

Аннотация.

Квятко Т.Н., Витковский Ю.П. Агрорыкетинг в Украине: аспекты развития.

В данной статье систематизированы научные взгляды на сущность категории «агрорыкетинг», на основе анализа данной категории выделены его основные принципы, установлены причины, которые негативно влияют на процесс внедрения агрорыкетинга в деятельность отечественных производителей. Предложено создание маркетинговой службы на районном уровне, которая будет эффективно влиять на деятельность мелких производителей аграрной продукции. Также определены особенности развития агрорыкетинга в Украине.

Ключевые слова: агрорыкетинг, аграрная продукция, целевой рынок, маркетинговый отдел, конъюнктура рынка, платежеспособный спрос, потребности потребителей.

Abstract.

Kvyatko T.M., Vitkovsky Yu.P. Agromarketing in Ukraine: aspects of development.

In this article systematic scientific views on the essence of the category «agro marketing» are systematized, on the basis of the analysis of this category its basic principles are identified, the reasons that negatively influence the process of introduction of agro marketing in the activity of domestic producers are identified. It is proposed to create a marketing service at the rayon level that will effectively influence the activities of small agricultural producers. The features of agro marketing development in Ukraine are also identified.

Key words: agro marketing, agricultural products, target market, marketing department, market conditions, solvent demand, consumer needs

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**COMMUNICATIONS AS AN EFFECTIVE
MANAGEMENT INSTRUMENT**

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The actuality of the subject. The value of information and communication in all spheres of human activity is constantly increasing. This is due to socio-economic changes and scientific and technological progress.

Communications play an important role in improving the effectiveness of management activities. Effective communication helps to increase the performance of the enterprise and the level of satisfaction of employees, forming a sense of involvement in the work of the enterprise.

Nowadays, communication is a necessary component of any interaction process, but in order to be effective, some management skills of the company management are required.

The communication system is one of the factors controlling the process of enterprise development and requires a comprehensive approach to the study and formation.

The analysis of the land research and publications.

Communication management issues have been researched by many foreign and domestic scientists, in particular: Axley S. [1], Hargie J. [2], Harris T. [3], Manning P. [4], Adair J. [5], Artemchuk V. [7], Dudkevich K. [10], Ishchenko M. [13], Kaminskaya A. [14], Kovalenko O. [15], Lyubchenko N. [16], Perminova S. [20], Terletsкая Yu. [21], Fedorov T. [22], Shpak N. [23], but due attention is not paid to the study of communications as an effective management tool in their work. This necessitated the study of the place and role of communications in the enterprise management system and facilitated the choice of research topic.

The aim of the article. The purpose of the article is to study communication processes in enterprises and to clarify the role of communications in improving their performance.

The presentation of the basic material. The basic condition for the transformation of communications into an effective management tool is the study of communication processes adapted to the needs of domestic enterprises. Obtaining information about how well communications are made and whether there are reserves to improve their effectiveness is crucial for the following reasons:

- the level of development of communications in modern enterprises influences both the quality of the decisions being made and the level of implementation, as well as the ability of the enterprise to successfully interact with the external environment;

- managers of domestic enterprises underestimate the importance of communications for their successful activity;

- lack of criteria for evaluating the results of measures to improve organizational communications [21].

Communication studies allow us to highlight the following approaches to the definition of «communication»:

- 1) managerial, where communication is defined as a function of management, as the transmission of orders and an explanation of the performed procedures and operations;

2) system, in which communication as a system of interacting elements that ensure the functioning of the organization;

3) cultural, where communication is seen as a way of expressing organizational culture;

3) humanistic, in which communication is characterized as a factor in the development of human potential [9, 16, 17].

In today's context, the most appropriate is the sociological-managerial approach to the study of all aspects and problems of communication, because it is distinctly interdisciplinary. It is addressed by representatives of various sciences – economists, management specialists, sociologists, psychologists, experts in management technologies and management consulting and many others [8, 11-14]. Studying the phenomenon of communication and the application of acquired knowledge in the practice of enterprise management - the task of management science.

In the economic literature, communication is seen as a phenomenon and a process. As a phenomenon of communication reflect the established rules (rules, instructions, regulations), as well as the principles and patterns of relations between people in the enterprise. As a process, communication is a special form of interaction between staff to exchange information within the organization and beyond, aimed at achieving the goals of the organization, as well as the development of staff [15, 18, 20].

There are two main functions of communication - enterprise development and staff development.

Enterprise development through communications can be undertaken directly at the level of the enterprise, region or state as a whole. In this case, the development of staff involves the impact of communication on the development of professional and personal qualities and self-realization of each employee of the enterprise. This feature is implemented at both the personal and interpersonal levels.

In addition to the above functions, communication is a tool of managerial influence, as it is actually a way of shaping not only activities but also corporate culture, values and strategies.

In the process of communication at different levels of management, the communication potential of individual employees and the enterprise as a whole is formed.

Under the management of communications, scientists understand the set of continuous targeted management influences on internal and external processes of information exchange and non-information interactions, which provide satisfaction of communication needs and realization of long-term interests of enterprise development [6, 18].

