

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
KYIV NATIONAL ECONOMIC UNIVERSITY  
NAMED AFTER VADIM HETMAN**

**Faculty of Economics and Management  
Department of Management**

|                            |                                            |
|----------------------------|--------------------------------------------|
| <b>FIELD OF STUDY</b>      | <b>Management and administration</b>       |
| <b>SUBJECT AREA</b>        | <b>073 Management</b>                      |
| <b>EDUCATIONAL PROGRAM</b> | <b>Management of business-organization</b> |

Form of study: full-time

**QUALIFICATION BACHELOR'S WORK**

on the topic: **“IMPROVEMENT OF THE MARKETING POLICY'S  
FORMATION PROCESS OF A BUSINESS ORGANIZATION”**

Aplicant: Andriievskia Kateryna-Varvara Anatoliivna

Supervisor: Ph.D., Danilyuk V.O.

**The work was allowed to be defended before the  
examination committee for the certification of  
applicants for higher education (EC)**

Head of the Department: Doctor of Economics, Professor.  
Sahaydak M.P.

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**Kyiv 2023**

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE**  
**KYIV NATIONAL ECONOMIC UNIVERSITY named after VADYM HETMAN**

**Faculty of Economics and Management**  
**Management Department**

|                                         |                                             |
|-----------------------------------------|---------------------------------------------|
| <b>EDUCATIONAL PROFESSIONAL PROGRAM</b> | <b>Management of business organizations</b> |
| <b>FIELD OF STUDY</b>                   | <b>07 Management and administration</b>     |
| <b>SUBJECT AREA</b>                     | <b>073 Management</b>                       |

**AGREED:**

Head of the project team (guarantor) of the educational program

 Olena SHATILOVA  
«14» February 2023

**APPROVED:**

Head of Department

 Mykhailo SAHAIDAK  
«14» February 2023

**INDIVIDUAL TASK**

**student Andriievskia Kateryna-Varvara Anatoliivna**

**full-time education**

**for the preparation of qualifying bachelor's work**

**Topic: «Improvement of the business organization marketing policy's formation process»**

**The topic was approved by the order of the Rector of the University «21» February 2023 № 352**

**Qualifying bachelor's work is performed on materials IDS Group company**

**Bachelor's qualification work plan**

|                  |                                                                                                                            |
|------------------|----------------------------------------------------------------------------------------------------------------------------|
| <b>Chapter 1</b> | <b>Theoretical and metholodological foundations of the marketing policy's formation process</b>                            |
| <b>Chapter 2</b> | <b>The diagnosing and the ways of the improvement of the marketing policy's formation process in the IDS Group company</b> |

|                              |                                                                                                                            |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| <b>Object of study:</b>      | <b>Relations being formed in the process of improvement of marketing policy's formation process of a business</b>          |
| <b>Subject of study:</b>     | <b>Processes of improvement of the marketing policy's formation of a business organization</b>                             |
| <b>The purpose of study:</b> | <b>Approvement of theoretical and practical aspects of marketing policy's formation process of a business organization</b> |

**Specific tasks that the student must perform to achieve this purpose:**

**In Chapter 1** To characterize the theoretical basis of marketing policy of business organization

To describe the elements of the marketing policy's formation process

To analyze the methods of marketing policy's formation process in a business organization

**In Chapter 2** To give the common characteristics of IDS Group company

To make the diagnostics of the current marketing policy's formation process in the IDS Group company

To propose the ways of the improvement of the marketing policy's formation process in the IDS Group company

**Prepared the task  
supervisor**



**Viacheslav Danyliuk**

«06» February 2023

**The task was received  
by the student**



**Kateryna-Varvara Andriievskaya**

«06» February 2023

## **Abstract**

The qualification bachelor's work contains 63 pages, 10 tables, 8 figures, a list of references from 33 items, 3 appendixes.

### **“Improvement of the marketing policy’s formation process of a business organization”**

**The object of the study** are Relations being formed in the process of improvement of marketing policy’s formation process of a business organization

**The subject of the study** is processes of improvement of the marketing policy’s formation of a business organization

**The purpose of qualification bachelor’s work** is to approvement of theoretical and practical aspects of marketing policy’s formation process of a business organization

#### **Tasks of qualification bachelor's work:**

- To characterize the theoretical basis of marketing policy of business organization
- To describe the elements of the marketing policy’s formation process
- To analyze the methods of marketing policy’s formation process in a business organization
- To give the common characteristics of IDS Group company
- To make the diagnostics of the current marketing policy’s formation process in the IDS Group company
- To propose the ways of the improvement of the marketing policy’s formation process in the IDS Group company

Practical significance of the obtained results. According to the results of the research, proposals were formulated and substantiated regarding the improvement of the marketing policy formation process in the IDS Group company, which should pay more attention to communication with relevant customer groups in social

networks. Influencer marketing "IDS Borjomi Ukraine" can attract various opinion leaders who will actively work with the children's audience and demonstrate that drinking mineral water is a useful and popular activity among peers. Modern algorithms allow you to adjust advertising messages to the target audience. Thanks to the power of machine learning methods, it is possible to identify the target audience with high probability and display relevant advertising messages

Approbation of the results. The results of the study, namely the proposal to improve the marketing policy with the market research and the proposed changes of the business organization were proposed and the organization plans to implement in the future

*Keywords: marketing policy, process, marketing strategy*

**R e v i e w**  
**for a qualifying bachelor's work**  
**for student of the Faculty of Economics and Management field of study 07**  
**"Management and administration"**  
**Subject area 073 "Management"**  
**of the educational and professional program "Management of business organizations"**  
**Andriievska Kateryna-Varvara Anatoliivna**  
**on the topic «Improvement of the business organization marketing policy's formation process»**

***The logical and structural level of the work:*** the author substantiates the relevance of the study; the wording of the topic, object, subject, purpose and objectives of the study are mutually consistent; the titles of the sections are mutually consistent and correspond to the topic; the conclusions correspond to the tasks (10 p).

***The level of search depth:*** not complete representative array of legislative acts that reveal the legal basis of the research problem, classical, polemical foreign and domestic bibliographic sources with a total number of more than 30 titles published in professional and analytical publications, educational literature accounts for more than 10% of the description, absence a representative array of documentation from the business organization - the object of research, which corresponds to the research problem, was used and confirmed by photocopies in the appendices, own empirical studies were conducted (6 p).

***The theoretical and methodological level of the work:*** the basic concepts and methods for identifying and solving the problems of a business organisation are defined, the choice of research methods is justified partly, the author's position on the relevance of the selected methods to the topic of QBW and the research issues is clearly stated (8 p).

***Diagnostic and constructive level of work:*** a thorough diagnosis of the problem was carried out, appropriate factual material was consciously and reasonably selected that corresponds to the chosen methods, and the author's comments were partly provided to confirm the results of the study, the proposal is substantiated and corresponds to the identified problems / directions of development of the business organization, a calendar for the implementation of the proposal was developed, the budget for its implementation was partly calculated, and a matrix of responsibility for the implementation of the proposal was developed (8 p.).

***The level of scientific ethics:*** the text partly meets the requirements, there are correct references, the style of presentation is not completely scientific, there are some stylistic and grammatical errors, tables, figures and references are partly prepared in accordance with the established requirements (8 p).

***Organizational level of the study:*** compliance with the CBD regulations, timely correction of deficiencies, rhythmic execution of the study, submission of a fully completed work that does not require revision to the supervisor for feedback (10 p).

***Amount of points for the quality of QBW:*** 50 points.

***The competences acquired by the applicant in accordance with the EPP "Management of Business Organizations":*** the ability to analyse the results of the organization's activities, to compare them with the factors of influence of the external and internal environment; ability to analyze, synthesize; ability to choose and use modern management tools; ability to analyze and structure organizational problems, formulate the decisions; ability to analyze a management system of a business organization; ability to justify the goals, as well as competitive and functional strategies of a business organization.

***Conclusion on the possibility of awarding the Bachelor of Management degree to the applicant:*** the submitted qualification work of **Andriievska K.-V. A.** can be recommended for defense with the positive mark, and its author deserves to be awarded the Bachelor of Management degree.

**Scientific supervisor:**

Associate Professor of the Management Department, Kyiv  
National Economic University named after Vadym  
Hetman,  
PhD in Economics.



Viacheslav Danyliuk

31.05.2023

**Рецензія**  
**на кваліфікаційну бакалаврську роботу**  
**здобувача вищої освіти**

Андрієвська Катерина-Варвара Анатоліївна  
(прізвище, ім'я, по батькові)

**Тема:** Improvement of the business organization marketing policy's formation process

Актуальність теми: дана тема є актуальною і важливою для успішного функціонування будь-якої компанії в сучасному бізнес-середовищі. Зміна споживацьких звичок: В останні роки споживачі стали більш вимогливими та освіченими. Вони мають доступ до різноманітної інформації та альтернативних пропозицій. Зростання конкуренції: Бізнес-середовище стає все більш конкурентним, і компанії повинні розвивати ефективні маркетингові стратегії для залучення та утримання клієнтів. Потреба в персоналізації: Споживачі все більше очікують персоналізованих пропозицій та комунікації з боку компаній.

Позитивні риси роботи: Студентка має чудові теоретичні знання та вдало використала їх у своїй роботі, проаналізувавши компанію.

Зауваження до роботи: Зауважень не виявлено

Практичне значення одержаних результатів: Студентка виявила недоліки та загрози компанії, проаналізувала та надала шляхи вирішення, удосконалення.

Місце роботи та посада рецензента: ПП «ХІМЕЛЕКТРОБУД», директор

Науковий ступінь, учене звання (за наявності)

Підпис засвідчую:

(підпис, ПІБ)

директор 

(посада, підпис)

Місце печатки організації, де працює рецензент



## **Content:**

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## INTRODUCTION

The formation process of a business organization's marketing policy is a crucial aspect of its success. It involves various stages and considerations, and its topicality is essential in a constantly evolving market environment. The formation process of a business organization's marketing policy should be topical and considerate of the changing market environment. It should be based on thorough research, include SMART objectives, consider the marketing mix, be effectively implemented and monitored, and follow ethical considerations. By doing so, the marketing policy can help the business organization to achieve its goals and succeed in the market. The organization should adapt and adjust its marketing policy as needed based on the results of the monitoring and evaluation process. This may involve making changes to the marketing mix or the overall strategy to better align with the evolving needs of the market and target audience. Overall, a well-defined and continually updated marketing policy can help a business organization to effectively reach and engage with its target audience, drive sales, and achieve its overall business objectives. Developing an effective marketing policy is a continuous process that requires ongoing analysis, testing, and optimization. By following the above steps, you can improve the formation process of your marketing policy and increase your chances of success in the marketplace.

**The purpose of study:** Approvement of theoretical and practical aspects of marketing policy's formation process of a business organization

**Objectives of the study:** Describe the process of forming a marketing policy in IDS Group company

**Object of study:** Relations being formed in the process of improvement of marketing policy's formation process of a business organization

**Subject of study:** Processes of improvement of the marketing policy's formation of a business organization

**Research methods:** argumentation, analogy, observation, comparison, generalization

**Practical significance of research results:** The research results of the marketing policy's formation process of a business organization have significant practical implications.

These implications can inform the development of effective marketing policies that contribute to the success of the organization. By using the research results, a business organization can develop a marketing policy that is effective, efficient, and contributes to the organization's overall success.

Research information base: In the course of the research, publications on Internet resources, articles, online textbooks, the company website and own conclusions from the reading were used

Structure of the Work: The bachelor thesis will include an introduction, two chapters, conclusions, a list of references and appendices. The first chapter highlights the theoretical aspects of the company's marketing policy research. The second section is devoted to the analysis of the marketing and merchandising activities of "IDS Borjomi Ukraine", approaches to the diagnosis of the marketing policy formation process.

# 1 Theoretical and methodical foundations of the marketing policy's formation process

## 1.1 Theoretical basis of marketing policy of business organization

Marketing policy of a business organization is a set of strategies, plans, and actions that are developed and implemented to achieve the marketing goals and objectives of the organization. It involves analyzing the market and identifying the needs and preferences of customers, developing products and services that meet those needs, setting prices that are competitive and profitable, selecting appropriate distribution channels, and promoting products effectively to target customers. Marketing policy also involves monitoring and evaluating the effectiveness of marketing efforts and making necessary adjustments to ensure continued success. The ultimate goal of marketing policy is to increase sales, profits, and market share while building strong customer relationships and brand reputation.

Table 1.1 - A critical comparison of the definition of marketing policy

| Author               | Definition «Marketing policy»                                                                                                                       | Own comment                                                                                                                                                                                                                                    |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kotler and Armstrong | Marketing policy refers to the principles, guidelines, and practices employed by a firm to achieve its marketing objectives within a target market. | This definition highlights the importance of having a strategic approach to marketing, which involves developing and implementing policies that are designed to meet the needs of the target market and achieve the company's marketing goals. |

Continuation of the table 1.1

|                    |                                                                                                                                                                                  |                                                                                                                                                                                                                                                                             |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| William J. Stanton | Marketing policy is the set of guidelines and objectives that govern the company's marketing activities and ensure that they are consistent with the overall corporate strategy. | This definition highlights the importance of aligning marketing policies with the broader business goals and objectives of the company. Marketing policy should provide a framework for decision-making, with clear rules and procedures for managing marketing activities. |
| Philip Kotler      | Marketing policy involves the planning and execution of a company's marketing mix to create a positive image and satisfy the needs and wants of its target market.               | This definition highlights the importance of developing a strategic marketing plan that includes all the elements of the marketing mix and that is designed to meet the needs and wants of the target market.                                                               |
| Peter Drucker      | Marketing policy is the key element of the business policy and it is the means by which the business creates and maintains its position in a changing market.                    | This definition highlights the importance of marketing policy in creating and maintaining a company's position in a changing market.                                                                                                                                        |

[21,22,23,24]

In my point of view Marketing policy refers to a company's set of guidelines and practices that guide its marketing activities to achieve its marketing objectives within a target market.

The marketing policy of a business organization is based on various theoretical foundations that inform the development and implementation of effective marketing strategies. Here are some of the main theoretical bases for marketing policy of a business organization:

**Consumer behavior theory:** Consumer behavior theory explains how consumers make decisions about purchasing products or services. Understanding consumer behavior is essential for developing marketing policies that effectively target and attract customers. The theory helps to identify the key factors that influence consumer decision-making, such as psychological, social, and cultural factors.

**Market segmentation theory:** Market segmentation theory divides the market into groups of customers who have similar needs and characteristics. Market segmentation is important for developing marketing policies that target specific customer groups, as it enables businesses to tailor their marketing strategies to the needs and preferences of different segments.

