

2.3. INNOVATIVE MECHANISM FOR IMPROVING ORGANIZATION OF MANAGEMENT BY MARKETING ASSORTIUM ON ENTERPRISE

The economic essence of the problem of assortment formation consists in planning virtually all types of activities aimed at product selection for future production and marketing on the market and bringing the characteristics of these products in line with the requirements of consumers. Formation of the range of products - is a continuous process that lasts throughout the life cycle of the product, from the moment of origin of the idea of its creation and ending with the withdrawal from the product program¹.

The system of assortment formation includes the following main points:

1. Determination of current and future needs of customers, analysis of the ways of using this product and the characteristics of consumer behavior in relevant markets.
2. Estimation of existing analogues of competitors in the same directions.
3. Critical assessment of products already produced by the company, both from the manufacturer's standpoint and from the buyer's point of view.
4. Solving questions about possible changes in the range and diversification of products at the expense of different production lines.
5. Consideration of proposals for the creation of new products, improvement of existing, as well as new ways and areas of application of goods in accordance with the requirements of buyers.
6. Study the possibilities of producing new or improved products, including price, cost and profitability issues.
7. Conduct testing (testing) of products with the account of potential consumers in order to determine their eligibility for key indicators².

During the study, we found that the assortment policy of the dairy industry did not meet the current world requirements in three basic areas:

- 1) production, balanced by the composition and content of individual components;
- 2) the use of nutrients of vegetable origin in recipes of the basic assortment series;
- 3) production of medicinal and special purpose.

In our opinion, the main factors limiting the possibilities of optimizing the range of dairy products are:

1. The shortage of free financial resources from producers and processors of milk, which determines the impossibility of timely replacement of old equipment, the use of advanced technologies, the allocation of necessary funds for the advertisement of new types of products.
2. Low solvency of the population, which became the main reason for lower consumption of milk and dairy products and reduce their share in the food market.
3. Taste and benefits of consumers, traditions and specifics of building a diet, expressed in distrust of low-fat dairy products, in the pursuit of naturalness and ecological purity of food, the prevalence of taste features of food over its physiological full value³.

Taking into account the situation in the dairy industry and on the basis of the accumulated experience in the field of assortment formation and management, we consider it necessary to propose the use in the enterprise of the mechanism of assortment formation on the principles of marketing (Fig. 1).

The organizational and economic mechanism of assortment formation is a combination of relationships that provide a coherent and expedient activity aimed at managing raw material reserves, improving material and technical supply, saturation and enhancement of the range. Taking into account the situation in the dairy industry and on the basis of the accumulated experience in the

¹ Pryadko, O.M. (2013): Management of the retail assortment under the conditions of national competition policy. Sci. magazine «BUSINESS – NAVIGATOR», 2013, p.105.

² Mushtai, V., Lyshenko, M., Makarenko, N(2018): Provision of grain production in conditions of sustainable development. Monograph. LAP LAMBERT Academic Publishing, 2018, p. 241.

³ Pryadko, O.M. (2013): Management of the retail assortment under the conditions of national competition policy. Sci. magazine «BUSINESS – NAVIGATOR», 2013, p.58.

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The functioning of the organizational and economic mechanism of assortment formation is determined by the correlation between the factors of the internal and external environment, which is studied and evaluated in the course of marketing research. Its practical implementation of the mechanism of assortment formation is found in the development of a diverse marketing program. The marketing research of the assortment is a systematic measure to obtain operational information on data describing the current or prospective (predicted) status of the range of products produced, as well as analysis and mapping of data in the form necessary for solving the strategic and tactical tasks facing the firm¹.