Communication management principles are:

- orientation to the strategic goals of the enterprise;
- consistency of management methods and techniques at all levels of enterprise and staff development;
- the ratio of the development of internal and external communications;
- definition of areas of managerial influence;
- continuous character and feedback [2].

Management of communications in the enterprise is expressed in purposeful influence on their functions. Along with the classic functions of communication - control, motivation, emotional expression, transmission of information - a number of researchers distinguish specific functions.

T. Orlova notes that the effectiveness of communication management is manifested as a result of qualitative filling of the classic functions of managing new content, as well as a result of the implementation of a number of specialized functions, which are caused by the use of new management, marketing and information technologies, innovative activity of economic systems [19]. It distinguishes a number of specific functions of communication among which: integrative, ritual, educational, self-presentation function.

A number of scientists further distinguish two groups of functions of communication:

I. Enterprise development:

- information function – includes information on the results of activities and plans of the enterprise, information support of its life;
- administrative function – provides for the management and management of the activities of staff and structural units;
- integration function – promotes the unification of employees and the formation of a unified communication culture and inclusion of the enterprise in more general structures and communications;
- regulatory function – provides for the ordering and adjustment of the normal activity of the enterprise and directs its development;
- coordination function – related to coordination and appropriate correlation between organizational actions;
- valuation function – provides feedback and allows you to determine the effectiveness of the employees of the enterprise their job responsibilities and the implementation of organizational goals;
- motivational-stimulating function – forms the motivational basis of the communication environment, which forces to act in the right direction, activates the staff;

- educational function – consists in the acquisition and transfer of knowledge, training, professional development;
- identification function – associated with the formation of a sense of corporate identity among employees;
- representative function – provides reflection of the interests of the enterprise, demonstrates its authority and influence in the business world.

II. Staff development:

- interactive function – provides the opportunity to communicate with colleagues, freely expressing their opinion;
- self-fulfilling function – manifested in the desire of employees to realize their potential in the enterprise;
- adaptation function – involves the adaptation of the needs and values of the employee to the requirements imposed on him by the enterprise, through the development of their communicative culture;
- authoritarian function – connected with the use of communication as a means of influencing the employees of the enterprise, as well as with the goals of exercising power;
- conversion function – is the ability of the employee to change their mind, attitude, attitudes in the process of communicative influence;
- relaxation – allows to relieve psychological and emotional tension [3].

The featured feature groups are closely linked. Yes, the interaction of individuals is largely due to the movement of information, but it is not completely reduced to information processes, since communication is built not only upon the transfer and receipt of information, but also on his personal estimates. The featured feature groups are closely linked. Yes, the interaction of individuals is largely due to the movement of information, but it is not completely reduced to information processes, since communication is built not only upon the transfer and receipt of information, but also on his personal estimates.

To ensure timely quality information for employees of the enterprise, as well as to achieve a certain level of understanding and cooperation with other enterprises, it is necessary to identify information and communication needs and problems in a timely manner.

To do this, they first collect information about the internal and external environment of the enterprise. Information about the goals, objectives, structure, technologies, personnel and leadership indicates the state of the internal environment of the enterprise. Analysis of the external environment of the enterprise provides information on the economic, political and socio-cultural status and gives an opportunity to characterize the external environment of the enterprise.

Based on the assessment, they develop an enterprise communication strategy, which should provide its information and communication needs at three levels:

- strategic needs - realized through communication policy;
- operational needs – implemented through communication technologies;
- tactical needs - embodied through communication activities [4].

The evaluation of communications should be regular, which will allow identifying communication monitoring as a management tool, the content of which is the systematic observation and analysis of the dynamics of communication development. Monitoring of communication processes contributes to the accumulation of practical experience in communication management and improving the accuracy of forecasting the consequences of decisions [1].

The next step in the communication management process is the development of a communications development strategy that should include:

- creating a team of specialists in various fields to develop strategic alternatives and further select a strategy;
- setting up a communications management department.

The organizational mechanism for the implementation of the communication strategy includes the choice of management form, the allocation of areas of responsibility and the development of criteria for evaluating communications management activities. It should be noted the most significant factors that influence the choice of form of communication management: the size of the organization and the number of staff; type of structure; type of strategy; functional state of organizational communications; division of functions between divisions; financial opportunities; total staffing potential; senior management position; the level of external uncertainty and the degree of dependence on the external environment.

Scientists [2, 4] distinguish two levels of communication management:

- strategic;
- operative.

The strategic level implies the formation of the enterprise communication strategy, which in general can be formulated as a large-scale and long-term program for achieving the goals of the enterprise through the use of all communication resources and organization of communication space.

The basis of such a program is a system of general attitudes, criteria, guidelines, taken by the enterprise for action and decision-making in the field of communications, which ensure the achievement of its goals.

At the strategic level, internal and external communications are managed. Content management of internal communications of the enterprise is aimed at solving the problem of forming this type of communicative culture, which allows the most effective and adequate realization of the competitive advantages that are transmitted to the external environment through external communications.