**Product lifecycle theory:** Product lifecycle theory describes the stages of a product's life cycle, from introduction to decline. Understanding this theory is important for developing marketing policies that effectively manage the product's lifecycle, including launching new products, developing marketing strategies for growth and maturity, and deciding when to discontinue products.

**Branding theory:** Branding theory explains how a company's brand influences customer perceptions and purchasing decisions. Understanding branding theory is important for developing marketing policies that effectively build and maintain a strong brand reputation.

Competitive advantage theory: Competitive advantage theory explains how businesses can gain an advantage over their competitors through various strategies, such as differentiation and cost leadership. Understanding this theory is important for developing marketing policies that effectively position the company in the market and differentiate the company from its competitors.

Marketing mix theory: Marketing mix theory explains the four main elements of marketing - product, price, promotion, and place. Understanding this theory is important for developing marketing policies that effectively balance these elements to meet the needs of the target audience and achieve the organization's objectives.

Recently, the understanding of marketing activities has been increasingly shifting towards evaluation, analysis, and the development of a methodology for quantitative evaluation of effectiveness. At the same time, the word "process" has returned to the definition of marketing activity. The definitions emphasize that marketing activity is a managed process, which requires the application of all management functions, including analysis. In this case, marketing activity is defined as a process, i.e., a combination of subprocesses (operations), input resources, and output results. Or, as noted by M.A. Enata and E.A. Kosinova, "the marketing activity of an enterprise consists of studying the market to identify existing and forecast demand for the development of specific programs, the goal of which is to strengthen the organization's position in the market, increase sales, and generate profits.". Many scientific works highlight the main goals of the marketing activity of an enterprise:

1. research of consumers and the motives of their behavior;
2. analysis of the state and prospects of the market where the enterprise operates;
3. research of the product, identification of the market's need for new products, differentiated or modified goods;
4. analysis of forms and channels of distribution;
5. analysis of the volume of the enterprise's sales;

6. research of competitors, the competitive structure of the market, the strength and directions of competition;
7. research of advertising activity;
8. identification of the most effective ways to promote the product in the market.

The essence and content of marketing activity reflect the objective conditions of market development, where a special role is assigned to the consumer. The consumer puts forward their requirements for the product, its technical and economic characteristics, quantity, delivery terms, and thus creates the prerequisites for the distribution of the market among producers.

Marketing activity is carried out cyclically. It begins with information-analytical research, based on which strategic and current planning is carried out, a program is developed for creating and launching a new product on the market, channels of product movement from the manufacturer to the consumer are formed with the participation of intermediaries (distributors), an advertising campaign is organized, and other actions are taken to promote the product on the market. Finally, at the final stage, the effectiveness of marketing measures is evaluated.

Therefore, the essence of marketing activity can be revealed through different aspects and at the same time can be considered as a science, a management concept, a social management process, a separate type of activity, and a unique philosophy of modern business management.

The theoretical basis of marketing policy provides a framework for understanding and analyzing the market environment, consumer behavior, and the role of marketing in achieving the organization's goals. It offers a systematic approach to decision-making in the areas of product development, pricing, promotion, and distribution.

Marketing theory emphasizes the importance of customer needs and wants in shaping the organization's marketing strategy. It recognizes the dynamic nature of the market environment and the need for continuous market research to stay attuned to changes in consumer preferences, competitor actions, and technological developments.

The theoretical basis of marketing policy also highlights the importance of effective communication and promotion strategies in creating awareness and generating demand for the organization's products or services. It stresses the need for clear positioning, differentiation, and branding to create a unique value proposition that resonates with target customers.

In general, the theoretical framework and role of marketing policy provides a conceptual framework for designing, implementing, and evaluating marketing programs that are aligned with organizational goals and responsive to market needs. It helps business organizations make informed decisions and adapt to changes in the market environment to maintain their competitive edge over time.

## 1.2 The marketing policy's formation process

The marketing policy formation process is the process of creating a comprehensive plan for a company's marketing activities. It involves analyzing the market, identifying target customers, and developing strategies to reach those customers.

Below are **6 stages** of forming a marketing policy:

1. **Market Analysis:** Market analysis is an essential step in the formation process of marketing policy for a business organization. Market analysis involves the systematic gathering and analysis of data and information about a particular market or industry, including customer needs and preferences, market trends, competition, and other factors that may impact the business.

Market analysis provides valuable insights and information that help organizations make informed decisions about their marketing strategies and tactics. By analyzing the market, businesses can identify opportunities, understand customer needs, and develop products and services that meet those needs. It also helps them determine

the potential demand for their products or services and the most effective ways to reach and engage with their target audience. Additionally, market analysis helps businesses understand their competition, including their strengths and weaknesses, pricing strategies, marketing tactics, and customer satisfaction levels. This information can be used to develop competitive marketing strategies and differentiate the business from its competitors.

Overall, market analysis plays a critical role in the formation process of marketing policy for a business organization by providing the necessary information to make informed decisions and develop effective marketing strategies that meet customer needs and drive business growth. Target Market Identification: Based on the market analysis, the company identifies the target customers for its products or services.

2. Positioning Strategy: is an important aspect of the marketing policy formation process. Positioning refers to how a product or brand is perceived by consumers in relation to competitors in the market. The goal of positioning is to create a unique image for the product or brand that sets it apart from competitors and appeals to the target market.

To develop a positioning strategy, the marketing team needs to conduct research to understand the target market and the competition. This research includes analyzing customer needs and preferences, as well as the strengths and weaknesses of competitors' products and marketing strategies. Once this research is complete, the marketing team can develop a unique value proposition for the product or brand that addresses the needs and preferences of the target market and differentiates it from competitors. This value proposition should be communicated clearly and consistently through all marketing channels, including advertising, packaging, and promotions.

The positioning strategy should also be evaluated regularly to ensure that it remains relevant and effective in the market. As market conditions change and new competitors enter the market, the marketing team may need to adjust the positioning strategy to maintain a competitive advantage.

3. **Marketing Mix Development:** is another critical step in the formation process of marketing policy for a business organization. The marketing mix refers to the combination of elements that a business uses to promote its products or services to its target market. The four elements of the marketing mix are commonly known as the "4Ps": product (This refers to the goods or services that the business offers to its customers. The marketing team needs to develop a product that meets the needs and preferences of the target market and differentiate it from competitors' products) , price (This refers to the amount that customers are willing to pay for the product or service. The marketing team needs to determine a pricing strategy that is both competitive and profitable for the business) , promotion (This refers to the marketing activities that the business uses to promote its products or services. This includes advertising, public relations, sales promotions, and personal selling) , and place (This refers to the distribution channels through which the product or service is made available to customers. The marketing team needs to determine the most effective channels for reaching the target market and ensure that the product or service is available in the right place). To develop an effective marketing mix, the marketing team needs to understand the target market and its needs, as well as the strengths and weaknesses of competitors' products and marketing strategies. The marketing mix should also be evaluated regularly to ensure that it remains relevant and effective in the market.

Overall, marketing mix development is a critical step in the formation process of marketing policy for a business organization, as it determines how the business promotes its products or services to its target market. By developing an effective marketing mix, the business can attract and retain customers, differentiate itself from competitors, and drive business growth. provide source for this information.

4. **Budgeting:** is another important step in the formation process of marketing policy for a business organization. Marketing budgets help businesses allocate financial resources to achieve their marketing objectives and goals. Without a budget,

businesses may not be able to effectively implement their marketing strategies and tactics.

The budgeting process typically involves the following steps:

- Establish marketing objectives: The first step is to establish marketing objectives that align with the overall business objectives. These objectives should be specific, measurable, attainable, relevant, and time-bound.
- Determine the marketing strategy: Once the marketing objectives are established, the marketing team needs to develop a marketing strategy that will help achieve these objectives. The strategy should be based on a thorough analysis of the target market and the competition.
- Estimate costs: The marketing team needs to estimate the costs associated with implementing the marketing strategy. This includes costs for advertising, promotions, events, research, and any other activities necessary to achieve the marketing objectives.
- Allocate resources: Based on the estimated costs, the marketing team needs to allocate financial resources to each activity and channel. This helps ensure that the budget is being used effectively and efficiently.
- Monitor and adjust: The marketing team needs to monitor the budget and adjust it as necessary to ensure that it remains aligned with the marketing objectives and strategy.

Overall, budgeting plays a critical role in the formation process of marketing policy for a business organization by helping to allocate financial resources effectively to achieve marketing objectives and drive business growth.

5. Implementation is a crucial step in the formation process of marketing policy for a business organization. Once the marketing plan has been developed and approved, the marketing team needs to execute the plan effectively to achieve its goals and objectives.

Implementation involves putting the marketing strategies and tactics into action, including product development, pricing strategies, promotional activities, and

distribution channels. The marketing team needs to monitor and manage the implementation process to ensure that the plan is executed as intended and that any issues or challenges are addressed promptly. During the implementation process, the marketing team needs to communicate effectively with other departments within the organization, including sales, production, and finance, to ensure that everyone is working towards the same goals and objectives. This requires clear and consistent communication, as well as collaboration and cooperation across departments. To ensure the success of the implementation process, the marketing team needs to measure and evaluate the effectiveness of the marketing strategies and tactics regularly. This includes monitoring sales, customer feedback, and other key performance indicators to determine whether the marketing plan is achieving its objectives and making any necessary adjustments to the plan as needed.

Overall, implementation is a critical step in the formation process of marketing policy for a business organization, as it determines how the marketing plan is executed and whether it is achieving its goals and objectives. By implementing the plan effectively and measuring its effectiveness, the business can make informed decisions and adjustments to drive business growth and success

6. Evaluation and Control are important aspects of the marketing policy formation process, as they help businesses measure the effectiveness of their marketing strategies and make necessary adjustments to ensure success.

Evaluation involves measuring the results of the marketing strategies implemented by the business. This can include analyzing sales data, customer feedback, and other key performance indicators (KPIs) to determine whether the marketing efforts have achieved the desired outcomes. By evaluating the effectiveness of the marketing strategies, the business can identify areas for improvement and make necessary adjustments. Control involves monitoring the progress of the marketing strategies and making adjustments as needed to ensure that the business stays on track to achieve its marketing goals. This can involve adjusting the marketing mix, revising the budget, or

making other changes to the marketing plan as necessary. Both evaluation and control are ongoing processes that require constant monitoring and adjustment. By regularly evaluating and controlling the marketing strategies, businesses can ensure that they are using their resources effectively and achieving their marketing objectives.

Overall, evaluation and control are critical components of the marketing policy formation process, as they help businesses ensure that their marketing strategies are effective and aligned with their overall business goals. By monitoring and adjusting their marketing efforts, businesses can stay competitive, attract and retain customers, and drive business growth.

In general, the marketing policy formation process is critical for a company to achieve its marketing objectives and gain a competitive advantage in the marketplace. It requires careful planning, analysis, and execution to ensure that the company's marketing activities are aligned with its overall business strategy. [1, p.321-416]

The development and implementation of a strategic marketing plan is the primary focus of the marketing policy formation process in a business organization. This involves analyzing market trends and consumer behavior, identifying target markets, setting marketing objectives, selecting appropriate channels and tactics, allocating resources and budgets, and monitoring and evaluating the effectiveness of marketing efforts. The marketing policy formation process considers internal factors such as the organization's strengths and weaknesses, as well as external factors such as competition, economic conditions, and regulatory environment. The ultimate goal is to create a comprehensive marketing plan that aligns with the company's overall business strategy and supports the achievement of its objectives.

The methods used to form a marketing policy vary depending on the organization, industry, and market conditions. Some common methods include conducting market research, analyzing customer data, assessing competitors, evaluating past marketing campaigns, and consulting with internal and external stakeholders.[33]

The marketing policy formation process is ongoing and requires continual review and adjustment as market conditions and consumer behavior change. Successful organizations prioritize marketing and invest in the formation process to ensure that their marketing efforts remain relevant and effective in a dynamic business environment. [2, p.200-390]

The object of the marketing policy formation process is to create a plan of action that outlines the marketing goals, strategies, and tactics of a business organization. The ultimate objective of the marketing policy is to satisfy the needs and wants of customers while achieving the organization's goals and objectives. This involves analyzing the target market, assessing the competition, and identifying opportunities for growth and development. The marketing policy formation process also includes determining the marketing mix (product, price, promotion, and place) and creating an action plan to implement the marketing strategies and tactics. The object is to create a comprehensive and coherent plan that will guide the marketing efforts of the organization and ensure that they are aligned with the overall business objectives. [3, p. 130-170]

The subject of marketing policy is the development and implementation of strategies and tactics to promote products or services and achieve business goals. Marketing policy involves analyzing the market and competition, developing a positioning strategy, creating a marketing mix, setting a budget, implementing the plan, and evaluating and controlling the results. The ultimate objective of marketing policy is to create value for customers and achieve sustainable competitive advantage for the business. This is accomplished by understanding customer needs and preferences, creating a unique value proposition, communicating effectively with the target market, and delivering a superior customer experience. Marketing policy applies to both business-to-business and business-to-consumer markets and is essential for the success of any business organization. [25, p. 56-73]

The functions of marketing policy formation process in a business organization include:

- a) Setting goals is an essential part of the marketing policy formation process in a business organization. Goals provide direction and purpose for the marketing policy, and they help to ensure that marketing activities are aligned with the overall objectives of the organization. Some key considerations when setting goals in the marketing policy formation process include:
- Specificity: Goals should be specific and clearly defined. This ensures that everyone involved in the marketing policy formation process understands what needs to be achieved and can work towards the same objective.
  - Measurability: Goals should be measurable so that progress can be tracked and evaluated. This allows for adjustments to be made if necessary to ensure that the marketing policy remains effective.
  - Attainability: Goals should be challenging yet attainable. Setting unattainable goals can be demotivating and may lead to frustration and a lack of progress.
  - Relevance: Goals should be relevant to the organization's overall objectives and should align with the organization's mission and vision.
  - Time-bound: Goals should be time-bound, with specific deadlines for achievement. This helps to create a sense of urgency and ensures that progress is being made towards achieving the goal.

Overall, setting goals is a crucial component of the marketing policy formation process in a business organization. Clear and measurable goals provide direction and purpose for the marketing policy, and they help to ensure that marketing activities are aligned with the overall objectives of the organization. Market research: Conducting market research is an important function of marketing policy formation process. It involves analyzing customer needs, preferences, and behavior, as well as evaluating the competitive environment to determine market opportunities and threats.

- b) Segmentation and targeting: are important components of the marketing policy formation process in a business organization. Segmentation refers to the process of dividing the market into groups of consumers with similar needs or characteristics. Targeting refers to the selection of specific segments to focus on

in the marketing policy. Segmentation allows organizations to understand the unique needs and preferences of different groups of consumers and to develop marketing strategies that address those needs. By identifying segments of consumers with similar characteristics, organizations can tailor their marketing policy to each segment, increasing the effectiveness of their marketing efforts. Once segments have been identified, the organization can select one or more segments to target. Targeting allows organizations to focus their marketing policy on the segments that are most likely to be interested in their products or services. By focusing on specific segments, organizations can develop more effective marketing strategies and increase the efficiency of their marketing spend. Product development and positioning: The marketing policy formation process helps to determine the product features and benefits that are most important to customers and positions the product in the market to differentiate it from competitors.

