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## FORMATION OF THE MARKETING STRATEGY OF SMB COMMUNICATION ENTERPRISES

**ФОРМУВАННЯ МАРКЕТИНГОВОЇ СТРАТЕГІЇ КОМУНІКАЦІЙНИХ ПІДПРИЄМСТВ МСБ.** У статті аналізуються особливості маркетингової діяльності підприємств, що належать до малого та середнього бізнесу.

Виявлено та наведено специфічні особливості, властиві виключно малому та середньому бізнесу. Узагальнено стратегії, які можна використовувати на підприємствах SMB сегменту. Маючи добре продуману формалізовану маркетингову стратегію, її адаптація до умов підприємства дозволяє використовувати стратегічні переваги малого підприємства. Позначено фактори, що перешкоджають повноцінній реалізації маркетингової стратегії у діяльності малого та середнього бізнесу. Зокрема, найважливішими з них є: інтуїція маркетингової діяльності, відсутність узгодженості між маркетинговою стратегією та іншими стратегіями на підприємстві, відсутність окремого фахівця, який професійно займався б питаннями маркетингу.

**Ключові слова:** маркетингова діяльність, маркетингова стратегія, бізнес, середній бізнес, підприємець.

**Formulation of the problem.** In today's conditions of business transformation, SMB enterprises must always be very sensitive to changes and uncertainties in the external environment. They need to act very carefully and know their consumer better, in order to provide him with exactly the product and level of service for which he is ready to pay. About one of the main success criteria of SMB enterprises segment has an increase in the number of sales, but this criterion cannot be met due to an insufficiently good marketing strategy. Marketing strategy is an important element of modern enterprise management.

**Analysis of the latest research and publications.** Such scientists as O. Panukhnyk, N. Golych, L.M. Vasilyeva, Yu.D. Kudenko, N.V. Bilovodska, O.A. Bilovodska, M.G. Sayenko, Maltseva O., Vasylyga S.M. However, there are still unresolved and debatable issues regarding the formation of the marketing strategy of SMB enterprises segment determined the choice of research issues.

**The purpose of the article** consideration of the problem of forming a marketing strategy of small and medium-sized communication enterprises.

**Presentation of the main material.** Marketing strategy is a process that occurs gradually, as the internal and external environment of the business, its surroundings, etc. are considered. Marketing is one of the most important parts of the business process. It is a connecting link between the consumer and the seller in the market [2].

For business development it is necessary to make every effort and implement the development of an effective marketing strategy. The marketing strategy of the enterprise allows you to understand how to plan and carry out activities aimed at the implementation of plans and tasks. In addition, a marketing strategy is necessary to ensure effectiveness of marketing activities. In order to develop and implement a marketing strategy, the enterprise must first of all be flexible and easy

to understand, able to adapt to different conditions , and they are able to influence market mechanisms at the expense of the use of various marketing methods.

The development of a marketing strategy can increase the volume of the customer base, the competitiveness of the enterprise , and also create an effective price politics.

A marketing strategy is necessary for any enterprise . She is literate use can help the enterprise maintain a leading position and be competitive , as well as correctly allocate resources and study the needs of consumers, and as a result, satisfy them.

According to most researchers, a marketing strategy is a certain plan of action or a set of measures aimed at achieving goals and increasing sales [9]. However, it often happens that these actions are not pre-planned and ongoing activities, and decisions are made based on the prevailing economic situation. Consumer needs are subject to constant changes, depending on a large number of factors, such as seasonality, fashion, etc. [1].

Therefore, the economic environment of the company is constantly changing, for better or worse for the company manager, because of this, the demand for goods also changes, accordingly, there is a need to adjust the marketing strategy to the needs of potential customers.

It should be noted that the marketing strategy is not the only strategy that must be taken into account when running a business, however, it plays an important role, because it is thanks to it that you can determine the target markets, and therefore choose marketing approaches and activities on which a large part of the capacities must be directed. It is the marketing strategy that shows the business manager how the company can satisfy the needs of customers in view of demand and wishes. In order to correctly choose the direction of development of the marketing strategy of the SMB enterprise segment , it is necessary to show creativity and use innovations.