The content of strategic management of external communications at this stage includes the development of the concept of image, based on strategic goals, as well as the development of a strategy of orderly interaction of the enterprise with market stakeholders, aimed at solving business problems, forming an image, developing existing and creating new competitive advantages, taking into account the next priorities:

- establishing partnerships with clients;
- a combination of collaboration and rivalry with competitors;
- alignment of business interests and finding new directions and forms of interaction with partners;
- orientation on public policy in the relevant field of economy and ensuring the social significance of programs of interaction with public authorities and management [7, 13-16].

Content of operational management of internal communications includes the development, implementation and updating, based on the tasks of the enterprise, the system of corporate agreements and communication standards, developed with a focus on corporate values and regulates the business interaction of employees of the enterprise at all hierarchical levels both among themselves and between the external environments.

Operational management of external communications should be subordinated to strategic priorities and aimed at solving the problems of realization of competitive advantages of the enterprise in cooperation with all interested parties.

The effectiveness of the communication management mechanism is determined by the complex effect of the implementation of measures within the framework of the adopted communication strategy. Effective communication management is characterized by a high level of economic and social effectiveness of communication activities and a focus on the realization of long-term interests of enterprise development based on the creation of favorable communication conditions.

It is advisable to analyze the effectiveness of communications by the following groups of indicators:

1. Structure of communication space:
 - the degree of integrity of the communication system;

- distribution and speed of information passing through hierarchical levels;

- ability to control communication flows.

2. Communication synergism:

- interconnectedness of communication processes;

- consistency of decisions, availability of communication climate;

- consistency of internal and external communication strategy.

3. Communication quality:

- completeness and reliability of the transmitted information;

- quality of written communications;

- effectiveness of communication measures).

4. Communication needs:

- the degree of satisfaction of information and communication needs;

- the degree of awareness of employees about the state of the enterprise as a whole and the state of affairs on the ground, the sufficiency of information for the implementation of relevant functions.

5. Communication support:

- provision of technical means of communication;

- the level of expenses for technical means of communication;

- level of knowledge of technical means of communication;

- correspondence of the used communication channels to the specifics and purposes of communications.

6. Communicative culture:

- availability of communication standards and communication regulations;

- the level of communication competence of employees;

- presence of traditions.

7. Feedback:

- the degree of openness of management to questions and suggestions of subordinates;

- the degree of interest and involvement of staff in the management process;

- the opportunity to express proposals for the development of the enterprise at different levels of management;

- the level of feedback with the external environment [3, 22].

Communication is inherent in all major management activities and can therefore be called a unifying process. The enterprise communication system is one of the factors controlling the process of enterprise development and requires a comprehensive approach to the study and formation.

Output. For the effective functioning and sustainable successful development of enterprises, it is necessary to constantly improve their communication system, using modern management technologies, which establish complex management problems and help to increase the efficiency of communications in the enterprise.

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Анотація.

Кускова С.В., Заїка С.О., Грідін О.В. Комунікації як ефективний інструмент управління.

Комунікації є одним із визначальних факторів успішного досягнення головної мети діяльності будь-якого підприємства чи організації. Але, разом з тим, саме комунікації є одним з найбільш спірних понять в галузі управління, відносно якого чіткості і ясності в розумінні поки не було досягнуто.

Дослідження наукових публікацій у галузі управління комунікаціями дало можливість уточнити значення комунікацій для забезпечення ефективної роботи підприємства, з'ясувати їх роль у вирішенні складних управлінських завдань та можливість використання в якості ефективного інструменту управління підприємством.

Ключові слова: *комунікації, управління комунікаціями, ефективність, управління підприємством, комунікаційні процеси, комунікаційна стратегія.*

Аннотация.

Кускова С.В., Заика С.А., Гридин А.В. Коммуникации как эффективный инструмент управления.

Коммуникации является одним из определяющих факторов успешного достижения главной цели деятельности любого предприятия или организации. Но, вместе с тем, именно коммуникации является одним из наиболее спорных понятий в области управления, в отношении которого четкости и ясности в понимании пока не было достигнуто.

Исследование научных публикаций в области управления коммуникациями позволило уточнить значение коммуникаций для обеспечения эффективной работы предприятия, выявить их роль в решении сложных управленческих задач и возможность использования в качестве эффективного инструмента управления предприятием.

Ключевые слова: *коммуникации, управления коммуникациями, эффективность, управление предприятием, коммуникационные процессы, коммуникационная стратегия.*

Abstract.

Kuskova S. V., Zaika S. O., Gridin O. V. Communications as an effective management instrument.

Communication is one of the determinants of successful achievement of the main goal of any business or organization. But at the same time, communication itself is one of the most controversial concepts in management, regarding which clarity and clarity in understanding has not yet been achieved.

Research on scientific publications in the field of communications management has made it possible to clarify the importance of communications to ensure the effective operation of the enterprise, to clarify their role in solving complex management problems and to use as an effective tool of enterprise management.

Key words: *communications, communication management, efficiency, enterprise management, communication processes, communication strategy.*