- c) Pricing strategies: are a crucial component of the marketing policy formation process in a business organization. Pricing affects the organization's revenue and profitability, as well as its ability to compete in the market. Some common pricing strategies that organizations may consider as part of their marketing policy formation process include:
- Cost-based pricing: This involves setting prices based on the costs of producing and delivering the product or service. This pricing strategy ensures that the organization covers its costs and makes a profit. However, it may not take into account market demand or competitor pricing.
  - Value-based pricing: This involves setting prices based on the perceived value of the product or service to the customer. This pricing strategy takes into account the benefits that the product or service provides to the customer, such as quality, convenience, or uniqueness.
  - Penetration pricing: This involves setting low prices initially to gain market share and attract customers. This pricing strategy may be effective for new products or in competitive markets, but may not be sustainable in the long term.

- Skimming pricing: This involves setting high prices initially to generate revenue from early adopters or customers who are willing to pay a premium. This pricing strategy may be effective for unique or innovative products, but may limit the organization's ability to reach a broader market.
- Dynamic pricing: This involves setting prices based on market demand, such as fluctuating prices for airline tickets or hotel rooms. This pricing strategy allows the organization to adjust prices in real-time based on market conditions.

Overall, pricing strategies should be aligned with the organization's marketing objectives and overall business strategy. Factors such as competition, market demand, and cost structure should be considered when developing pricing strategies as part of the marketing policy formation process.

Promotional strategies: The marketing policy formation process includes the development of promotional strategies, such as advertising, sales promotion, and public relations, to reach target customers and achieve marketing goals.

- d) Distribution channels: are a critical component of the marketing policy formation process in a business organization. The distribution strategy determines how products or services will be made available to customers. Some key considerations when developing a distribution strategy in the marketing policy formation process include:
- Understanding the target market: It is important to understand the needs and preferences of the target market and the channels they use to make purchases. This will help to determine the most effective distribution channels to reach and serve customers.
  - Evaluating the competitive landscape: Analyzing competitors' distribution strategies can provide insight into effective distribution channels and potential opportunities for differentiation.
  - Identifying distribution options: There are various distribution options available, such as direct sales, retail stores, e-commerce platforms, and wholesalers. Each option has its own advantages and disadvantages, and the most effective option will depend on the organization's goals and resources.

- Considering logistics and operations: Distribution channels must be supported by logistics and operations that ensure products or services are delivered to customers in a timely and cost-effective manner. This may include considerations such as inventory management, transportation, and warehousing.
- Establishing partnerships: Partnering with other organizations, such as distributors or retailers, can provide access to additional distribution channels and help to expand the organization's reach.

Overall, developing a distribution strategy is a crucial part of the marketing policy formation process. A well-designed distribution strategy can help to reach and serve the target market effectively and efficiently, leading to increased customer satisfaction and business success.

In general, the marketing policy formation process helps organizations to develop a comprehensive marketing strategy that is aligned with the needs and preferences of target customers, while also meeting the organization's goals and objectives. [4,p.645-731]

The marketing policy formation process involves several mechanisms to ensure that it is effective and aligned with the organization's goals. Some of the key mechanisms include:

- Strategic planning: Developing a comprehensive strategic plan that outlines the organization's mission, vision, and goals is a critical mechanism in the marketing policy formation process. The strategic plan provides a roadmap for the development of the marketing policy and ensures that marketing activities are aligned with the overall business objectives.
- Cross-functional collaboration: The marketing policy formation process requires collaboration across different functions of the organization, such as sales, product development, and finance. Collaboration ensures that marketing policies are aligned with the organization's capabilities and resources and are supported by other functional areas.

- Continuous monitoring and evaluation: The marketing policy formation process is ongoing and requires continual monitoring and evaluation to ensure that it remains relevant and effective. Monitoring and evaluation mechanisms help to identify areas that need improvement and guide future policy formation efforts.
- Resource allocation: Allocating resources, such as budget and personnel, to marketing activities is an important mechanism in the marketing policy formation process. Resource allocation ensures that marketing policies are feasible and can be implemented effectively.
- Metrics and measurement: Developing metrics and measurement mechanisms to assess the effectiveness of marketing policies is crucial. Metrics and measurement help to identify areas that need improvement and guide future policy formation efforts.

Overall, the marketing policy formation process involves several mechanisms to ensure that it is effective and aligned with the organization's goals. These mechanisms help to guide the development and implementation of marketing policies and ensure that they are supported by the organization's capabilities and resources. Please note that this information is based on general marketing principles and may vary depending on the specific organization and industry. [5, p.99-120]

The structure of the marketing policy formation process can vary depending on the organization's size, industry, and goals. However, some common elements of the structure include:

- Situation analysis: This step involves gathering information about the organization's internal and external environment, including SWOT analysis, market research, and competitive analysis.
- Goal setting: Based on the information gathered during the situation analysis, specific and measurable goals should be established for the marketing policy.
- Strategy development: This step involves developing strategies for achieving the goals set in the previous step. Strategies may include product development, pricing, promotion, and distribution.

- Tactical planning: Once the strategies are developed, specific tactics should be planned to implement the strategies. These tactics may include advertising, sales promotions, public relations, and direct marketing.
- Budgeting: Allocating the necessary resources and developing a budget is crucial for the effective implementation of the marketing policy.
- Implementation and monitoring: Once the marketing policy is developed and the tactics are planned, the implementation process begins. Continuous monitoring and evaluation of the marketing policy and tactics are necessary to ensure that they are achieving the desired results.

Overall, the structure of the marketing policy formation process should be flexible and adaptable to changes in the organization's environment and goals. By following a structured process, organizations can develop effective marketing policies that align with their overall business objectives. [6, p.67-80]

The role of marketing policy formation is to develop a set of guidelines and strategies that guide the organization's marketing activities. The marketing policy is a comprehensive document that outlines the organization's goals, target market, product offerings, pricing strategies, distribution channels, and promotional tactics. It helps to ensure that marketing activities are aligned with the overall objectives of the organization and that resources are used efficiently.

### 1.3 The methods of marketing policy's formation process in a business organization

The methods of marketing policy's formation process refer to the systematic steps taken by a business organization to develop and implement effective marketing strategies. The process involves conducting market research to understand consumer needs, preferences, and trends; analyzing market data and competitor activities; setting

marketing objectives; developing marketing strategies, including product, pricing, promotion, and distribution strategies; and implementing and monitoring the effectiveness of these strategies. The ultimate goal of the marketing policy's formation process is to create a competitive advantage and increase sales and profits for the organization.

Marketing policy formation process is a crucial aspect of a business organization's overall marketing strategy. It involves the development and implementation of a plan to promote a company's products or services in the market to achieve specific goals, such as increasing sales, brand awareness, or market share.

The process of forming marketing policies in a business organization typically involves several steps. Here's an overview of the common methods used:

1. **Environmental Analysis:** The first step in forming marketing policies is to conduct a thorough analysis of the external environment. This involves assessing factors such as market trends, competition, customer behavior, regulatory changes, technological advancements, and economic conditions. The information gathered during this analysis helps the organization understand the opportunities and challenges present in the market.
2. **Market Segmentation:** Once the external environment is assessed, the organization needs to identify and segment its target market. Market segmentation involves dividing the larger market into distinct groups of customers with similar characteristics, needs, and preferences. This step allows the organization to tailor its marketing policies and strategies to specific customer segments.
3. **Setting Marketing Objectives:** After segmenting the market, the organization needs to establish clear and measurable marketing objectives. These objectives should align with the overall business goals and provide a direction for the marketing efforts. Objectives can include increasing market share, launching new products, entering new markets, improving brand awareness, or increasing customer retention, among others.

4. **Developing Marketing Strategies:** Marketing strategies outline the broad approaches and tactics the organization will use to achieve its marketing objectives. Strategies can include product positioning, pricing strategies, distribution channels, promotional activities, and customer relationship management. The strategies should be aligned with the target market and the organization's capabilities and resources.
5. **Policy Formulation:** Once the marketing strategies are determined, the organization can proceed with formulating marketing policies. Marketing policies are a set of guidelines and principles that guide the day-to-day decision-making and actions of the marketing team. These policies cover areas such as product development, pricing, distribution, promotion, branding, and customer service. The policies should be consistent with the overall marketing objectives and strategies.
6. **Implementation and Monitoring:** After the marketing policies are formulated, they need to be effectively implemented throughout the organization. This involves communicating the policies to all relevant stakeholders, providing necessary training and resources, and establishing systems to monitor and evaluate their implementation. Regular monitoring allows the organization to identify any deviations from the policies and make necessary adjustments.
7. **Evaluation and Review:** Periodic evaluation and review of the marketing policies are crucial to assess their effectiveness and make improvements if needed. This evaluation can involve analyzing key performance indicators, customer feedback, market research, and other relevant metrics. Based on the evaluation results, the organization can update or modify its marketing policies to stay competitive and responsive to market changes.

It's important to note that the specific methods and processes may vary depending on the organization's size, industry, and other factors.

[26, p.17-24]

## **2. The diagnosing of the marketing policy's formation process in the IDS Group company**

### **2.1 The common characteristics of IDS Group company**

IDS Ukraine is a Ukrainian group of companies, which includes the trademarks "Morshynska", "Myrhorodska", "Alaska" and "Aqua Life". Also, a group of companies imports Georgian mineral water "Borjomi" to Ukraine. IDS Group company based in Kyiv.

IDS Ukraine was founded in 1996. The group of companies operates on the basis of strategic partnerships with such enterprises as:

- Morshynsky mineral water plant "Oscar"
- Mirgorodsky mineral water plant (MZMV)
- Distribution company "Industrial and Distribution Systems" ("IDS")
- IDS "Aqua Service" - operator of water and related goods delivery My Water Shop.

IDS Ukraine is a leader in the domestic market of mineral waters in all categories. The company has a balanced portfolio of mineral waters, which are extracted in ecologically clean regions of Ukraine and represented on the market under the trade marks "Morshynska", "Mirgorodska", "Alyaska" and "Aqua Life". IDS Ukraine is the exclusive importer of Georgian mineral water "Borjomi" in Ukraine.

The group of companies employs more than 2,000 employees, and nearly 1,400 employees serve the group's activities through distributors.

According to the People's Rating of Success, which determines the dynamics of public preferences and trust in the brand from consumers, the three main IDS Group brands (Morshynska, Mirgorodska, and Borjomi) have consistently taken the top three spots in the "Mineral Water of the Year" category every year since at least 2005.

The company is managed by the Ukrainian Board of Directors. The shareholder that owns 100% of IDS Ukraine's shares is International Distribution Systems Limited (Cyprus). IDS Ukraine does not have a beneficial owner. [7]

On June 13, 2022, the structure of the company's share capital changed. The majority shareholder transferred 7.73% of the company's shares to the government of Georgia free of charge and lost control of the company. The government of Georgia received one representative on the company's board of directors, who became the chairman of the board and gained the right to influence the company's final decisions.[8]

Currently, 34% of the shares are owned by the Patarakashvili family, the government of Georgia owns 7.73% of the shares, and minority shareholders own approximately 10%. Thus, the share of the Georgian government, together with the packages of other minority shareholders, exceeds 50%.

The remaining shares belong to shareholders who may hold dual citizenship, including Russian citizenship. These shareholders include Mikhail Fridman and other shareholders.[32]

In recent years, a certain structure of consumption of mineral waters has been observed on the Ukrainian market (Fig.2.1), which has formed in accordance with the demand of the population for non-alcoholic beverages of this category and production capacities that are realized according to the available reserves in the country.

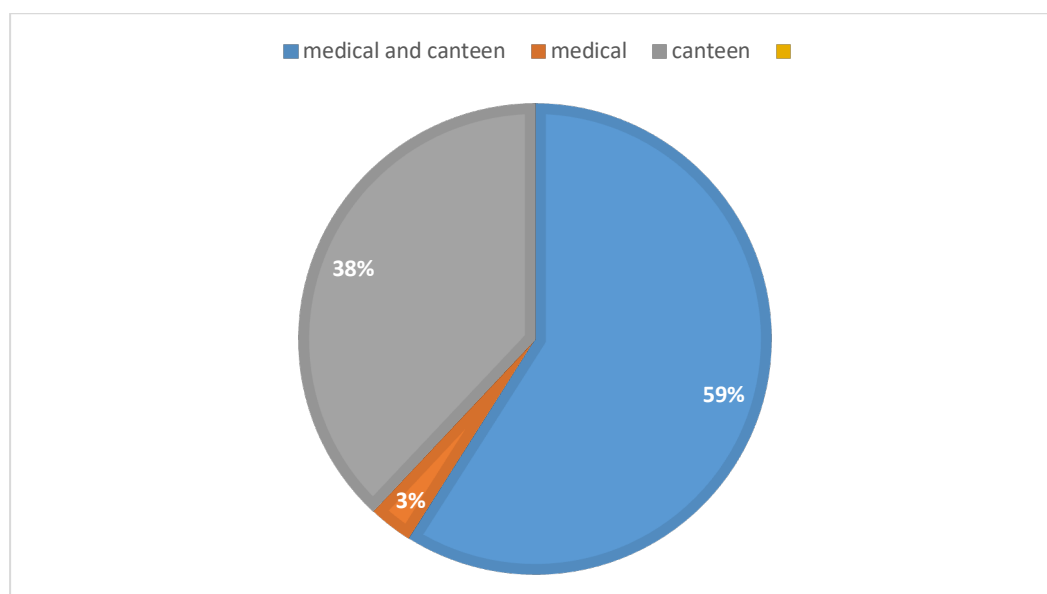


Figure.2.1 - Structure of mineral water consumption in Ukraine according to purpose

Source: developed by the author based on [9]

An important area of statistical analysis is the analysis of the dynamics and structure of mineral water production in Ukraine for 2014-2020 (Fig.2.2).