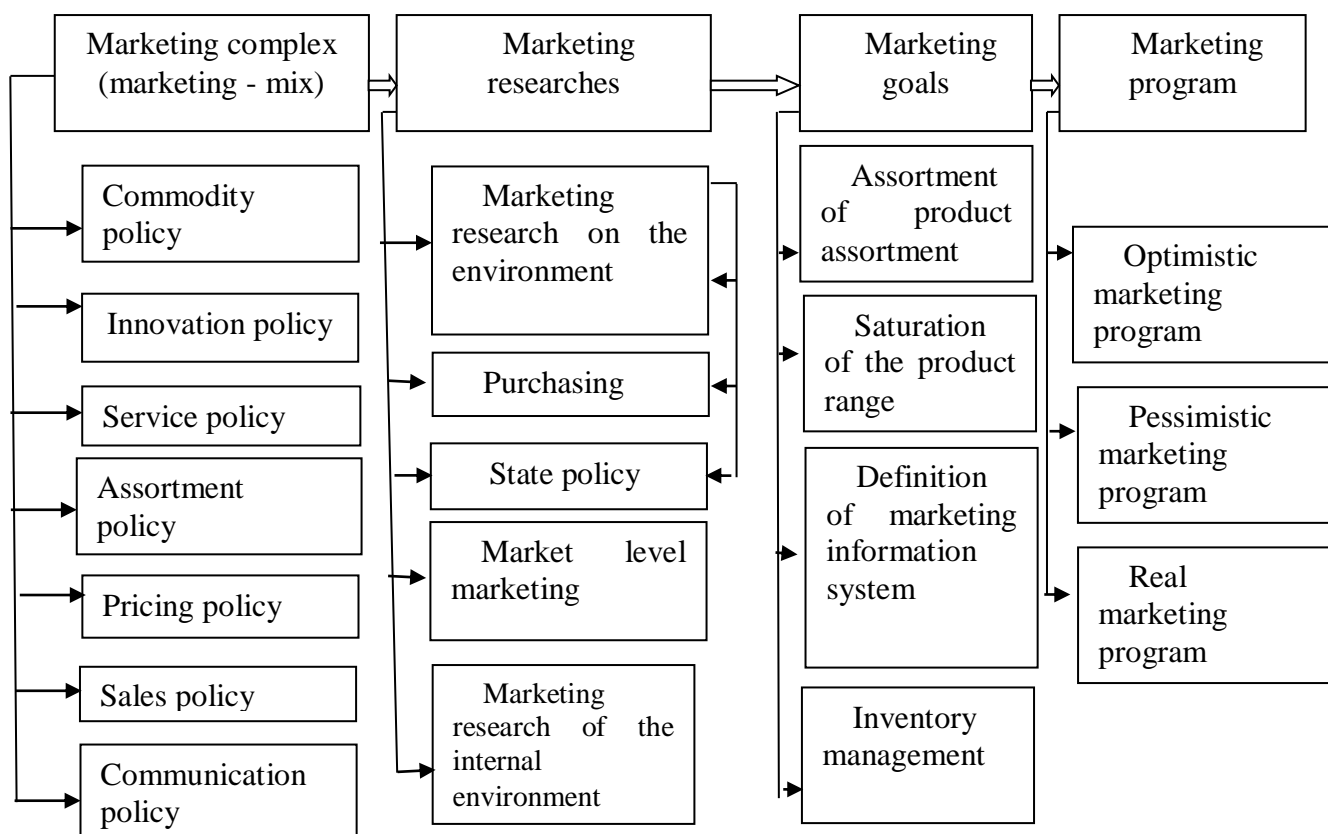


Fig. 1. Innovative mechanism of formation and management of assortment at the enterprise

Marketing research assortment is divided by the nature of the research on scheduled and unscheduled events. Planned events are a complex of marketing research aimed at obtaining a standardized volume (by number and composition) of a number of parameters necessary for tactical and strategic decision making in the market. Planned research is the daily basis of the work of the marketing department (marketing research) of the enterprise and is carried out in accordance with a timetable and clearly defined methodically defined tasks based on traditional methods of marketing research. Unplanned studies are carried out more often by external service firms to address local (periodically emerging) tasks, mainly associated with unexpected problems in the business of the firm. To solve the problem of unscheduled tasks of the firm, providing their solutions, often resort

¹ Romanchukovich, M.Ya.(2015): Milk Processing Industry: Information Management of Assortment Policy Management of Enterprises. Marketing in Ukraine, 2015, No. 5, p.332.

to the use of non-traditional methods of marketing research, the standardization of which is practically impossible¹.

