional exports.

Thus, the forecasting of export indicators of PJSC "EkoTechnika" testifies to the efficiency and expediency of introducing measures to improve international marketing, as the profitability and profitability of the company will increase. The proposed measures to increase the efficiency of international marketing will also strengthen the competitive position of PJSC "EkoTechnika" in foreign markets and increase consumer loyalty.

### **CONCLUSIONS TO THE PART III**

In order to improve international marketing as a general marketing strategy for the development of PJSC "Ekotekhnika", it is advisable to choose a strategy of differentiation, since it allows it to distinguish the enterprise among its competitors and offer consumers additional incentives to buy products of the PJSC "EkoTechnika".

The substantiation of reserves for improving the efficiency of international marketing, conducted with the help of SWOT analysis, revealed the availability of financial reserves for the intensification of international marketing of PJSC "EkoTechnika" and the need to strengthen advertising, promotion, participation in international exhibitions (on the territory of exporting countries) to increase sales volumes and profitability of the enterprise. In accordance with the specific features of STP-marketing, PJSC "EkoTechnika" in international markets it is expedient to use the strategy of adaptation of products to national needs and standardization of marketing measures to increase the presence in export markets. In order to increase



the sales volume of PJSC "EcoTechnika" in international markets, it is necessary to implement measures of promotion and sales promotion. Increasing the efficiency of international marketing management of PJSC "EcoTechnika" involves the introduction of a set of measures, the main of which will be the improvement of sales policy, the organization of consumer incentives, and the organization of stimulating their own sales staff.

Practical measures to increase the efficiency of international marketing of PJSC "EcoTechnika" are: activation of marketing researches of foreign markets; expansion of incentive measures for resellers in international markets and the formation of a comprehensive system of discounts for the promotion of sales; development the system of promotion at the enterprise and its products in international markets; participation in international exhibitions not as visitors, but as a participant in the exhibition, with representation of the company's products; advanced training of the personnel who involve the marketing and export department.

Forecasting the indicators of foreign economic activity during the implementation of effective marketing technologies shows that the amount of costs for international marketing according to the implementation of the developed measures will be 6525.47 thousand UAH. Implementation of the developed international marketing measures will increase exports by 38.0%, net profit from export activity will increase by 38.8%, export profit will increase to 5.73%. Thus, the measures developed to improve the efficiency of the international marketing activities of PJSC "EcoTechnika" are effective and expedient for implementation.

## CONCLUSIONS

Nowadays every international enterprise should learn deeply how to identify and satisfy customers' needs and wants to achieve the highest profit and company's goals. International marketing is needed to ensure effective business activity in the foreign markets, to provide long-term high income, to attract the maximum number of customers, to make the brand known among potential clients, as well as to defend company's competitive position in the domestic market taking into account growing competition from the part of transnational and global enterprises expanding their activity worldwide.

So in this work it has been analyzed the importance of international marketing in the modern enterprise. We provided an explanation of international marketing, showing the main concepts and essence. For a more subtle perception of the problem, we provided a brief comparative analysis of international and domestic marketers. In

the work it has also been highlighted the main problems encountered by international marketing, as well projected practical measures to increase the efficiency of international marketing of PJSC "EcoTechnika".

In our work we determined the essence, main tasks, tools and factors that influence international marketing at the enterprise as one of the forms of integration and cooperation between companies in different countries. We also developed and gave some tips for active implementation of effective international marketing policy at PJSC "EkoTekhnika".

According to the main purpose of the work, the following tasks were resolved:

- the main tasks and tools of international marketing at the enterprise were highlighted;
- methodological approaches of international marketing were understood;
- financial and economic indicators of activities of "EcoTekhnika" were analyzed;
- current international marketing activities at the enterprise were evaluated;
- the state of international marketing at "EkoTekhnika" was analyzed;
- a set of measures for the adaptation of international marketing technologies to the practical activities for "EcoTekhnika" was developed;
- the company perspectives of successful development at international markets were projected.