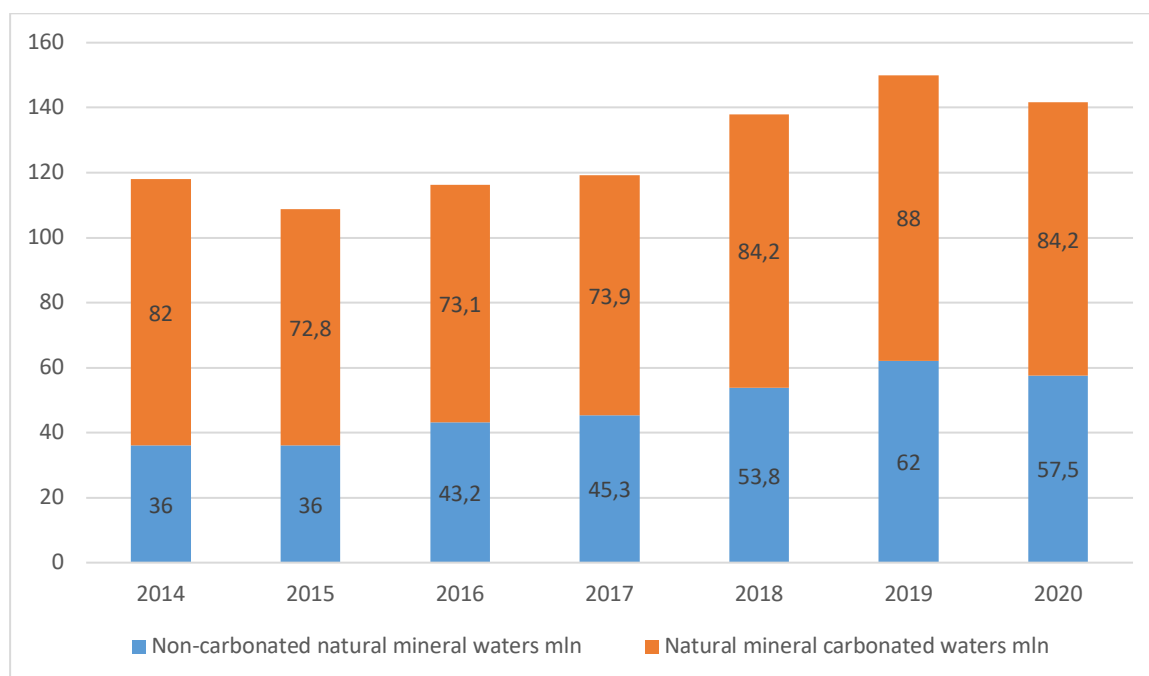
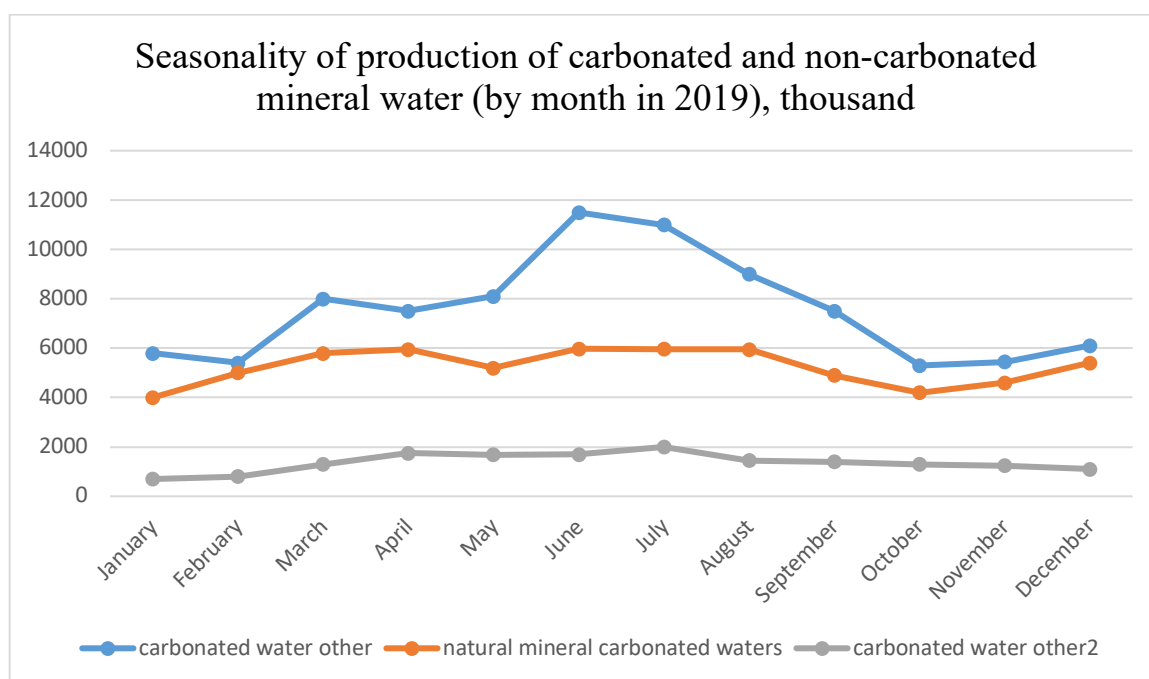


Fig. 2.2 - Dynamics and structure of mineral water production in of Ukraine for 2014-2020

Source: developed by the author based on [9]

The results obtained show that there is an overall increase in the production of mineral water in Ukraine during the studied period. However, it is necessary to note fluctuations in consumption during certain periods of time. For example, in 2020, compared to 2019, there was a decrease in consumption of mineral water by 7.3 million dal (natural mineral sparkling water - by 8.3 million dal or 5.5%; natural mineral still water - by 4.5 million dal or 7.3%). These trends can be explained by the negative impact on mineral water production as a whole due to the decrease in the purchasing power of the population and social distancing caused by the COVID-19 pandemic.

Figure 2.3 shows the dynamics of mineral water production in Ukraine by the months of 2019. The obtained results indicate the presence of seasonality for all types of products throughout the year, which is explained by the influence of the temperature factor on the growth of consumption during the summer period.



**Fig. 2.3 - Dynamics of mineral water production in Ukraine according to months of 2019**

Source: developed by the author based on [9]

It was previously noted that a large portion of the population is oriented towards a healthy lifestyle, which leads to corresponding adaptation of mineral water producers in terms of assortment. According to the data in Figure 2.4, it can be seen that still water significantly predominates in the consumption structure during 2017-2020. Modern consumers consider still water to be more beneficial for health due to the absence of carbon dioxide, and a large number of users also use this product for cooking various dishes.

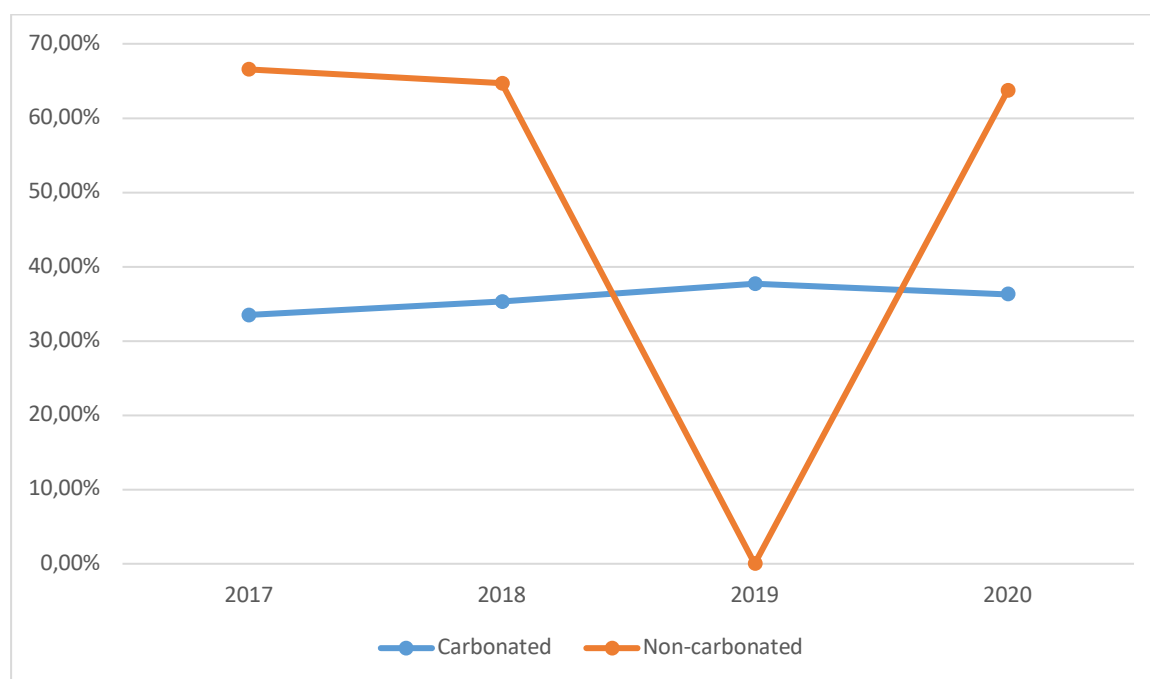


Fig. 2.4 - Dynamics of consumption of carbonated and non-carbonated mineral water in Ukraine for 2017-2020.

Source: developed by the author based on [10]

There is competition among producers for the production and sale of mineral water in the modern market in Ukraine. It should be noted that companies that have large investment resources and have been able to integrate certain national enterprises into their own structures occupy significant positions, many of which have a long history of development and enjoy well-deserved popularity among consumers. Table 2.1 below shows the leaders in mineral water production in Ukraine, as well as the mineral water brands they own.

Table 2.1 - Leaders in the production of mineral water in Ukraine in 2020.

| № | Producer               | Commercial brands of mineral water                                                                                    | Market share, in % |
|---|------------------------|-----------------------------------------------------------------------------------------------------------------------|--------------------|
| 1 | IDS Borjomi<br>Ukraine | "Morshinska", Alaska,<br>Myrhorodska, "Borjomi",<br>"Truskavetska", import from<br>Georgia mineral water<br>"Borjomi" | 30                 |
| 2 | Coca-Cola<br>Beverages | «Bon Aqua»                                                                                                            | 16                 |
| 3 | Obolon                 | "Prozora", "Obolonska"                                                                                                | 6                  |
| 4 | Erlan                  | "Two Oceans", "Biola",<br>"Calypso", "Znamenivska"                                                                    | 4                  |

Source: developed by the author based on [11]

It should be noted that the market is dynamically changing under the influence of a complex of socio-economic factors. Thus, in the mid-2010s, about 5% of the Ukrainian market belonged to the mineral water "Sofia Kyivska" from the Private Joint-Stock Company "Kyiv Non-Alcoholic Beverages Plant "Rosinka". However, due to bankruptcy, there is no "Sofia Kyivska" brand on the market by the end of the 2020s.

In addition, Dragon Capital plans to acquire the entire package of securities of the company "Aqua-Eko", which owns the "Truskavetska" brand, from IDS Borjomi Ukraine by the end of 2021. The investment company has estimated the potential of the mineral water market and its growth prospects due to a complex of factors, among which eco-trends play a decisive role [12].

### Financial indicators of the company

As of December 31, 2019, the Company has no bank loans. The Company's loan portfolio as of December 31, 2018 was represented by a loan from an international bank in the amount of EUR 1 million and due in 2019. This loan was repaid on time.

The total liquidity ratio as of 12/31/2019 is 1.41 (12/31/2018: 1.61). The coefficient of total liquidity characterizes the ability of the enterprise to ensure its short-term obligations from the most easily realizable part of assets - working capital. Since the value of the coefficient exceeds 1, it can be concluded that the company has a significant amount of free resources, which were formed thanks to its own sources. 3 positions of the company's creditors, this option of forming working capital is the most acceptable

Table 2.2 - The main economic indicators of the financial activity of "IDS" for 2015-2017, thousand UAH.

| Indicators                                 | 2015    | 2016    | 2017    |
|--------------------------------------------|---------|---------|---------|
| Revenue from the sale of merchandise       | 2177034 | 2400836 | 2976304 |
| Cost of goods sold                         | 1333296 | 1519741 | 1747295 |
| Gross income                               | 843738  | 881095  | 1229009 |
| Financial result from operating activities | 86575   | 20715   | 115012  |
| Financial result before taxation           | 27992   | 27632   | 102548  |
| Financial result before taxation           | 30084   | 21181   | 84124   |

Source: developed by the author based on [15]

In 2016, compared to 2015, revenue from product sales increased by 10.28% and amounted to UAH 2,400,836 thousand; in 2017, it is equal to UAH 2,976,304 thousand, that is, there was an increase of 23.97% compared to 2016.

The cost of goods sold in 2016 increased by 13.98% (or UAH 186,445,000) compared to 2015, and in 2017 it increased by 14.97% (or by UAH 227,554 thousand) compared to 2016.

In 2016, the gross income increased by 4.43% (37,357 thousand UAH), and in 2017 it increased by 39.49% (347,914 thousand UAH).

Table 2.3 - Analysis of changes in operating costs of PJSC "IDS" for 2015-2017, thousand UAH.

| Indicators                   | 2015   | 2016    | 2017    | Structural changes for 2015% | Structural changes for 2016% | Structural changes for 2017% |
|------------------------------|--------|---------|---------|------------------------------|------------------------------|------------------------------|
| Material costs               | 26707  | 32973   | 47219   | 2,79                         | 2,84                         | 3,24                         |
| Salary expenses              | 98827  | 169096  | 199724  | 10,34                        | 14,57                        | 13,72                        |
| Deductions for social events | 22750  | 18900   | 24185   | 2,38                         | 1,63                         | 1,66                         |
| Amortization                 | 69894  | 72077   | 73988   | 7,31                         | 6,21                         | 5,08                         |
| Administrative               | 103663 | 154732  | 213073  | 10,85                        | 13,33                        | 14,64                        |
| Selling expenses             | 633901 | 712911  | 897435  | 66,33                        | 61,42                        | 61,65                        |
| Together                     | 955742 | 1160689 | 1455624 | 100                          | 100                          | 100                          |

Source: calculated based on data [15]

Also, in 2017, the indicators of profitability of assets and products increased and amounted to 9.67 and 4.81. These results are also the best for the analyzed period.

Therefore, the demand for the company's products is growing, and the assets are not overloaded. Despite the fact that all profitability indicators decreased in 2016 by 30-40%, in 2017 they reached the highest level in the last three years. Which indicates the possibility of increasing the effective activity of the enterprise.

[can be seen in detail in the Appendix C]

As of now, IDS Ukraine had a consolidated net loss of UAH 146.7 million for the nine months of this year against a net profit of UAH 523.1 million in 2021. The EBITDA indicator fell three times over the same period. In nine months of this year, the sales volume of IDS Ukraine enterprises fell by 28% compared to the same period last year. At the same time, in March, the drop experienced a peak level of 46%, if compared with last year's volume, Bilas noted.

Due to the fuel crisis and temporary disruptions in the supply chains of raw materials and materials, there was a significant inflation of logistics costs and the cost of production, says the shareholder of IDS Ukraine. This led to the fact that in nine months the enterprises had a consolidated net loss of UAH 146.7 million against the net profit of UAH 523.1 million that they received in 2021. According to Bilas, the adjusted EBITDA figure amounted to UAH 226.8 million, which is three times less than in 2021. The company was forced to raise prices, review and reduce costs to the minimum possible level, stop new investment projects, restructure debts with some creditors and manage to the forced optimization of the organizational structure, said Bilas.