As a result of researches, namely observation of the measure of wholesale trade in dairy products manufactured by the company, we have identified the following tendencies of procurement:

1) There are clearly distinct advantages among clients, which are expressed in the prevailing purchases of weight or packaged products;

2) work with buyers of weight or packaged products has its own specifics;

3) consumers of bulk products are stably buying one product set;

4) consumers of packaged products react to the full aggregated assortment.

The marketing information obtained as a result of research was used by us in developing the marketing program of the enterprise development. Implementation of marketing program of each enterprise should be aimed at creating a complex of competitive advantages and effective use of the enterprise opportunities from the market to achieve the strategic goal of the enterprise. The marketing production program of the analyzing company should be a detailed and comprehensive plan for the production and sale of products, which characterizes the annual volume, nomenclature, quality and timing of the release of the necessary goods market. At the same time, the main targets will be the annual demand, the annual volume of supply, the most important nomenclature and range of production, the complexity of the unit or volume of production, production costs, projected market prices of sales. To ensure the effective functioning of the enterprise as a whole and management of its assortment policy, it is necessary to ensure the receipt of maximum cumulative income and to include in the production plan the most competitive and highly profitable products.

The tasks of developing a management production program are as follows:

1. To introduce new food products of mass and medical prophylactic purposes taking into account modern medical and biological requirements for improvement of the nutritional structure of the population.

2. Diversify the range of infant food products.

3. Provide the necessary profitability by increasing the range and achieving the economic output of production.

4. Optimize the production program of the enterprise, taking into account economic and mathematical methods.

5. Provide high quality products and enhance attention to certification and standardization, raw materials, finished products and quality systems.

6. Provide the basis for the development of integration ties with suppliers of raw materials.

7. To provide innovative and investment attractiveness of the assortment.

In order to ensure the conquest of new competitive positions, saturation of the market and, in general, increase the economic efficiency of production, it is necessary to develop diversified assortment, pricing policy, segment and position the market².

The main directions of diversification of the enterprise's production at present, in our opinion, should be:

1. Growth of the range of "goods of health".

2. Increase in assortment at the expense of production of one product, differentiated depending on flavoring additives, fillings or fillers.

3. An increase in the number of product names in each product group due to the addition of new types of products with low fat content.

¹ Sharko, V. V.(2015): Marketing management of commodity assortment. Economy and entrepreneurship: Sb. sciences etc. of young scientists and post-graduates: in 2 hours / Ministry of Education and Science of Ukraine, State University "Kyiv. nats econ Untitled Vadim Hetman "; Editorial: SI Demyanenko (ed.) [and others]. Kyiv: KNEU, 2015, Vip. 34-35, part 1, p.77.

² Fedoryak, R.M. (2014): Problematic Issues in the Formation of Assortment Policy of an Enterprise. Bulletin of the Kiev National University of Technology and Design. Series: Economics, 2014, № 4 (13): p.5.

Particular attention should be paid to the most cost-effective species and groups of dairy products when managing the range. Priority groups are to ensure the highest level of profitability of products. The production of these types of products must be provided with raw materials and other resources in the first place, and monitored by this is the supply service included in the first marketing block of the organizational structure¹.

In order to achieve maximum product differentiation, its awareness and demand by end users, and hence to ensure the planned sales volumes and their growth, necessary for branding and positioning. We believe that when creating a brand in a company designed for a target group, it should be abstracted from images that can obsolete, go out of fashion, be close to only a limited number of consumers.

In modern conditions, in our opinion, brands that contain the name of the place of manufacturing of products or different neutral but positive images, for example: "Valley", "Flood Bows", etc., would be perceived adequately. At the next stages of assortment policy management, it is advisable to develop a product profile of products produced at different levels and to justify relevant market segments. Then it is necessary to determine the priorities of production of specific products, taking into account their maximum profitability. The second level product profile is the first-level grocery profile, divided into aggregated groups. At the same time, the differentiation, in our opinion, should not be carried out on the homogeneity of the types of products, as is traditionally happening, but in the form of release, that is, on packaging.