So marketing activities at PJSC "EkoTekhnika" should ensure:

1. Reliable and timely information about the market, structure and dynamics of concrete demand, tastes and preferences of buyers, means the information about external conditions of the firm's operation;
2. Modify and adapt products, a set of goods (assortment) that more fully satisfies the requirements of the international market than the products of competitors;
3. Necessary influence on the consumer, on demand, on the market, providing the maximum possible control over the scope of implementation.

In the conditions of the emergence of a market economy, an important factor in the successful functioning of a domestic trading company is its reorientation to the principles of marketing. Actually implementation of the concept of marketing in practice gives the opportunity to react promptly to the market situation and win in a competitive environment.

So in this research work attention was focused on the organization of the set of marketing tools for the adaptation the efficient marketing at “EkoTekhnika” for its successful representation at foreign markets. It is highly important to justify the potential for improving the efficiency of international marketing, as well as to develop a set of measures to improve international marketing productivity at PJSC “EkoTekhnika” and to define prospect estimation of the indicators of international marketing efficiency as a consequence of proposed measures.

That is why in the part I of the thesis it is provided a theoretical information about the essence, main tasks and tools of international marketing. We analyzed the importance of marketing activities for a company. Thus we can say that the use of various methods of evaluation in the complex, as well as "target indicators" allows us to assess how effectively the marketing activity in the enterprise is, the feasibility of implementing certain marketing measures, as well as justify their significance for the company as a whole and for each activity in particular. Calculation of accurate indicators will allow making the right decisions to increase the effectiveness and quality of marketing activities of the organization

The part II provides the information about the economical and financial state at PJSC “EkoTechnika”. After the analyzing all indicators we may say that "EcoTechnika" is an export-oriented enterprise, which 40.3% of its products are sold outside Ukraine. The largest export markets of "EcoTechnika" are the markets of Germany and Poland, as well as sales of products to the markets of India and Moldova. The export commodity structure for 2013-2017 remained virtually unchanged (the main export products are spice-aromatic herbs and root crops, natural spices TM "EDEL", spices and seasonings TM “ECO”).

In the third part we gave a practical advice how to improve the international marketing efficiency at PJSC "EkoTechnika". In order to improve international marketing as a general marketing strategy for the development of PJSC "EkoTechnika", it is advisable to choose a strategy of differentiation, since it allows it to distinguish the enterprise among its competitors and offer consumers additional incentives to buy products of the PJSC "EkoTechnika".

The substantiation of reserves for improving the efficiency of international marketing, conducted with the help of SWOT analysis, revealed the availability of financial reserves for the intensification of international marketing of PJSC "EkoTechnika" and the need to strengthen advertising, promotion, participation in international exhibitions (on the territory of exporting countries) to increase sales volumes and profitability of the enterprise. In accordance with the specific features of STP-marketing, PJSC "EkoTechnika" in international markets it is expedient to use the strategy of adaptation of products to national needs and standardization of marketing measures to increase the presence in export markets. In order to increase the sales volume of PJSC "EkoTechnika" in international markets, it is necessary to implement measures of promotion and sales promotion. Increasing the efficiency of international marketing management of PJSC "EkoTechnika" involves the introduction of a set of measures, the main of which will be the improvement of sales policy, the organization of consumer incentives, and the organization of stimulating their own employees of export department.

Forecasting the indicators of foreign economic activity during the implementation of effective marketing technologies shows that the amount of costs for international marketing according to the implementation of the developed measures will be 6525.47 thousand UAH. Implementation of the developed international marketing measures will increase exports by 38.0%, net profit from export activity will increase by 38.8%, export profit will increase to 5.73%. Thus, the measures developed to improve the efficiency of the international marketing activities of PJSC "EkoTechnika" are effective and expedient for implementation.

In general, PJSC “EcoTekhnika” still has a large untapped potential, which, with professional guidance, can play a decisive role in capturing a major market share in foreign countries. Following all the given advices the PJSC “EcoTekhnika” may operate more successfully on the foreign markets, increase its profit based on export, present Ukraine as a well-developed manufacturing country, which may be a worthy participant in the world’s trade.