So, to the head of the SMB enterprise segment at the first level of strategy development needs to define a place in the service market, avoiding direct competition with larger companies in this business area. A focused strategy is better for small and medium-sized businesses, and it allows you to maximize the advantages inherent in it. At this stage, the head of the company must clearly understand that the more unique and individual his direction will be, the more customers it will attract.

Formation and selection of marketing strategies of SMB enterprises segment takes into account several main tasks (Fig. 1.).

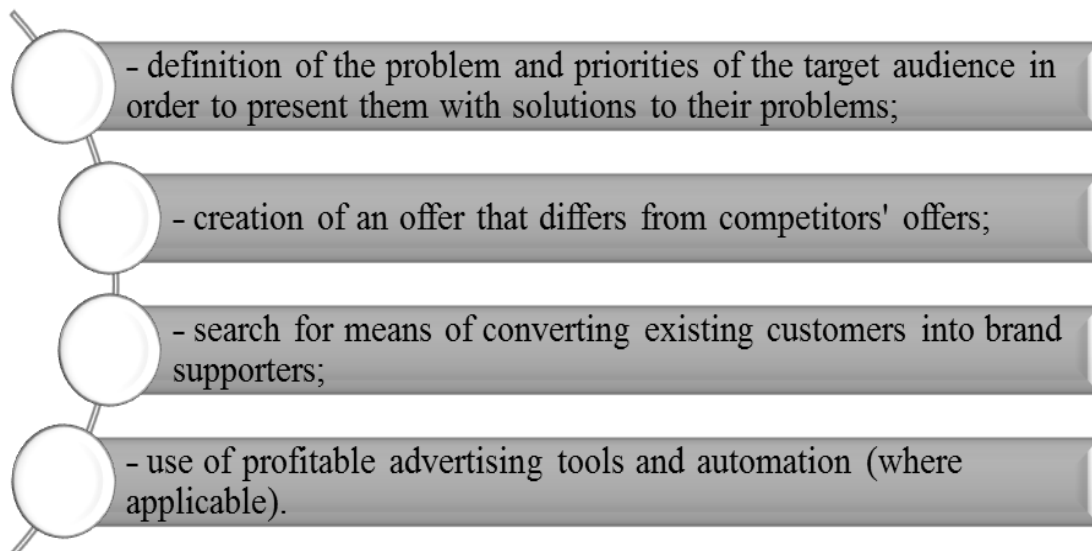


Fig. 1. The main tasks regarding the formation and selection of marketing strategies of SMB enterprises segment

Small business strategies differ from strategies used by large enterprises for a number of reasons (lack of human resources, raw materials). In addition, it is impossible to accurately predict the plan of action for a long period, since the market conditions for business are very changeable.

It is necessary to quickly adapt to new trends and develop strategies.

According to Ukrainian scientists, O.A. Bilovodka, O.I. Maltseva, G.I. Kindratska, M.H. Saenko, S.M. Vasylyga. can use four main types of marketing strategies (Fig. 2).