Assortment and quality management system (CVAЯ) of goods is included as an organic part in the complex system of management of commercial activity of the enterprise. In turn, the assortment and quality management system includes three functional subsystems: the organization of planning (forecasting) and execution, control and coordination, each of which consists of a number of elements².

Let's consider the composition of each of the subsystems included in the system of assortment management and quality of goods by the enterprise (Fig. 2): in the following sequence: organization, planning (programming) and execution; control and coordination.

Subsystem of organization of the assortment and quality management system includes: organization of information support, organization of methodical assistance to retail trade enterprises and studying consumer requirements, organization of advanced training of industry and retail workers, organization of studying domestic and foreign experience in the range and quality of manufactured and sold goods, participation in scientific and practical conferences, organization of sales, organization of legal and pretentious work. To implement elements of the subsystem planning, the system of management assortment and quality plays an important role in the organization of information support, which is carried out through the creation of information flows of secondary and primary data and the process of marketing research.

The significance of this element of the subsystem of the organization is due to the fact that the validity of marketing and management actions and decisions depends on the quality, timeliness, reliability, completeness and representativeness of the information.

Its implementation is carried out through the holding of appropriate meetings: - during the visit of the retail network of merchandisers - implementers, - during exhibitions, sales, exhibitions, shopping conferences³.

¹ Hoptyuk, A.(2013): Theoretical aspects of volume management and assortment structure of trade turnover of a trading enterprise. Formation of market relations in Ukraine, 2013, No. 10, p.85.

² Romanchukovich, M.Ya.(2015): Milk Processing Industry: Information Management of Assortment Policy Management of Enterprises. Marketing in Ukraine, 2015, No. 5, p.336.

³ Rusin, R. S. (2014): Methods of optimization of the product range of the enterprise. Modeling of the regional economy, 2014, No. 1, p.340.