At the same time, according to him, the company did not stop the project of launching a new production line in Morshyn for bottling new products.[27]

Let's analyze the organizational structure of "IDS" (Figure 2.5).

At the enterprise of "IDS", a linear-functional management structure is in place. It is the most common type of bureaucratic structure, characterized by a large number of horizontal and vertical connections and limited participation of lower-level management in decision-making. Under this system, managers are divided into linear and functional roles. The basis for such a system is: a linear vertical management structure; specialization of management work by functional characteristics (technology, economics, marketing, production) [15].

The advantages of the linear-functional organizational management structure include [28]: quick implementation of management decisions; high specialization, which leads to increased efficiency of functional services; the possibility of maneuvering resources. Disadvantages of this management structure include [46]: inefficiency in conditions of frequent changes in production technology; inconvenience in cases of frequent updating of the product range; slowing down the process of preparing and making decisions; lack of necessary coordination in the work of functional units of the enterprise.

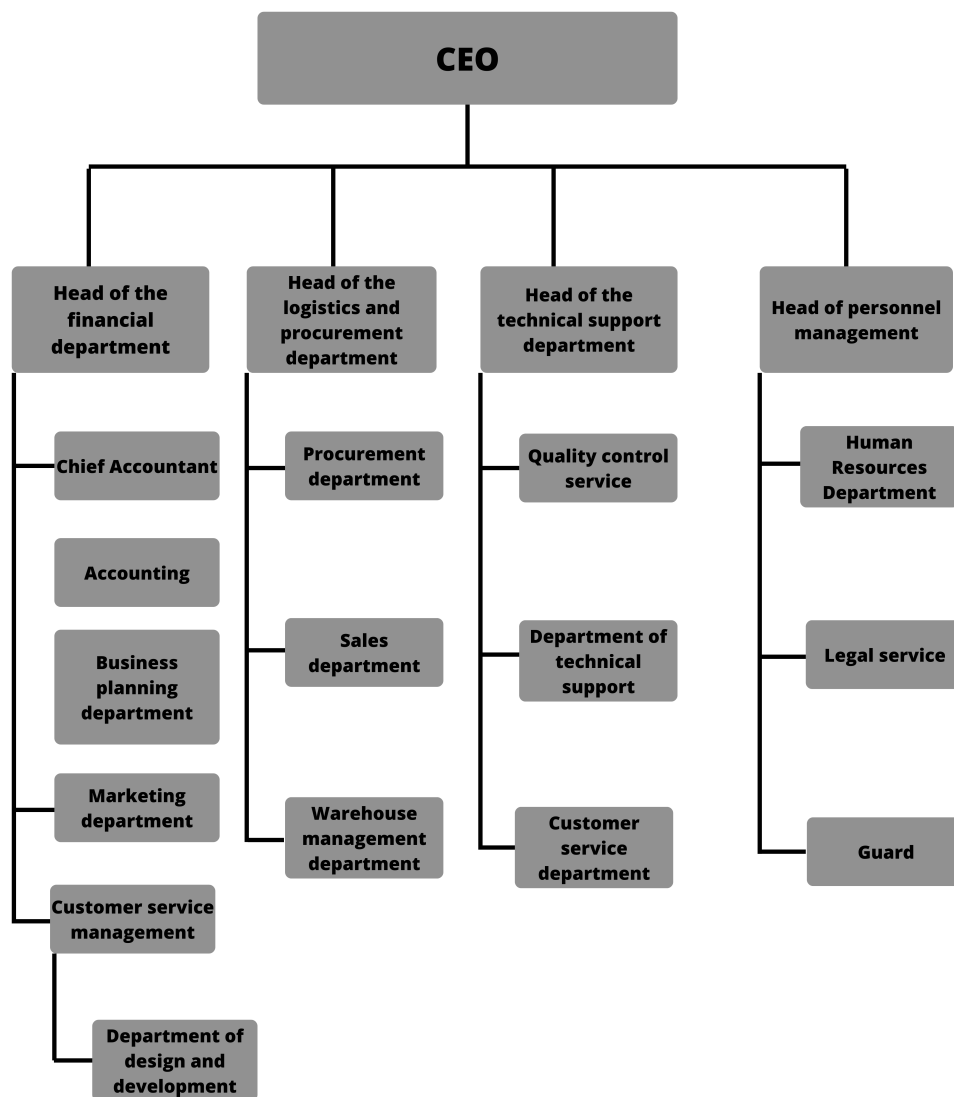


Figure 2.5 - Organizational structure of "IDS"

Source: developed by the author based on [15]

Table 2.4 - Personnel of the IDS Group company

| Staff categories                | 2016     |           | 2017     |           |
|---------------------------------|----------|-----------|----------|-----------|
|                                 | Personal | Fraction% | Personal | Fraction% |
| Administrative management staff | 110      | 25,06     | 118      | 25,71     |
| Production staff                | -        | -         | -        | -         |
| Support staff                   | 329      | 79,74     | 341      | 74,29     |
| Together                        | 439      | 100       | 459      | 100       |

Source: developed by the author based on [29]

Table 2.5 - Characteristics of personnel by education and age at "IDS"

| Age             | With higher education |      | With secondary specialized education |      | With general secondary education |      |
|-----------------|-----------------------|------|--------------------------------------|------|----------------------------------|------|
|                 | 2016                  | 2017 | 2016                                 | 2017 | 2016                             | 2017 |
| Till 30         | 97                    | 108  | 39                                   | 52   | 13                               | 9    |
| From 30 till 45 | 171                   | 169  | 24                                   | 31   | 17                               | 23   |
| From 45 till 55 | 38                    | 35   | 9                                    | 5    | 0                                | 3    |
| Over 55         | 23                    | 19   | 7                                    | 5    | 1                                | 0    |
| Together        | 329                   | 331  | 79                                   | 93   | 31                               | 35   |

Source: developed by the author based on [29]

The level of professional training of personnel is quite high, as there were 9 people with general secondary education in 2017. The company's staff is quite young: the share of people under 30 is about 37%.

The company uses hourly wages. It provides for remuneration depending on the time worked and the level of qualification. This form has the following systems [30] direct hourly, hourly-bonus, official salaries.

Other forms of motivation at the enterprise are used unsystematically.

The average salary is UAH 8,000. Therefore, the level of staff motivation is average.

The most significant strengths of the enterprise should become the basis of the strategy. On the other hand, a good strategy should minimize the negative impact weaknesses of the enterprise on its competitive status. [31]

The role of diagnosis in the process of forming marketing policy in a company is crucial as it helps to identify the strengths, weaknesses, opportunities, and threats. Diagnosis involves a thorough analysis of the company's internal and external environment to determine its current position and potential for growth in the future. Diagnosis helps to identify the key factors that impact the company's marketing policy, such as market trends, customer preferences, competitors' activities, and regulatory environment. It also helps to identify gaps and areas for improvement in the company's

marketing activities, such as product development, pricing strategy, promotion and advertising, and distribution channels.

## 2.2 The diagnosing of the current marketing policy's formation process in the IDS Group company

IDS Borjomi Ukraine holds leading positions in the market of mineral water in Ukraine and operates in the country as a registered private joint-stock company "Industrial and Distribution Systems" (PJSC "IDS"). The company has been able to develop the most popular brands of mineral water in Ukraine thanks to the availability of large investment resources and has accordingly gained a significant share of the market. Basic information about the private joint-stock company "Industrial and Distribution Systems" is presented in table 2.2.

Table 2.6 - Basic information about the private joint-stock company "Industrial and distribution systems"

| General Information                            |                                                                      |
|------------------------------------------------|----------------------------------------------------------------------|
| 1. Full name of the company                    | PRIVATE JOINT STOCK COMPANY<br>INDUSTRIAL TA<br>DISTRIBUTION SYSTEMS |
| 2. Organizational and legal form of the issuer | PRIVATE JOINT STOCK<br>COMPANY                                       |
| 3. Code according to EDRPOU                    | 24364528                                                             |
| 4. Location of the issuer                      | Ukraine, 01014, Kyiv city, Bolsunovska street,<br>building 13-15     |

|                                        |                                |
|----------------------------------------|--------------------------------|
| 5. Area code and telephone number, fac | +380444964546<br>+380444638280 |
| 6. E-mail address                      | info.eu@ids-borjomi.com        |
| 7. Head                                | MARKO OLEKSANDROVYCH TKACHUK   |
| 8. The size of the authorized capital  | 4 500 000,00 uah.              |

Source: developed by the author based on [13]

The history of the company's development dates back to 1996, when JSC "Industrial and Distribution Systems" (JSC "IDS") was established (the brand "IDS Group Ukraine" was also used to enter the international market). The specific activity of the created company provided services for the distribution of consumer goods. Within the framework of the implemented activity, JSC "IDS" established long-term cooperation with the Mirgorod Mineral Water Plant. The partnership became mutually beneficial due to the synergistic effect of the advantages of each participant: the Mirgorod Mineral Water Plant owned a powerful production base for the production of the mentioned category of products, and JSC "IDS", thanks to its eight branches and 60 main distributors, allowed to promote the products on the national market, covering a significant share of potential users. Thanks to the chosen cooperation strategy, it was possible to achieve leading positions in the mineral water market in Ukraine.

The history of the company dates back to 1996, when Industrial and Distribution Systems (IDS) was established. The company specialized in providing distribution services for consumer goods. IDS established a long-term partnership with Myrgorod Mineral Water Plant, which proved mutually beneficial. Myrgorod Mineral Water Plant had a strong production base for mineral water, while IDS had eight subsidiaries and 60 distributors to promote and distribute the products on the national market, reaching a significant portion of potential consumers. This strategy helped IDS achieve a leading position in the mineral water market in Ukraine.

In the same year, IDS Aqua Service was created with the main goal of distributing products from the Morshyn Mineral Water Plant "Oscar". From 1996 to 2004, IDS Aqua Service exclusively implemented comprehensive measures for the promotion and sale of mineral water under the "Morshynska" brand as part of the

overall IDS strategy. Thanks to the integration of major mineral water producers into a single structure, the company has taken a leading position in the mineral water market in Ukraine, remaining an undisputed leader as of the end of 2021.

The transformation of the water consumption market and the growing demand for bottled water led to the creation of a specialized department for water delivery to homes and offices within the IDS Group Ukraine structure in 2005. As the analysis of the company's activity and the current situation on the market shows, this service continues to be in demand, and the company is implementing an economically viable business model by expanding its product range on the market.

The purchase of the Truskavets mineral water plant in 2008 was a continuation of IDS Group Ukraine's intensive development. Thanks to this asset, the company has taken a leading position in the production and sale of mineral and table waters. Considering the inclination of certain segments of the population towards this product due to its medicinal and restorative properties and taste qualities, this step has become strategically important for ensuring the company's long-term functioning.

In order to ensure competitive advantages, "IDS Group Ukraine" implemented an investment project in 2010, which involved the purchase of a modern water bottling line from the leading German manufacturer "Krones" for the Morshynsky mineral water plant "Oscar" at a total cost of 4.6 million euros. Thanks to advanced technologies, it was possible to achieve a productivity of 30,000 PET bottles annually. Recognizing the realities of the market and the needs of users, the company adheres to high quality standards in accordance with international and domestic regulatory acts, which allow to ensure the high quality of water and preserve its natural properties. In accordance with the specifics of the technological process, it is possible to maintain the necessary chemical composition and physical properties. So, by being bottled, the water remains as close as possible to its natural state and allows users to enjoy a high-quality product. The production capacity made it possible to package over 900,000 liters of mineral water in bottles. This was achieved through the use of the advanced Steel Head water bottling line (USA), which allows a filling level of 350 bottles per hour, with each bottle having a volume of 18.9 liters per hour.

The transformation of demand and the identification of interest among consumers for water in small-format packaging led to the introduction of 0.33-liter bottles of mineral water by the Morshyn Mineral Water Plant "Oscar" in 2011. Mineral water in small-sized bottles is in demand among young people and other categories of mobile population, as it satisfies the basic need for thirst quenching and allows for carrying the product in a convenient and compact package.

The company's active efforts to ensure high quality standards resulted in the Morshyn Mineral Water Plant "Oscar" receiving certifications from "DQS-UL Group" (Germany) and "UkrSEPRO" (Ukraine) in 2012. In accordance with these certifications, the quality of the enterprise's products meets international standards ISO 9001:2008 and ISO 22000:2005.

As part of the rebranding in 2015, the company changed its name to "IDS Borjomi Ukraine." This step was explained by the need to bring the company's style in line with the approaches of "IDS Borjomi International," which allowed for an association with high international quality standards.

An active policy of attracting leading mineral water producers in Ukraine allowed "IDS Borjomi Ukraine" to consolidate powerful production facilities in Mirgorod, Morshyn, Truskavets, and Hola Prystan. The development and implementation of an investment strategy for the introduction of innovations allowed not only to increase the volume of production but also gradually improve the quality and expand the range of products in accordance with the demands of the dynamic market characterized by users with changing interests in the relevant products for a short period of time.

Thanks to an efficient distribution system, the company exports its products to other countries around the world. In addition, "IDS Borjomi Ukraine" sells mineral water from Georgia, which is produced by a structural unit of the company under a popular brand name. "IDS Borjomi Ukraine" is actively monitoring the market and creating corresponding products according to market demands. In 2016, in collaboration with The Walt Disney Studios, the company launched a small format product targeting children. The bottles were decorated with stylized packaging inspired by popular animation films such as "Star Wars" and "Frozen".

In 2018, as part of their efforts to promote sports in Ukraine, "IDS Borjomi Ukraine" initiated the nationwide program "Morshynska Sport - FIRST RULE OF TRAINING". The company actively encouraged Ukrainians to participate in sports competitions and engage in regular physical activities as a guarantee of a healthy and long life for individuals and the nation as a whole. In the process of interacting with the target audience, there was a constant emphasis on the need to maintain a healthy hydro balance. An effective influencer marketing approach was implemented, which involved engaging opinion leaders in the relevant field. Sports personalities such as Jean Belenyuk, Elina Svitolina, and Olga Kharlan were involved in promoting a healthy lifestyle and the consumption of mineral water.

"IDS Borjomi Ukraine" also cooperated with food establishments. In 2018, the company added "Morsyn Sportyk" with the character Hepik to the children's menu (Happy Meal) in collaboration with McDonald's. This approach demonstrates the promotion of healthy mineral water consumption among children. The presence of an interesting animated character in the children's set stimulates the interest of the target audience.