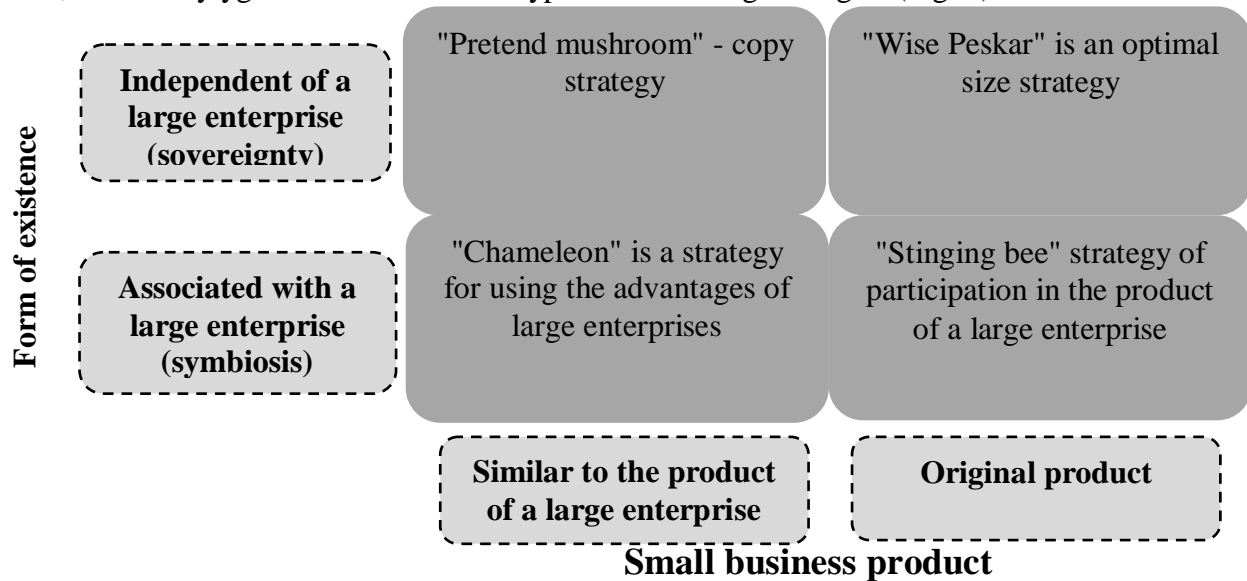


Fig. 2. Main types of marketing strategy

Analyzing the content of the strategies shown in the figure, it is possible to note the direction of the strategies - minimizing the intensity of competition with large enterprises and using the characteristic of the SMB segment flexibility. However, in order for the marketing strategy to bring results, it must be properly implemented. At SMB businesses segment there are a number of obstacles to this.

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- lack of a separate marketing unit or a specialist who would be engaged in marketing activities at a professional level;

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- intuitiveness of work, lack of comprehensive research;

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- lack of consistency between the general strategy of the enterprise and the marketing strategy;

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- inadequate analytical support for marketing, as a result of which information flows between divisions that ensure the performance of marketing functions are distorted;

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- there is no transparent system of motivation of specialists engaged in marketing activities

Fig. 3. Obstacles at SMB businesses segment

Also, the scientific literature offers several more marketing strategies that will help in the development of small and medium-sized businesses.

1. Search optimization. Aside from developing an impressive website, search engine optimization (SEO) is probably the most effective marketing strategy for a business. SEO is the process of optimizing your website and content for search engines or end users so they can easily find your business. The higher the ranking of the company in various search engines, the more likely the entrepreneur will be able to attract traffic and consumers to his website. With over 35% of

all traffic coming from local sources, customers looking for a company's services are more likely to find it in search results [2].

2. Pay-per-click advertising. PPC (Pay per Click) is a model of advertising payment, when the advertiser pays for clicks on ads or banners [3]. Pay-per-click (PPC) advertising allows small businesses to show ads when consumers search for specific keywords on a search engine. While this can lead to an expensive bidding war, local markets are often less competitive, and the PPC model helps maintain a manageable budget.

Here's how this strategy works: an entrepreneur chooses certain keywords (stationery near me) and creates ads based on these phrases. Advertising platforms will then use an algorithm to display your ads on search engine results pages (SERPs) based on factors such as keyword relevance and landing page quality. You pay every time someone clicks on your ad.

3. Marketing in social networks. If an entrepreneur wants to reach a wider audience and regularly interact with customers, social networks are what is needed for further business development. Marketing in social media (Social Media Marketing) is the process of drawing attention to the brand using social media [4]. While this may not be the biggest driver of sales growth, it can help achieve awareness and branding goals.

After all, social networks allow consumers to interact, and are also a very effective Internet tool for exchanging information between people. To begin with, it is necessary to understand in which platform the client spends the most time, because on average, a user spends 3 hours a day on social networks.

As soon as the entrepreneur has found out the platforms where the audience is located, he can start creating a content plan and publication schedule. It is necessary to remain consistent over a period of time.

4. Content marketing. It is the process of developing and publishing high-quality content that is valuable to a target audience. It should speak to their problems and needs, positioning the business as a solution through creative storytelling.

It is important that content marketing is a long-term strategy [5]. It takes a significant amount of time to build relationships with clients and search engines. However, when done right, content marketing can make a business an industry leader and build long-term relationships with audiences.