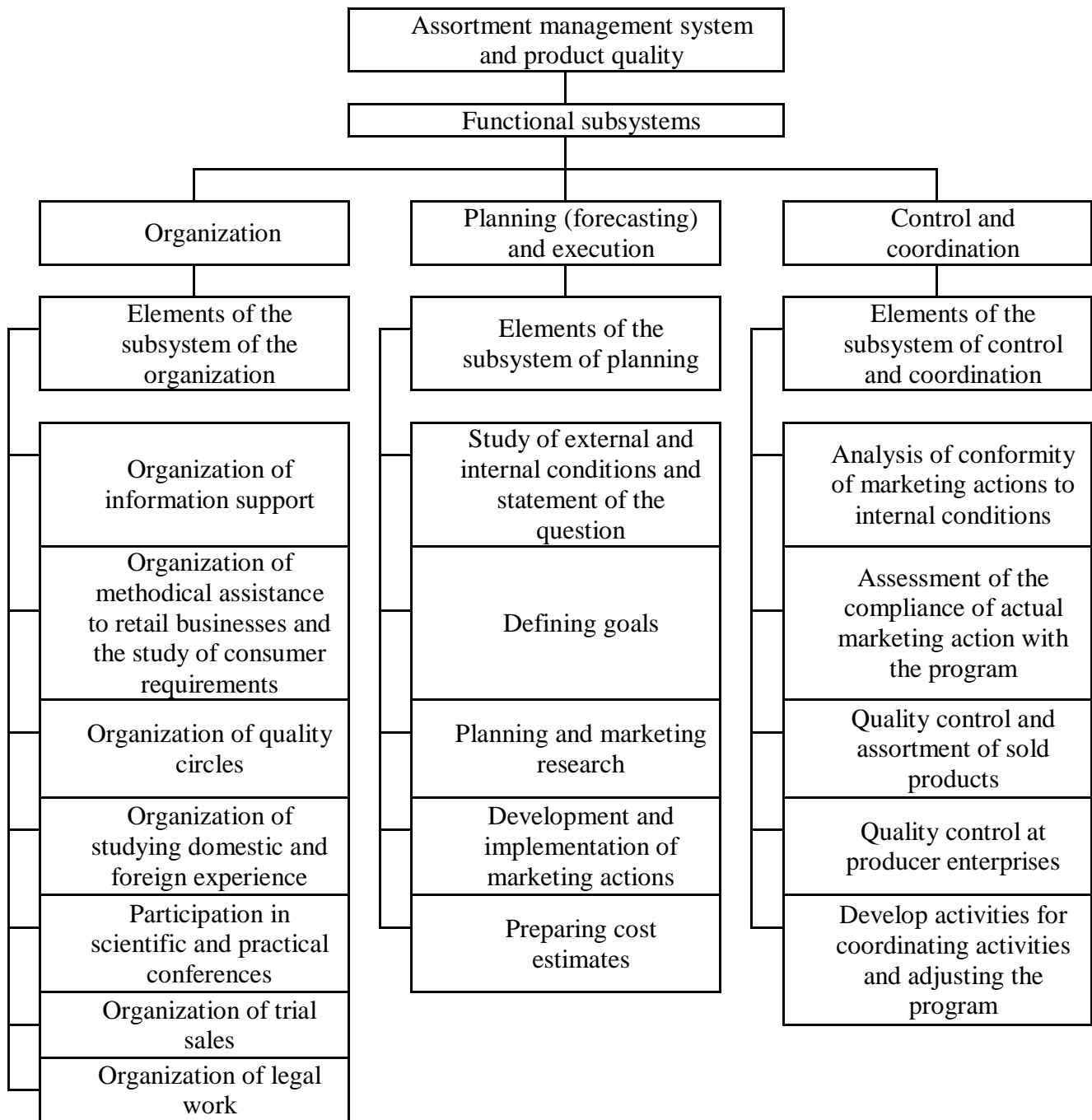


Fig. 2. Management system of assortment of production and quality of goods at the dairy enterprise

For the implementation of management in the field of assortment of products manufactured and improving the quality of goods, particular importance is currently being promoted by the professional development of the wholesale and retail trade staff, the level of their professional knowledge in the range and quality of goods of the relevant nomenclature. In quality circles, the state of affairs is analyzed at a specific site, proposals are being developed for improving product quality, productivity growth. Currently, in about fifty countries, work is organized on the type of quality circles. In our country, quality groups are created only in manufacturing industries. At the core of the management of the range of products and quality of dairy products of the enterprise is a set of standards regulating all activities of the enterprise in this direction. This work is being carried out within the framework of the Integrated Goods Quality Management System, which is the subsystem of the Unified System of State Product Quality Management.

The functions of assortment services and the quality of the enterprise include:

- studying and forecasting the needs of customers in the products of their nomenclature;
- Participation in the development of projects of production programs of supplier companies;
- coordination with manufacturers of samples of products, standards, retail prices;
- participation in the certification of products, control of its quality in the process of advancement to the consumer¹.

Thus, we can conclude that the work on assortment management and quality in dairy processing enterprises and trade enterprises is being scattered, which does not promote significant changes in increasing the degree of satisfaction of the population's demand for high-quality goods.

The final element of the organizational support of the assortment and quality management system is the organization of legal and pretentious work. At the present stage, in the context of increasing the autonomy of enterprises, transferring them to self-financing and economic calculation, expanding economic ties with domestic and foreign partners, the significance of this element increases as it, as well as other subsystems of the organization, participates in ensuring efficiency assortment management systems and quality. The discussed elements of the subsystem of the SUAC organization are provided for another subsystem - planning (forecasting). This subsystem consists of the following elements: - study of external and internal conditions of functioning and problem-setting; - defining goals; - development and implementation of marketing events; - preparation of cost estimates.

Consider them in the specified sequence. Since the external environment is in constant motion, and it is crucial in developing an appropriate marketing strategy for assortment management and quality of goods, the planning process should begin with the study of external conditions, the identification and analysis of their changes. In view of changes in the environment, it is necessary to make adjustments to the internal structure by means of the following actions:

- creation of flexible organizational forms (for example, temporary structural subdivisions intended for implementation of special programs);
- personnel training, their training, retraining and re-placement (redistribution of functional duties);
- introduction of changes to the system of marketing information, in the method of information transmission².

The study of internal and external conditions allows us to identify existing problems in the field of assortment management and quality of goods and to set specific goals that will contribute to their solution.