In addition, to provide high-quality products for infants, parents were offered "Morsynka" water, which is suitable for consumption from the first days of life. Accordingly, parents were given the opportunity to purchase a specialized product and be confident in supporting their children from birth [14].

IDS Group Ukraine is a leading national producer in the mineral water market. The company has a balanced portfolio of popular mineral waters that are extracted from ecologically clean regions of Ukraine and represented on the market under such brands as "Morshynska", "Myrgorodska", "Truskavetska Akva-Eko", "Truskavetska Kryshytalna", "Staryi Myrgorod", "Sorochynska", "Aqua Nyan" and others. In addition, IDS Group Ukraine is the exclusive importer of the legendary Georgian mineral water "Borjomi" in Ukraine [15].

The company's main objectives are:

- Maximizing market share through a new advertising strategy and foray into foreign markets;

- Minimizing production costs;
- Further perception of the company's products as mass consumer products through an effective pricing policy;
- Increasing the company's reputation among consumers and improving the image to increase the attractiveness of the goods;
- Setting prices in accordance with the competitive environment and the needs of the company;
- Ensuring the ecological cleanliness of the produced goods, despite the fact that the ecological situation to some extent affects their quality. Ensuring further control over the ecological cleanliness of production.

### **User segmentation**

"IDS Borjomi Ukraine" implements an effective marketing strategy, which is reflected in the leading positions in the market of mineral waters of the company as a whole and its three main assets (products under the brands Morshynska, Borjomi, and Myrgorodska). Taking into account the specifics of modern user behavior in the conditions of digitalization, the company has significant potential to strengthen communication with the target audience on the Internet. The implementation of a comprehensive marketing strategy in the digital environment involves using complex information about user behavior in accordance with the selected system of indicators. An important advantage of using the Internet is the ability to generate large volumes of information on a continuous basis through the use of specialized software.

Based on the system of indicators, various methods can be used to identify hidden relationships and dependencies. An important direction of analysis that can be used to improve the marketing strategy in the digital environment is the clustering method. Formed groups according to a certain scientifically based system of metrics are characterized by certain differences, and the units of one population have identical features within the variation of indicators. Thanks to the identification of groups with typical users in each population, it is possible to

form corresponding marketing communication programs for each group. Within one group, it is advisable to provide users with personalized content with appropriate visual and substantive content, using appropriate digital marketing tools. Taking into account the characteristics of the identified group in the development of a digital marketing strategy allows to increase the level of conversion and contributes to the formation of a positive perception of the company and its products among users in the long term.

This study uses data on the behavior of users of the Mywatershop service. The following indicators were used in the analysis:

- Gender - Customer gender;
- Age - Customer age;

Spending Score - Score assigned based on customer behavior and spending habits.

Analyzing the statistical population of users can be done using various approaches. In the process of initial analysis, it is advisable to use visual evaluation of the distribution of the population according to certain indicators.

The analysis of the distribution of users by age shows that the main category of clients is in the age group of 30-35 years. At the same time, considering the specifics of ordering products online, citizens in older age groups hardly ever order products through digital channels. These trends can be explained by the greater flexibility of representatives of the middle generation, their tendency towards innovation, and a fairly high level of purchasing power. Another significant factor in ordering products through the Internet is the presence of a family, including minors, which leads to increased demand for non-carbonated water.

clients.

The structure of users by gender aspect allows to identify the gender distribution of the service users. Overall, it should be noted that there are more female customers (56.0%) than male customers (44.0%). This situation can be explained by the fact that women are more oriented towards ordering drinking water, primarily for home consumption and cooking. Taking into account psychological characteristics and corresponding

behavior patterns, men are less interested in purchasing large formats of drinking water for home use.

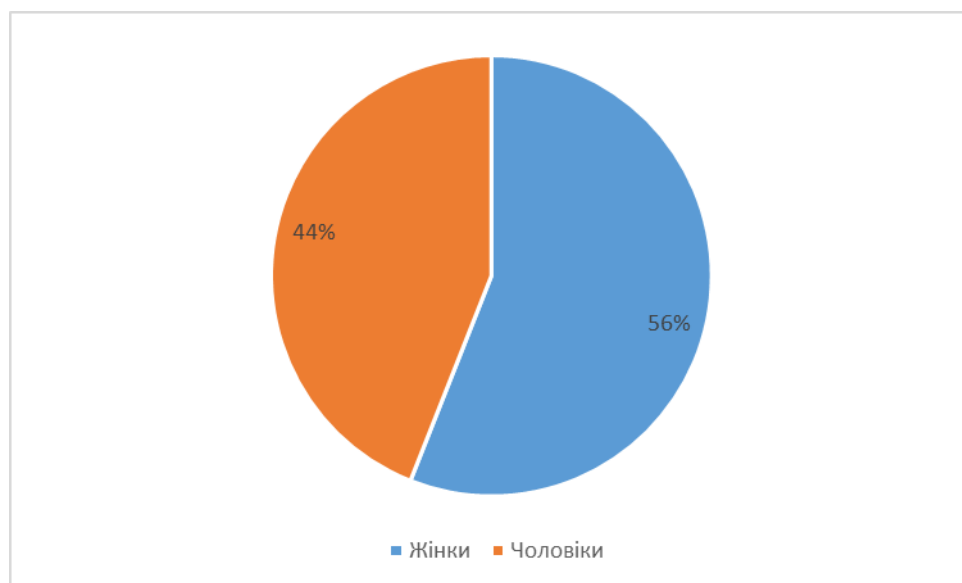


Figure 2.6 - User segmentation in IDS Group company

Source: developed by the author based on [15]

### *Analysis of marketing policy*

In modern times, digitalization processes are actively developing, forcing companies to intensify their marketing activities in the digital environment. Social networks are an important environment for establishing communication with the target audience, attracting a large number of users of different socio-economic statuses and age groups. Table 2.3 provides examples of the implementation of the marketing communication policy in the digital environment by "IDS Borjomi Ukraine" in 2020. The ways of stimulating sales include various promotions and their dissemination through the company's websites. In addition, through the use of social media, "IDS Borjomi Ukraine" implements various projects aimed at shaping a positive image of the company.

Table 2.7 - Marketing policy of "IDS Borjomi Ukraine" in the digital environment in 2020.

| Indicators of marketing communication                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sales promotion                                                                                                                                                                       | Advertising                                                                                                                                                                                                                                                                                                                                         |
|                                                                                                                                                                                       | Internet                                                                                                                                                                                                                                                                                                                                            |
| Promotions:<br>1. Morshynska: "3+1 is more profitable."<br>2. We will present a Morshynska Sport Box.<br>3. Morshynska Sportyk.<br>4. Project from Morshynska "We are the main ones!" | Formation of a positive image thanks to the implementation of social projects. 1. Together with Food Bank Ukraine, more than 2,000 liters of Borjomi mineral water were given to doctors who are fighting against COVID-19 in support hospitals in Kyiv.<br>2. Environmental initiative "Green bag": Sort together with Morshynska and MyWaterShop. |

Source: developed by the author based on [15,15]

In IDS Group Company Ukraine, marketing analysis typically takes place through a systematic and comprehensive approach to evaluate market trends, consumer behavior, and competitive landscape. Here are some steps involved in the marketing analysis process:

- **Define objectives:** Clearly define the goals and objectives of the marketing analysis. This could include understanding customer preferences, identifying market opportunities, assessing competitor strategies, or evaluating the effectiveness of marketing campaigns.
- **Gather data:** Collect relevant data from various sources such as market research reports, industry publications, customer surveys, internal sales data, and online analytics. This data can provide insights into market size, target audience characteristics, consumer preferences, and market trends.

- Conduct market research: Use qualitative and quantitative research methods to gain a deeper understanding of the market. This may involve conducting surveys, interviews, focus groups, or analyzing secondary research data. Market research helps identify customer needs, preferences, and purchase behaviors.
- Analyze competition: Evaluate the competitive landscape by studying competitors' marketing strategies, product offerings, pricing, distribution channels, and promotional activities. This analysis helps identify competitive advantages, market positioning opportunities, and potential threats.
- SWOT analysis: Perform a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to assess internal and external factors that can impact the company's marketing efforts. Identify the company's strengths and weaknesses, opportunities for growth, and potential risks or challenges.
- Identify target audience: Define the target market segments based on demographics, psychographics, and behavioral factors. This helps tailor marketing strategies and messages to specific customer groups.
- Evaluate marketing channels: Assess the effectiveness of various marketing channels such as digital platforms, social media, traditional advertising, public relations, and direct marketing. Determine which channels are most suitable for reaching the target audience and achieving marketing objectives.
- Monitor and measure: Implement tools and metrics to track and measure marketing performance. This includes monitoring key performance indicators (KPIs) such as sales revenue, customer acquisition, customer retention, brand awareness, and return on investment (ROI).
- Adjust marketing strategies: Based on the findings from the analysis, make informed decisions to optimize marketing strategies, refine messaging, allocate resources effectively, and identify new opportunities for growth.

Marketing analysis in IDS Group Company Ukraine aims to provide valuable insights into the market, customers, and competition, enabling informed decision-

making and the development of effective marketing strategies to drive business growth and achieve marketing objectives.

The target market for IDS Group Company in Ukraine depends on the specific products or services they offer. However, IDS Group is known for its beverage and mineral water brands, such as Borjomi and Mirgorodska.

The target market for IDS Group's products in Ukraine can generally be described as follows:

- Geographical focus: The target market primarily includes consumers in Ukraine. The company may have a regional or national presence, with a focus on urban areas where there is higher consumer demand.
- Demographics: The target audience may include individuals across various age groups, from young adults to older consumers. IDS Group's products can cater to a broad demographic range.
- Lifestyle and preferences: The target market may consist of health-conscious individuals who prioritize wellness and seek natural and healthy beverage options. This can include fitness enthusiasts, wellness seekers, and those interested in maintaining a balanced lifestyle.
- Socio-economic factors: IDS Group's products may target consumers across different socio-economic backgrounds. This includes individuals from different income levels who are willing to spend on premium or healthier beverage options.
- Consumer behavior: The target market may include individuals who appreciate quality, taste, and the perceived health benefits of mineral water. Consumers who are interested in trying different types of beverages and exploring new flavors may also be part of the target market.

It's important to note that IDS Group's marketing strategies may vary for different brands and products within their portfolio. They may tailor their messaging, positioning,

and distribution channels to effectively reach and engage their specific target market segments

*Analysis of strengths and weaknesses of "IDS Borjomi Ukraine"*

The process of identifying the strengths and weaknesses of "IDS Borjomi Ukraine" is carried out thanks to a comprehensive study of the marketing environment of this company. There are several approaches to achieving the set goals, but PEST analysis is one of the main ones. The methodology involves the use of the following factors of the external environment: economic, legal, technological and socio-cultural. Below is a PEST analysis of "IDS Borjomi Ukraine" in 2020 (Table 2.4)

Table 2.8 - PEST analysis of "IDS Borjomi Ukraine" in 2020

| Factor                 | Possible directions of change                                                                                                                                                                                                   | Impact on the enterprise                                                                                                                                                                           |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>P</b>               |                                                                                                                                                                                                                                 |                                                                                                                                                                                                    |
| Changes in legislation | The transformation of national legislation leads to the need for changes and the emergence of risks.                                                                                                                            | Bringing all elements into compliance with the norms the functioning of the company, including resources in the digital environment.                                                               |
| Electoral process      | The implementation of a set of changes within the framework of decentralization processes is appropriate<br>transformation of local self-government bodies<br>can carry a number of prospects and risks in the economic sphere. | Changing the policy of local self-government bodies will help improvement or deterioration conditions of conducting business in separate administrative-territorial units.                         |
| Changes in taxation    | Unification of tax reporting and the Report on the Unified Social Contribution.                                                                                                                                                 | After reporting for 2020, ECS payers will report the amounts of ECS accrued for the following reporting periods, starting from 01.01.2021, according to the "new" forms of consolidated reporting. |
| State control          | Inspection by state administration bodies<br>compliance with the current normative legal acts, including quarantine restrictions.                                                                                               | Additional costs for compliance with regulations, including anti-epidemiological ones.                                                                                                             |

Continuation of table 2.8

|                                       |                                                                                                                                   |                                                                                                                                                                                                                                                  |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>E</b>                              |                                                                                                                                   |                                                                                                                                                                                                                                                  |
| Inflation rate                        | A decrease in the value of the national currency.                                                                                 | Cost optimization thanks to the search for ways to improve the efficiency of key processes.                                                                                                                                                      |
| Consumer incomes                      | A significant reduction in the incomes of the population.                                                                         | Reorientation to consumer tastes by introducing relevant products to the market thanks to the previous ones statistical research of the market. Access to new markets.                                                                           |
| The conjuncture of a specific market  | Increasing the level of competition in the mineral water market.                                                                  | Introduction of innovative approaches to achieve long-term perspective of competitive advantages in the market.                                                                                                                                  |
| <b>S</b>                              |                                                                                                                                   |                                                                                                                                                                                                                                                  |
| Population mobility                   | Strengthening labor migration processes due to the higher level of wages in the EU countries.                                     | Labor shortage in the field of company operations. Increasing social guarantees for the highly qualified employees Bringing in compliance with market realities production processes in the structural units of the company.                     |
| Image of the enterprise on the market | Orientation of consumers to market leaders.                                                                                       | Conducting "IDS Borjomi Ukraine" media campaigns in offline and online environments for support communications with the target audience and demonstration of relevant thematic content.                                                          |
| Education level of employees          | Obsolescence of skills and abilities. Abbreviation employees with a sufficient level of education. Reduction of labor discipline. | Implementation of programs aimed at increasing the professionalism of employees and acquiring relevant knowledge through adjustment partner programs with specialized educational institutions. Material stimulation highly qualified employees. |
| <b>T</b>                              |                                                                                                                                   |                                                                                                                                                                                                                                                  |
| New technologies                      | Introducing innovative technologies to the market in accordance with modern needs.                                                | Implementation of investment projects for upgrading equipment and bringing innovative products to the market in accordance with the growing needs of consumers.                                                                                  |

Source: developed by the author based on [15]

The results of the PEST analysis for "IDS Borjomi Ukraine" in 2020 demonstrate that there are a complex of factors that significantly influence the specific development of the company and the implementation of key processes over an extended period of time in the future. The specific development of Ukraine leads to a significant impact of political factors on business processes, which is explained by the prevalence of populist decisions over economic expediency. In addition, the consequences of COVID-19 have a significant impact on the functioning of companies, which is intensified by a significant reduction in purchasing power of the population and a decrease in consumption of certain goods, including mineral water, in conditions of social distancing. Another economic factor is the unstable situation in the energy market, which leads to an increase in prices for fuel and gas. The energy intensity of the national industry significantly affects associated processes and gradually leads to an increase in prices for basic goods and services, including associated services for mineral water producers.