In conclusions we can say that the process of international marketing at the current enterprise is to distribute goods to international markets that will lead to the profit increase and for its successful representation on foreign areas. It is highly important to justify the potential for improving the efficiency of international marketing, as well as to develop a set of measures to improve international marketing productivity at PJSC “EcoTekhnika” and to define prospect estimation of the indicators of international marketing efficiency as a consequence of proposed measures.

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## APPENDICES

### Appendix A

#### PJSC "Ekotehnika" Balance Sheet 2013-2017

Assets	Code	As at 31.12.2013	As at 31.12.2014	As at 31.12.2015	As at 31.12.2016	As at 31.12.2017
<b>I. Необоротні активи</b>						
Intangible assets:						
residual value	010	217,8	228,8	262,9	244,2	212,3

initial value	011	273,9	288,2	331,1	346,5	344,3
accumulated depreciation	012	56,1	59,4	68,2	102,3	132
Unfinished construction	020	1969	2066,9	2377,1	9838,4	2472,8
Property, plant and equipment:						
residual value	030	67460,8	70833,4	81458,3	96561,3	106332,6
initial value	031	125885,1	132179,3	152006,8	180285,6	198746,9
wear and tear	032	58425,4	61347	70548,5	83,7243	92414,3
Long-term financial investments:						
which are accounted for using the equity method of other enterprises	040					
other financial investments	045					5404,3
Long-term receivables	050	1054,9	1107,7	1273,8	1273,8	1272,7
Fair (residual) value of investment real estate	055	80,3	84,7	96,8	59,4	34,1
Goodwill	065					
Other non-current assets	070					
Goodwill for consolidation	075					
<b>Total for Section I</b>	<b>080</b>	<b>73935,4</b>	<b>77632,5</b>	<b>89277,1</b>	<b>107977,1</b>	<b>115728,8</b>
<b>II. Current assets</b>						
Inventories	100	22706,2	23841,4	27417,5	28546,1	44069,3
Current biological assets	110	189,2	199,1	228,8	222,2	0
Unfinished production	120	7727,5	8114,7	9331,3	715	158,4
Final product	130	228,8	239,8	276,1	12575,2	26273,5
Goods	140	182,6	192,5	221,1	108,9	31,9
Promissory notes received	150					
Accounts receivable for goods, works, services:						
net realizable value	160	19807,7	20797,7	23917,3	5134,8	14372,6
initial value	161	19908,9	20904,4	24040,5	1545,5	2346,3
reserve of doubtful debts	162	102,3	106,7	123,2		1,1
Accounts receivable by settlement:						
with budget	170	3031,6	3183,4	3660,8	5134,8	14372,6
on advance payments	180	5293,2	5558,3	6392,1	1545,5	2346,3

from accrued income	190					1,1
from internal settlements	200	1274,9	1338,7	1538,9		
Other Current Accounts Receivable	210	2654,3	2787,4	3205,4	4143,7	1970,1
Minority interest	215					
Current financial investments	220					
Cash and cash equivalents:						
in national currency	230	62,7	66	75,9	188,1	
incl. in the box office	231					
in foreign currency	240	535,7	562,1	646,8	78,1	1002,1
Other current assets	250	7869,4	8262,1	9501,8	7271	15609
<b>Total for Section II</b>	<b>260</b>	<b>68043,8</b>	<b>71446,1</b>	<b>82163,4</b>	<b>82677,1</b>	<b>141879,1</b>
<b>IV. Non-current assets and disposal groups</b>	<b>275</b>					
<b>Balance</b>	<b>280</b>	<b>145499,2</b>	<b>152774,6</b>	<b>175690,9</b>	<b>194706,6</b>	<b>269423</b>

Continuation to the appendix A

Liabilities	Code	As at 31.12.2013	As at 31.12.2014	As at 31.12.2015	As at 31.12.2016	As at 31.12.2017
<b>I. Own capital</b>						
Share capital	300	43885,6	46079	52991,4	52991,4	52991,4
Equity capital	310					
Additional capital invested	320					
Another extra capital	330	2821,5	2962,3	3406,7	3405,6	3406,7