So, instead of trying to find customers to constantly advertise to them, the customers themselves are looking for the entrepreneur. And the better the content, the more loyalty it gains from the audience. You just need to make sure that there will be a combination of content work with search engine optimization (SEO) so that the content appears in Google search results.

5. Ratings and reviews. In addition to the content an entrepreneur creates, the product or service they provide has a huge impact on their online presence. And clients often leave feedback after working with you. Here are some tips to improve your company image:

- Encouraging feedback - create a link to read other people's feedback;
- Quick reaction to negative reviews - solving the client's problems will help improve relations with him;
- Do not use paid reviews.

Limited resources and a small budget do not mean that an entrepreneur cannot use marketing strategies to grow a business. Developing a marketing strategy for a small business allows you to learn about your customers, to further satisfy their needs and win their loyalty.

There is no one-size-fits-all method of investing in small business advertising and promotion, it is necessary to find an individual plan of action adapted to the needs and large audience.

However, we can name the following strategies that have proven their effectiveness:

- strategies focused on local marketing (successfully used in the case of small companies and brands that attract customers at the regional level);
- local positioning, paid advertising, limited to a narrow audience (solutions allow optimal use of a smaller budget);

- strategies aimed at attracting regular customers (focusing on the development of loyalty programs, effective email marketing, intensive marketing on social networks - all this can be very effective for small businesses);

- strategies aimed at a narrow niche (uniqueness of the offer and marketing message, accurate definition of the target group helps to solve the main problem faced by small companies, i.e. high competitiveness, and also increase the effectiveness of SEO activities);

- strategies focused on the quality of the content (an approach in which the quality of the content is important, not the quantity; focusing on the form of advertising activities can surprise with extremely positive effects; attractive, valuable content on the site, well-thought-out and original advertising materials can tempt many recipients) .

**Conclusion.** Thus, a marketing strategy is something that every small business should have from the very beginning. Without this strategy, it is impossible to define the target audience, understand their problems and offer their solutions. In order to attract the attention of small business customers, a marketing strategy should be prepared and consider that to gain an edge in the industry, you need to offer something new, consistent and smart. It is worth valuing networking, looking for non-obvious methods of promotion, cooperating, establishing publicity and valuable relationships, asking for reviews and opinions of customers.

Thus, when developing a marketing strategy for small enterprises , it is necessary to remember that the key factors of its success are: - flexibility - the possibility of making actual changes to previously adopted decisions; establishing strong relationships with clients; timely response to changes in their wishes and needs.

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**ROMASCHENKO OLHA, SUKHOMLINOVA BOHDANA. FORMATION OF THE MARKETING STRATEGY OF SMB COMMUNICATION ENTERPRISES.** *One of the main criteria for the success of SMB enterprises is the increase in the number of sales, but this criterion cannot be met if the marketing strategy is not good enough. Marketing strategy is an important element of modern enterprise management.*

*The presence of unsolved and debatable issues regarding the formation of the marketing strategy of SMB segment enterprises led to the choice of research issues.*

*The purpose of the article is to consider the problem of forming a marketing strategy of small and medium-sized communication enterprises.*

*The article analyzes the peculiarities of marketing activities of enterprises belonging to small and medium-sized businesses.*

*Specific features unique to small and medium-sized businesses are identified and given. Strategies that can be used at SMB enterprises are summarized. Having a well-thought-out formalized marketing strategy, its adaptation to the conditions of the enterprise allows to use the strategic advantages of a small enterprise. The factors preventing the full implementation of the marketing strategy in the activities of small and medium-sized businesses are indicated. In particular, the most important of them are: the intuition of marketing activity, the lack of consistency between the marketing strategy and other strategies at the enterprise, the absence of a separate specialist who would professionally deal with marketing issues.*

*Without this strategy, it is impossible to define the target audience, understand their problems and offer their solutions. In order to attract the attention of small business customers, a marketing strategy should be prepared and consider that to gain an edge in the industry, you need to offer something new, consistent and smart. It is worth valuing networking, looking for non-obvious methods of promotion, cooperating, establishing publicity and valuable relationships, asking for reviews and opinions of customers.*

**Keywords:** *marketing activity, marketing strategy, business, medium-sized business, entrepreneur.*