Key risk factors for IDS Borjomi Ukraine in 2020 include currency depreciation due to external economic conditions and instability within the country due to Ukraine's inefficient economic system. Regional income disparities combined with migration trends and low purchasing power, particularly in rural areas, force consumers to focus on local brands of lower price and intermediate quality, limiting the competitive advantages of IDS Borjomi Ukraine's products.

Among the positive factors, it is worth highlighting the opportunity to expand the product range and promote it through the use of modern digital marketing tools. A high market share allows IDS Borjomi Ukraine to attract highly skilled workers by offering high social standards.

Next, it is appropriate to conduct a SWOT analysis of IDS Borjomi Ukraine to identify the company's strengths and weaknesses. Table 2.6 shows the strengths and weaknesses as well as opportunities and threats for IDS Borjomi Ukraine in 2020.

The results of the conducted SWOT analysis for "IDS Borjomi Ukraine" in 2020 show that the primary drivers for development are the increase in the company's market share in the mineral water market, expansion of product range, and active use of digital marketing tools.

Table 2.9 - SWOT analysis for "IDS Borjomi Ukraine"

|                                                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                   | <b>Strengths:</b><br>1. High quality and environmental friendliness of products.<br>2. Social responsibility of the company.<br>3. A significant range of products.<br>4. Introduction of innovations in production.<br>5. Close communication with regular customers. | <b>Weaknesses:</b><br>1. Close correlation between output and income level of citizens, primarily in depressed regions.<br>2. Entry into the company structure of divisions from the Russian Federation.<br>3. Implementation of innovation on a permanent basis. |
| <b>Opportunities:</b>                                                             | <b>SO-strategy</b>                                                                                                                                                                                                                                                     | <b>WO-strategy</b>                                                                                                                                                                                                                                                |
| 1. Search for new partners on the market.                                         | A long-term strategy for ensuring leadership positions in the market.<br>Providing a high level of information support to clients.<br>Attracting highly qualified people employees and creating conditions for career growth.                                          | Use of advanced scientific approaches in the field collection and processing of information in the process of conducting marketing research.                                                                                                                      |
| 2. Growth of citizens' incomes.                                                   |                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                   |
| 3. Transformation of customer preferences.                                        | The interest of the target audience thanks to application of different marketing tools.                                                                                                                                                                                | Implementation of actions and social projects.                                                                                                                                                                                                                    |
|                                                                                   | Implementation of innovative marketing campaigns in the digital environment.<br>Using advanced digital marketing tools to establish communications with the target audience.                                                                                           |                                                                                                                                                                                                                                                                   |
| 4. Use of innovations in the field of production and packaging of mineral waters. | Introducing innovative products to the market to ensure competition.                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                   |

*Continuation of table 2.9*

| Threats:                                          | ST-strategy                                                                                                                                   | WT-strategy |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. A large number of manufacturers on the market. | Attracting new customers by modernizing the range of products according to the needs of different categories of users.                        |             |
| 2. Socio-economic instability in the country.     | Reduction of the cost of products thanks to the optimization of the implementation of individual processes. Use of a flexible pricing policy. |             |
| 3. Insufficient effectiveness of advertising.     | Use of effective communication channels in offline and online environments.                                                                   |             |
| 4. Highly competitive market.                     | Increasing the efficiency of statistical processing of information. Implementation of innovative products.                                    |             |

Source: developed by the author based on [15]

Below are certain components of the conducted analysis:

- a) A weakness is that IDS Borjomi is owned by Alfa Group, which has a certain impact on the company's economic activity and prevailing political risks in all regions of presence, including Ukraine.

- b) Threats to "IDS Borjomi Ukraine" include significant advertising costs.

Optimization can be achieved by using various digital channels to strengthen communication with the target audience. It should be noted that the Morshyn Mineral Water Plant "Oscar", including on Facebook, is actively functioning on social media. Along with this, "IDS Borjomi Ukraine" is advisable to strengthen the filling of its own account with relevant content and bring design in line with modern trends. The Myrgorod brand does not have its own Facebook account. Overall, "IDS Borjomi Ukraine" uses an effective online marketing strategy, as evidenced by the growing popularity of content and products of the Morshyn Mineral Water Plant "Oscar". The marketing strategy meets the requirements of modernity and allows to strengthen the identification of existing brands in the structure. For example, the well-known slogan "Borjomi - sponsor of the first of January".

### 2.3 The improvement of the marketing policy's formation process in the IDS Group company

To improve the marketing policies formation process in IDS Group Company, considering the weaknesses mentioned (Alfa Group ownership and prevailing political risks), the following steps can be taken:

1. Diversify ownership structure: IDS Group can consider diversifying its ownership structure by attracting additional investors or stakeholders. This can help reduce dependence on a single entity (Alfa Group) and mitigate the impact of economic and political risks associated with it.
2. Enhance stakeholder communication: Maintain open and transparent communication with stakeholders, including customers, employees, suppliers, and partners. Effective communication can help address concerns related to economic and political risks, reinforce brand reputation, and build trust with stakeholders.
3. Conduct a risk assessment: Perform a comprehensive risk assessment to identify and evaluate the potential economic and political risks in the regions of IDS Group's presence, including Ukraine. This assessment should include factors such as regulatory changes, geopolitical instability, and economic fluctuations. Understanding the risks will allow the company to develop appropriate mitigation strategies.
4. Diversify marketing channels: Explore and utilize a diverse range of marketing channels to reach target audiences. Relying solely on traditional marketing methods may pose risks in the face of economic and political uncertainties. Embrace digital marketing channels, social media platforms, influencer marketing, and other emerging channels to diversify and strengthen the marketing mix.
5. Continuously evaluate and adapt marketing strategies: Regularly evaluate the effectiveness of marketing strategies in light of the economic and political

landscape. Monitor key performance indicators (KPIs), conduct market research, and gather customer feedback to assess the impact of external factors on marketing efforts. Use these insights to adapt and refine marketing policies accordingly.

The next step in improving the operation of the enterprise is to propose an increase in profit.

To increase the profit of the IDS group company by 5%, I suggest considering the following measures and analysis:

- Marketing research: Conducting a detailed analysis of the market and competitive environment will help identify new opportunities to attract customers and increase sales. Research on consumer needs and demand can help identify niches in the market that can be exploited to increase profits.
- Expanding the product portfolio: Studying consumer needs and market trends will help identify new products or services that can be introduced to the market. Expanding the range can attract new customers and increase overall sales.
- Increase customer loyalty: Designing and implementing a loyalty program can help attract new customers and retain existing ones. Loyalty programs can include discounts, rewards programs, personal offers and other incentives to increase repeat purchases.

In order to increase the profit of the IDS group company by 10%, it is recommended to implement the following strategies:

- Increase sales volume: Focus on increasing sales volume through various channels, such as expanding markets, improving marketing campaigns and attracting new customers. Analyze the market and identify potential segments where demand for the company's products can be increased.

- Cost optimization: Analyze all company costs and identify opportunities to reduce non-performing costs. Carefully evaluate suppliers and look for opportunities to get better deals. Also consider opportunities to improve processes and reduce costs of operations.
- Improving Marketing Performance: Evaluate the company's marketing strategies and their effectiveness. Focus on expanding your target audience, improving brand positioning and increasing attention to marketing activities such as advertising, PR communications and online marketing.

#### Analysis:

- Sales volume: Preliminary analysis shows that the company has the potential to increase sales by 10% by expanding markets and attracting new customers.
- Profit margin: A 5% increase in profit margin is planned, which can be achieved through cost optimization and improved inventory management.
- Marketing spend: According to the analysis, a 3% increase in marketing spend can lead to increased brand awareness and new customer acquisition.

To develop the profit of the IDS group company by 15%, I suggest considering the following measures and analysis:

- Expanding geographic coverage: Exploring new markets and opportunities to expand the company's geographic coverage. Identifying potential regions or countries where demand for the company's products or services may be high. Development of a strategy for entering new markets and planning the expansion of the distribution network.
- Product portfolio improvement: Analysis of the company's current product portfolio to identify weaknesses and opportunities for new product development or improvement of existing products. Taking into account new technological developments, industry trends and consumer requirements to create competitive products.
- Improving customer service: Developing a program to improve customer service, including prompt response to inquiries, personalized service and the development

of long-term customer relationships. Creating a loyalty program and encouraging repeat purchases.

[can be seen in detail in the appendix A]

By implementing these improvements, IDS Group can enhance its marketing policies formation process and navigate economic and political challenges more effectively, while ensuring sustained business growth and market presence.

In modern conditions, key approaches to positioning mineral water involve focusing on the product's naturalness, ecological friendliness, and health benefits. These approaches are effectively implemented in the online environment through the use of various channels of digital marketing. Figure 2.6 outlines the main channels for promoting mineral water online. In current conditions, the use of any digital marketing tools is based on comprehensive information and the creation of targeted content in accordance with the characteristics of each potential customer group.

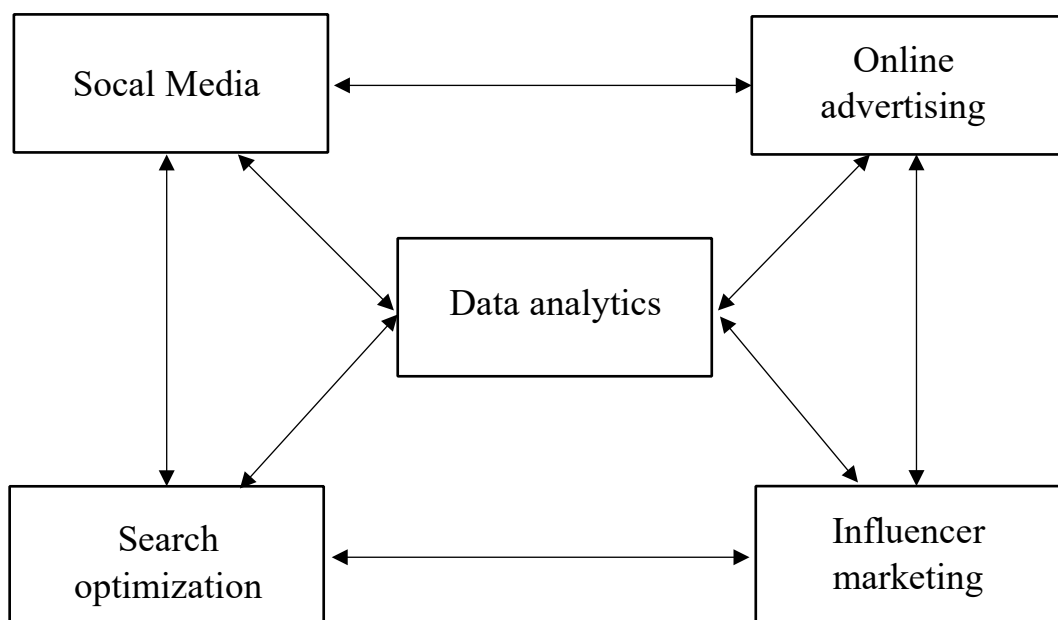


Fig. 2.6. - The main channels of promotion of mineral water in the network  
Internet

Source: developed by the author based on [15]

Returning to the marketing strategy of a mineral water manufacturing company, let's take a closer look at the main online channels for product promotion.

1. Social media. "IDS Borjomi Ukraine" should pay more attention to communication with relevant customer groups on social media. It should be noted that the Morshyn Mineral Water Plant "Oscar" conducts quite an active marketing campaign on social media, but other structural units do not show significant activity. The process of optimizing the activities of "IDS Borjomi Ukraine" should be comprehensive and involve the use of modern marketing tools on social media for all existing brands within the company's structure. Figure 2.7 shows the main elements of forming a company's marketing strategy on social media.

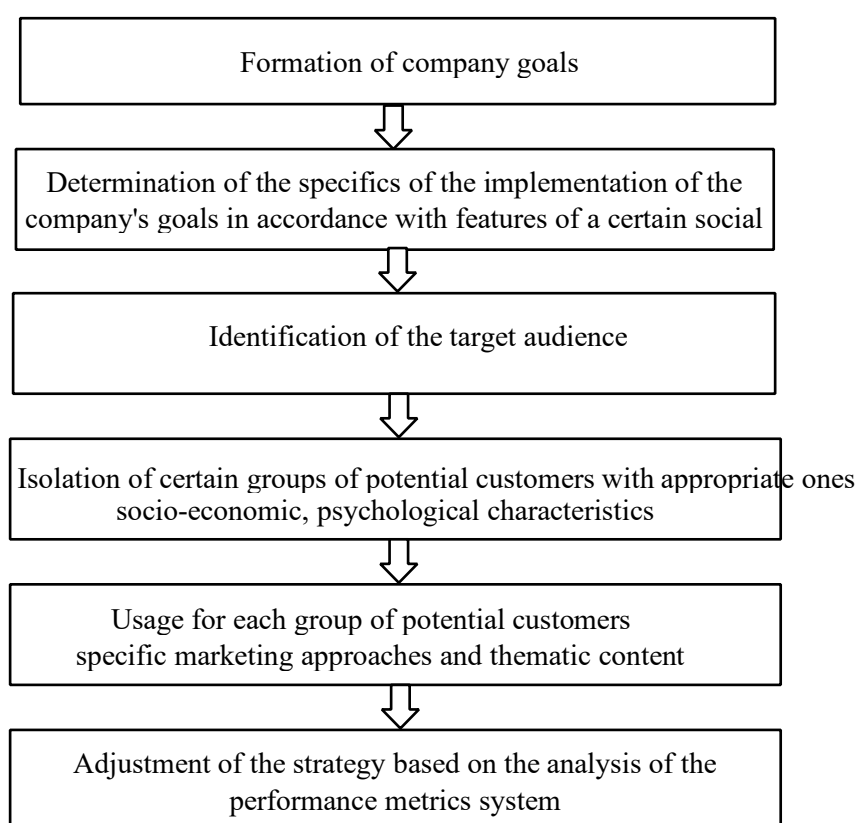


Fig. 2.7 - The main elements of the formation of the company's marketing strategy in social media

Source: developed by the author based on [17]

"IDS Borjomi Ukraine" has fans in different age groups, but in modern conditions, social media can be considered as a potential source for expanding the target audience. For brands like Morshynska, Borjomi, and Myrgorodska, younger users are important customers both in the current stage and in the long-term perspective. Transitioning to older age groups, contemporary children and adolescents can remain loyal customers of the company's products, thanks in part to the natural tendency of people to remember products and tastes positively - the "tastes like childhood" effect. Additionally, these categories of consumers may influence their own children to consume mineral water from this company. To stimulate demand for "IDS Borjomi Ukraine" products, it is advisable to use modern youth-oriented social media platforms (Instagram, Tik Tok, Youtube)

In these social networks, the company has the opportunity to communicate with the children's audience through relevant thematic content:

- Video clips about the benefits of mineral water;
- Animated characters that are associated with the company's products and encourage children to buy mineral water;
- Posting content with promotions and contests, etc.