Reserve capital	340	2107,6	2213,2	2545,4	2545,4	4480,3
Retained earnings (uncovered loss)	350	13626,8	14307,7	16453,8	14234	31104,7
Unpaid capital	360					
Capital withdrawn	370					
Accumulated exchange rate difference	375					
<b>Total for Section I</b>	<b>380</b>	<b>62440,4</b>	<b>65563,3</b>	<b>75397,3</b>	<b>73176,4</b>	<b>91983,1</b>
Minority interest	385					
<b>II. Provide such costs and payments</b>						
Provision of employee benefits	400	290,4	304,7	350,9	543,4	607,2
Other provision	410					
Targeted financing	420					
<b>Total for Section II</b>	<b>430</b>	<b>290,4</b>	<b>304,7</b>	<b>350,9</b>	<b>543,4</b>	<b>607,2</b>
<b>III. Long-term liabilities</b>						
long-term bank credits	440	22083,6	23188	26666,2	59684,9	16535,2
Other long-term financial liabilities	450					
Deferred tax liabilities	460	1259,5	1322,2	1520,2	576,4	2295,7
Other long-term liabilities	470					
<b>Total for Section III</b>	<b>480</b>	<b>23343,1</b>	<b>24510,2</b>	<b>28186,4</b>	<b>60261,3</b>	<b>18830,9</b>
<b>IV. Current liabilities</b>						
Short-term bank credits	500	34094,5	35798,4	41168,6	3148,2	9158,6
Current debt on long-term liabilities	510					64727,3
Promissory notes issued	520	2202,2	2312,2	2658,7	1449,8	1276
Accounts payable for goods, works, services	530	20879,1	21923	25210,9	52050,9	76084,8
Current settlement obligations:						
from received advances	540	16,5	17,6	19,8	119,9	229,9
with budget	550	188,1	198	227,7	765,6	462
from extrabudgetary payments	560					
from insurance	570	357,5	375,1	431,2	464,2	590,7
from wages	580	745,8	783,2	900,9	1133	1087,9
with the participants	590	231	243,1	279,4	786,5	2934,8
from internal settlements	600					
Liabilities related to non-current assets and disposal groups held for sale	605					

Other current commitments	610	711,7	746,9	859,1	807,4	1416,8
<b>Total for Section IV</b>	<b>620</b>	59425,3	62396,4	71756,3	60725,5	158001,8
<b>V. Revenues of future periods</b>	<b>630</b>					
<b>Balance</b>	<b>640</b>	145499,2	152774,6	175690,9	194706,6	269423

## Appendix B

### Report on financial results of PJSC "EcoTekhnika" for 2013-2017

Paragraph	2013	2014	2015	2016	2017
Net income (revenue) from sales of products (goods, works, services)	216586	227415	261527	324710	407405
Cost of sold products (goods, works, services)	176817	185658	213507	271630	343430
<b>Gross:</b>					
profit	39768	41757	48021	53081	63975

loss					
Other operating income	38101	40006	46006	76151	87419
incl. income from the initial recognition of biological assets and agricultural products obtained as a result of agricultural activity					
Administrative expenses	6942	7290	8383	11712	14638
Selling expenses	9049	9501	10926	22506	7224
Other operating expenses	42317	44433	51098	81190	90087
incl. expenses from initial recognition of biological assets and agricultural products obtained as a result of agricultural activity					
<b>Financial results of operating activities:</b>					
profit	19560	20538	23619	13824	39446
loss					
Income from equity participation					
Other financial income	2	3	3	2	2
Other income	369	386	444	85	417
Financial expenses	6280	6595	7583	9132	11483
Losses from equity participation					
Other expenses	777	816	938	262	472
Profit (loss) from the influence of inflation on monetary items					
<b>Financial results from ordinary activities before tax:</b>					
profit	12874	13518	15545	4517	27910
loss					
Including income from discontinued operations and / or from revaluation of non-current assets and disposal groups due to termination of activities					
including loss from discontinued operations and / or revaluation of non-current assets and disposal groups due to termination of activities					
Income tax on ordinary activities	1112	1168	1343	1592	8393
Income from income tax on ordinary activities					
Financial results of ordinary activities:					
profit	7580	10233	14202	2925	19517
loss					
Minority interest					
Clean:					

profit	7580	10233	14202	2925	19517
loss					