Goals can be set: - definition of current and future needs of buyers; - studying the motivation of purchases and patterns of behavior of buyers in the market for accounting in the marketing program; - studying the reaction of the market to a new product for adjusting policies in the range of goods; - definition of directions of influence on manufacturers of goods.

A specific list of company goals in the field of product range management and quality depends on the problems posed to it. Since the objectives set out in the planned actions, they are the criteria for evaluating the results achieved. Therefore, they should be clearly articulated; really feasible; indicate directions of action; provide a concentration of material, labor and financial resources. The third element of this subsystem is the development and implementation of marketing actions. Such actions that ensure the implementation of the subsystem of planning the system of product range management and quality of goods in the Integrated system of business management of the enterprise on the basis of marketing, can be: - the formation of current and prospective policy of the trading company in the range of goods and quality; - Participation in the formation of an assortment policy of commodity producers with an orientation on the market and taking into

¹ Mushtai, V., Lyshenko, M., Makarenko, N(2018): Provision of grain production in conditions of sustainable development. Monograph. LAP LAMBERT Academic Publishing, 2018, 57 sites.

² Lyshenko, M.O. (2019): Marketing management of sales of agricultural products as a strategic direction of marketing distribution policy [Electronic resource]. Eastern Europe: Economics, Business and Management, 2019, No. 2, p.260.

account the life cycle of products; - formation of substantiated applications and orders for the production and supply of goods; - purchase of goods taking into account their consumer properties, prices, durability, competitiveness; - formation of the trade assortment with the provision of the priority of the consumer; - search for additional commodity resources; - integration of trade and production policy through participation in the development of assortment concepts¹.

The implementation of the listed measures is possible on the basis of the following marketing research on the management of assortment and quality of goods: - definition of current and future needs of the population; - studying the requirements of consumers for assortment and quality of goods; - studying the motivation of purchases and patterns of behavior of buyers in the market; - research of market segmentation and typology of consumers; - study of consumer characteristics and competitiveness of goods of different manufacturers; - studying the life cycle of products; - study of quality standards; - study of commodity stocks; - research of defective products, rejected in the process of wholesale and retail sales; - studying the reaction of the market to a new product; - analysis of information on the quality and range of goods sold, received from the consumer "feedback".

One of the most important measures is the formation of the current and prospective policy of the Enterprise in the field of assortment and product quality. To formulate such a policy means to determine in what volume, which range and quality and on what market should put products.

Another important measure implemented during the implementation of the subsystem of planning and implementation as part of the quality assortment and quality management system is the participation of trading enterprises in the formation of product-oriented policy of commodity producers with market orientation and taking into account the life cycle of products. This participation is provided through: - work in commissions and art and technical councils for attestation of goods by quality categories; - Examination and approval of reference samples; - work on updating the assortment of goods taking into account the requirements of consumers; - work at permanent exhibitions of consumer goods.

These marketing actions should be preceded by such marketing researches as: - studying the product life cycle; - study of quality standards; - research of defective products, rejected in the process of wholesale and retail sales; - studying the reaction of the market to a new product; - analysis of information on the quality and range of goods sold, received from the consumer "feedback"².

Of particular importance is the study of the life cycle of products, because depending on the specific phase of it must be established marketing strategy. An important measure is the formation of applications and orders for the production and supply of goods, which are the main tools of trade influence on industry, the validity of which depends on the degree of effectiveness of this influence. Thus, the principles are simple and accessible, but to steadfastly adhere to them in practice, necessary by the considerable efforts of all, without exception, workers. Employees identify the needs of different contingents of consumers, are actively involved in the creation of goods, giving the industry specific orders, made on the basis of the development of their own designers, designers, technologists. The company proceeds from the fact that product development is not only technical capabilities, resources, technology, fashion and taste, but also a commercial solution that depends on the needs of buyers, from the market conditions and trends of market development, the intensity of demand for similar products of firms- competitors, from the expected infusion of new goods on demand, from the existing range, etc.³.