These measures are positively received by the children's audience and create a desire among a large number of users to purchase the products. Packaging plays an important role in this aspect, as it should be designed in accordance with the preferences and desires of children. Stimulating demand can also be achieved through bonus toys that users receive when purchasing mineral water.

In order to stimulate demand, it is also worthwhile to focus on expanding the product range by introducing children's mineral water with natural flavors and adding beneficial additives and vitamins. Emphasizing environmental issues and the need to support immunity, especially in the context of the COVID-19 pandemic, is a winning strategy for enhancing communication with the target audience in the digital environment overall, and social networks in particular.

2. Influencer marketing. This approach can be effectively used in combination with social media. "IDS Borjomi Ukraine" can engage various opinion leaders who will actively work with the children's audience and demonstrate that consuming mineral water is a beneficial and popular activity among peers. In this situation, influencers can be quite popular among potential customers but accessible to the company for payment of their services in promoting the product to potential users. It should be noted that opinion leaders can influence not only children but also parents by shaping the subconscious perception of the health benefits of "IDS Borjomi Ukraine" mineral water.

In modern times, virtual influencers are gaining significant popularity among the target audience. "IDS Borjomi Ukraine" has the financial capabilities to engage experts and create one or several fictional characters that will be positively perceived by children and capture their attention on a regular basis. These virtual influencers can communicate with the children's audience through animated videos posted on relevant social media platforms. Modern technologies allow for the creation of animated videos with attractive storylines for children on a regular basis, while spending relatively small amounts of money. Further development of this approach could involve the release of branded products by the company featuring visual representations of these opinion leaders, which, with proper positioning and promotion, will lead to an increase in the number of "IDS Borjomi Ukraine" product consumers.

Expanding the presence of virtual influencers can be achieved through creating apps for smartphones and tablets. Modern children actively use these devices, which can be utilized by the company to create mobile games and engage the younger audience in the gaming process. This approach will also contribute to the promotion of the company's products in the long term.

3. Online advertising. Modern algorithms allow for setting up advertising messages to target audiences. Thanks to the power of machine learning methods, it is possible to identify the target audience with a high probability and display relevant advertising messages. While this approach is not new, the active development of machine learning methods encourages the company to embrace

innovation in finding potential customers and displaying relevant advertising messages. Therefore, company experts should continuously search for modern methods to enhance advertising campaigns using innovative machine learning algorithms.

4. Search engine optimization. Machine learning methods can also be used to find relevant keywords that form the semantic core of the company's web resources. This approach, facilitated by cloud computing and powerful algorithms, allows for quick optimization of the company's web resources, resulting in high rankings in search engine results and increased conversion rates.

5. To increase the profit of the IDS group companies in general, it is recommended:

Increase customer loyalty:

Develop and implement loyalty programs to attract new customers and retain existing ones. Include benefits, discounts, bonuses and personalized offers to attract and retain customers.

Expansion of the distribution network: Consider opportunities to expand geographic coverage and develop new sales channels. Explore the possibility of entering new markets or partnering with other companies to expand the distribution of products or services.

Innovation and research: Focus on continuous improvement of the company's products or services. Invest in research and development of new technologies, innovative solutions and improvement of existing products. Continue to monitor and implement new trends and technologies according to market needs.

[Can be seen in detail in the appendix B]

## Conclusion

1. The bachelor's work conducted a comprehensive analysis of the theoretical foundations of the marketing policy's company and identified the main directions for improving the effectiveness of the "IDS Borjomi Ukraine" digital marketing strategy to ensure sustainable functioning in the mineral water market in Ukraine. The study involved a comprehensive analysis of the company's functioning and the approaches used within the existing marketing policy's strategy. Strategic directions for enterprise development were developed through the use of appropriate digital marketing tools and the processing of data arrays using machine learning methods to develop appropriate management decisions. Based on the research conducted in the bachelor's work, the following conclusions were drawn:
2. It has been proven that companies operating in conditions of significant competition are forced to implement complex marketing strategies that take into account the specifics of the digital environment. To achieve their goals in the current stage of business development, digital marketing is used, which represents a complex of measures aimed at establishing communication with the target audience and maintaining connections with customers in the long term perspective in the Internet through the use of special tools that allow achieving optimal results within an economically justified period of time.
3. It has been established that companies in conditions of significant competition are forced to implement complex marketing strategies that take into account the specifics of the digital environment. To achieve their goals in the current stage of business development, they use digital marketing, which represents a complex of measures aimed at establishing communication with the target audience and supporting relationships with customers in the long term perspective in the Internet network by using special tools that allow achieving optimal results within an economically reasonable period of time.

4. It has been determined that there is a general increase in the production of mineral water in Ukraine over the studied period of time. Along with this, it is necessary to note fluctuations in consumption in certain periods of time. Thus, in 2020 compared to 2019, there is a reduction in the consumption of mineral water by 7.3 million dal or (natural mineral water carbonated - by 8.3 million dal or 5.5%; natural mineral water non-carbonated - by 4.5 million dal or 7.3%). These trends are explained by the negative impact on the production of mineral water as a whole due to the decrease in the purchasing power of the population and social distancing due to the COVID-19 pandemic.
5. It has been established that an active policy aimed at attracting leading producers of mineral water to Ukraine has allowed IDS Borjomi Ukraine to consolidate powerful production facilities in Myrgorod, Morshyn, Truskavets, and Hola Prystan. The development and implementation of an investment strategy for innovation not only allowed for an increase in production volumes, but also gradually improved the quality and expanded the range of products in accordance with the demands of the dynamic market characterized by users with changing interests in the relevant products over a short period of time.
6. The results of the PEST analysis for IDS Borjomi Ukraine in 2020 show that there are a complex of factors that significantly affect the specificity of the company's development and the implementation of its core processes over a long period of time in the future. The specificity of Ukraine's development leads to a significant influence of political factors on business processes, which is explained by the prevalence of populist decisions over economic feasibility. Along with this, the consequences of COVID-19 have a significant impact on the functioning of companies, which is exacerbated by a significant reduction in the purchasing power of the population and a decrease in consumption of certain goods, including mineral water.
7. It has been established that in order to stimulate demand, it is also advisable to focus on expanding the product range by introducing children's mineral waters with natural flavorings and adding beneficial additives and vitamins. Emphasizing

environmental issues and the need to support immunity, especially in the context of the COVID-19 pandemic, is a winning strategy for enhancing communication with the target audience in the digital environment as a whole and on social media in particular.

8. To increase the profit of the IDS group companies in general, it is recommended:

**Increase customer loyalty:** Develop and implement loyalty programs to attract new customers and retain existing ones. Include benefits, discounts, bonuses and personalized offers to attract and retain customers.

**Expansion of the distribution network:** Consider opportunities to expand geographic coverage and develop new sales channels. Explore the possibility of entering new markets or partnering with other companies to expand the distribution of products or services.

**Innovation and research:** Focus on continuous improvement of the company's products or services. Invest in research and development of new technologies, innovative solutions and improvement of existing products. Continue to monitor and implement new trends and technologies according to market needs.

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## APPENDIXES

### Appendix A

#### RACI matrix for IDS Group Company

| <b>Task/Function</b>                            | <b>Responsible (R)</b> | <b>Accountable (A)</b> | <b>Consulted (C)</b>                              | <b>Informed (I)</b>             |
|-------------------------------------------------|------------------------|------------------------|---------------------------------------------------|---------------------------------|
| Developing marketing strategies                 | Marketing Team         | Marketing Manager      | Sales Department, Research Team                   | -                               |
| Conducting market research                      | Marketing Team         | Marketing Manager      | Research Team, Sales Department                   | -                               |
| Creating and implementing advertising campaigns | Advertising Team       | Marketing Manager      | Marketing Team, Creative Agencies, Media Partners | -                               |
| Managing online presence and social media       | Digital Marketing Team | Marketing Manager      | Web Developers, Social Media Managers             | -                               |
| Analyzing competitive landscape                 | Marketing Team         | Marketing Manager      | -                                                 | Sales Department, Research Team |
| Planning and managing marketing budget          | Finance Department     | Marketing Manager      | Marketing Team                                    | -                               |

Source: complied by the author

In the above matrix:

1. Responsible (R): The individuals or teams responsible for completing the tasks or functions.
2. Accountable (A): The person who is ultimately accountable for the task's success and ensures that it is completed.
3. Consulted (C): The individuals or teams who provide input and expertise during the task's execution.
4. Informed (I): The individuals or teams who are kept informed about the task's progress or outcomes.

## Appendix B

**Gantt diagram of the distribution of the term of work when improvement of the marketing policy's formation process in the IDS Group company**

[illegible]

Continuation of Gantt diagram

|     |                                                                                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-----|--------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 5.2 | Developing creative concepts and messaging                                     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.3 | Selecting appropriate advertising channels                                     |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.4 | Creating ad copy, visuals, and designs                                         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.5 | Managing media buying and placements                                           |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 5.6 | Monitoring campaign performance and making adjustments as needed               |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6   | <b>Managing online presence and social media:</b>                              |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.1 | Developing a social media strategy and content plan                            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.2 | Creating and curating engaging social media content                            |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.3 | Managing social media accounts and profiles                                    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.4 | Monitoring and responding to customer inquiries and comments                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.5 | Analyzing social media metrics and performance                                 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 6.6 | Implementing SEO (Search Engine Optimization) techniques for online visibility |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

Source: complied by author

## Indicators of effective activity of "IDS"

| Indicators                                 | 2015    | 2016    | 2017    | Points |      |
|--------------------------------------------|---------|---------|---------|--------|------|
|                                            |         |         |         | 2016   | 2017 |
| costs per unit of production               | 0,61    | 0,63    | 0,59    | 10     | 10   |
| Index of fund return                       | 2,40    | 3,92    | 6,89    | 15     | 15   |
| Profitability of commodity products        | 63,28   | 57,98   | 70,34   | 10     | 12   |
| Productivity                               | 4903,23 | 5468,87 | 6484,32 | 11     | 11   |
| Coefficient of autonomy                    | 0,49    | 0,39    | 0,38    | 8      | 10   |
| Solvency ratio                             | 0,94    | 1,15    | 1,26    | 12     | 10   |
| Absolute liquidity ratio                   | 0,22    | 0,28    | 0,33    | 12     | 11   |
| Turnover coefficient                       | 1,52    | 1,30    | 1,39    | 9      | 10   |
| Profitability of sales                     | 1,38    | 0,88    | 2,83    | 7      | 15   |
| The uniformity of finished products        | -0,96   | -0,97   | -0,97   | 10     | 10   |
| Factor of loading of production capacities | 19,16   | 15,12   | 20,04   | 8      | 13   |
| Ad efficiency ratio                        | -25,83  | -10,82  | 9,52    | 15     | 15   |
| Criterion of product competitiveness       | -       | -       | -       | 11     | 10   |

Source [29]

KZ - coefficient of overstocking with finished products; KV is the loading factor of production The competitiveness of the organization can be determined by the weighted arithmetic mean method [37]:

$$KKO = 0.15EV + 0.29FS + 0.23EZ + 0.33KT \quad (2.3),$$

where EB is the value of the criterion of the efficiency of the production activity of the organization;

FS - value of the criterion of the financial condition of the enterprise;

EZ - the value of the criterion of the efficiency of the organization of the sale of goods; KT is the value of the product competitiveness criterion.

$$EV = 0.31RV + 0.19F + 0.4RT + 0.1PP \quad (2.4),$$

where RV is an indicator of the level of production costs per unit of production;

Φ – index of fund return;

RT – product profitability indicator; P - labor productivity.

$$FS = 0.29KA + 0.2KP + 0.39KL + 0.15KO \quad (2.5),$$

where KA is the coefficient of autonomy of the organization; KP - coverage ratio of the organization;

KL – coefficient of absolute liquidity;

KO – turnover ratio of working capital.

$$EZ = 0.37RP + 0.29KZ + 0.21KV + 0.14KR \quad (2.6),$$

where RP is the profitability of the sale of production capacity; KR is the coefficient of advertising effectiveness.

Coefficient of competitiveness of the organization for 2016:

$$EU = 0.31 \cdot 10 + 0.19 \cdot 15 + 0.4 \cdot 10 + 0.1 \cdot 11 = 11.05$$

$$FS = 0.29 \cdot 8 + 0.2 \cdot 12 + 0.36 \cdot 12 + 0.15 \cdot 9 = 10.75$$

$$EZ = 0.37 \cdot 7 + 0.29 \cdot 10 + 0.21 \cdot 8 + 0.14 \cdot 15 = 9.27$$

$$KKO = 0.15 \cdot 9.6 + 0.29 \cdot 8 + 0.23 \cdot 9.27 + 0.33 \cdot 11 = 10.21$$

Coefficient of competitiveness of the organization for 2017:

$$EV = 0.31 \cdot 10 + 0.19 \cdot 15 + 0.4 \cdot 12 + 0.1 \cdot 11 = 10.53$$

$$FS = 0.29 \cdot 10 + 0.2 \cdot 10 + 0.36 \cdot 11 + 0.15 \cdot 10 = 10.69$$

$$EZ = 0.37 \cdot 15 + 0.29 \cdot 10 + 0.21 \cdot 13 + 0.14 \cdot 15 = 13.28$$

$$KKO = 0.15 \cdot 11.85 + 0.29 \cdot 10.69 + 0.23 \cdot 11.88 + 0.33 \cdot 10 = 11.2$$

## Протокол аналізу звіту подібності науковим керівником

Заявляю, що я ознайомився (-лась) з Повним звітом подібності, який був згенерований Системою виявлення і запобігання плагіату щодо роботи:

**Автор: Андрієвська Катерина-Варвара Анатоліївна**

**Назва роботи: «Improvement of the business organization marketing policy's formation process»**

**Науковий керівник: к.е.н., доцент Данилюк В.О.**

**Підрозділ: кафедра менеджменту**

**Коефіцієнт подібності: 6,65**

**Після аналізу Звіту подібності констатую наступне:**

- ☐ **виявлені в роботі запозичення є сумлінними і не мають ознак плагіату. Тому робота визнається самостійною і допускається до захисту;**
- ☐ виявлені в роботі запозичення не мають ознак плагіату, але їх надмірна кількість викликає сумніви щодо цінності роботи і самостійності її автора. Роботу направити на доопрацювання;
- ☐  виявлені в роботі запозичення є недобросовісними і мають ознаки плагіату або в ній містяться навмисні спотворення тексту, що вказують на спроби приховування недобросовісних запозичень. У зв'язку з чим, робота не допускається до захисту.

Обґрунтування:

Виявлені запозичення є загальноновживаними фразами і не мають ознак плагіату

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