¹ Sirenko, S.O. Prospective commodity assortment as the basis of an effective marketing policy of a trading enterprise [Electronic resource]. Access mode: <http://intkonf.org/ktn-sirenko-so-didakav-perspektivniy-tovarniy-asortiment-yak-osnova-efektivnoyi-marketingovoyi-politikitorgovelnogo-pidpriemstva>

² Lyshenko, M.O. (2015): Justification of effective provision of marketing strategy of the enterprise: assortment-quality-price [Electronic resource]. Eastern Europe: Economics, Business and Management, 2018. No. 5 (16): p. 144-152. Resource access mode: <http://www.easterneurope-ebm.in.ua/16-2018>.

³ Lyshenko, M.O., Ustik T.V. (2019): Features of marketing risk management at the enterprise as a means of improving marketing innovation policy. Vestnik KNNU them. V.V. Dokuchaev Series "Economic Sciences", №1, 2019, p.3-13.

Moreover, the development of the product - a scientific and technical foresight, the ability to use the latest achievements of science and technology, the ability to predict their impact on the production of the planned introduction of goods and the demand for it.

Control and coordination - the third, final subsystem of the management system assortment and quality. Implementation of control in the assortment and quality management system should begin with an analysis of the compliance of the established programs of marketing actions of the environment. This type of control will allow timely response to changes in the environment and make adjustments to the program of marketing actions.

The next type of control is the assessment of the compliance of the actual marketing activities with the adopted State Program - in the event of inadequate effectiveness of the marketing activities carried out, make appropriate changes to the planned program (to provide additional measures in certain areas, to identify new directions, to suspend unjustified measures).

The third element of this subsystem is the quality control and assortment of sold products, which allows to identify their compliance with quality standards and requirements of consumers.

Control - compliance with the quality and assortment of goods implemented by the standards provides: - Inbound quality control of goods; - control of the availability of sufficient assortment of goods in the retail network; - control of the execution by each supplier of supply contracts in an assortment; - control over withdrawals from the production of non-demanded goods; - control of the progress of the development and supply of new goods procured by the producers at fairs; - control of the state of inventory; - control of the timeliness and effectiveness of legal and pretentious work¹.

The control of conformity of assortment and quality of goods to the requirements of consumers should be carried out by means of studying the information received from the consumer "feedback". This is one of the most important types of control, since the consumer's opinion is the basis of assortment policy formation.

In order for the type of control to be effective, a clear organizational mechanism for obtaining such information is necessary. Sources of such information can be: panel polls of consumers, poll of visitors to exhibitions, exhibitions-sales, shopping conferences, a special questionnaire, etc. It is necessary to develop annually a specific list of such events, providing for the responsible for their implementation, processing and transmission to the management of the information.

Quality control at Enterprise is an element of the subsystem of control, which is important for the high quality of goods, as it allows to control the quality at all stages of the production cycle, which helps to prevent the release of low quality.

Quality control and assortment of goods should be completed by the development of activities for coordinating activities and adjusting programs. Only in this approach the purpose of the subsystem - the increase in the efficiency of the management system assortment and quality of goods - will be achieved.

Such measures may include:

- development of proposals for the improvement of standards and other scientific and technical documentation;
- development of recommendations for improving the quality of goods, replacing old fashioned goods and models, improving packaging, lowering prices, organizing after sales service;
- development of specifications of new goods or improved goods in accordance with the requirements of consumers².

Thus, the subsystem and coordination completes the implementation of the assortment and product quality management system - (SUAC) within the framework of the COP UCD on the basis of marketing. Implementation of the assortment and quality management system will be important for solving the most acute problem of the current stage of our economy development - the problems

¹ Makarenko N.O., Lyshenko M.O. (2018): Marketing in small business. Theoretical Foundations: Teaching - method. manual. PE "Burinsky District Printing House", 2018, 104 p.

² Lyshenko, M.O. (2015): Justification of effective provision of marketing strategy of the enterprise: assortment-quality-price [Electronic resource]. Eastern Europe: Economics, Business and Management, 2018. No. 5 (16): p. 144-152. Resource access mode: <http://www.easterneurope-ebm.in.ua/16-2018>.

of saturation of the market by high-quality goods in the required quantity and assortment in accordance with the demands of specific consumption

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