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Improvement of marketing activities at enterprises



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Abstract

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<p>Marketing activity in modern conditions of economic development is widely applied in various kinds of economic activity, including related to manufacture of food products. Correctly set goals of the company in the field of marketing, allow it to correctly define a marketing strategy and successfully direct the activity on attraction of the necessary clients, increase of sales and profit.</p> <p>The relevance of the research topic is due to the importance of marketing to increase business efficiency, create, develop and implement competitive advantages of the enterprise. The object of the research is joint-stock company "Blagoveshchenskiy Dairy Plant". The subject of the research is marketing organization of JSC "Blagoveshchensk Dairy Plant". Time frame of study: 2016-2018.</p> <p>The main purpose of this research is to analyze the marketing activities of JSC "BMK" and develop the main directions of its improvement. In accordance with the goal, the following tasks are defined: -to consider the theoretical aspects and characteristics of marketing activities; -to reveal the essence of marketing at the enterprise in modern conditions; - characterised the production and economic activity, economic situation of the company; -analyze the marketing organization in the studied companies; - to develop practical recommendations on improvement of marketing activity of JSC "Blagoveshchensk Dairy Plant".</p> <p>The practical significance of the research results lies in the fact that the developed recommendations for improving marketing activities as well as the results of the research can be used both by "BDP JSC" and by other industrial enterprises of the dairy industry.</p>	
Keywords	Dairy products, sales policy, opportunities, strengths, marketing circle, planning.

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1 Introduction

Marketing activities in modern conditions of economic development are widely used in various types of business activities, including those related to the production of food products. Proper organization of marketing research is becoming the main tool in business planning, with the help of which the risk of entrepreneurship is significantly reduced and the quality of solving customer problems increases. Properly set goals by the company in the field of marketing, allow it to correctly determine the marketing strategy and successfully direct its activities to attract the right customers, increase sales and profits.

During my exchange of views at the University of Kajaani, at a seminar on modern issues of marketing activities of companies, there was a discussion about the improvement of marketing for successful promotion of goods in the market. The theme of the discussion and became very interesting for me and prompted further research on this topic. I found it very interesting to analyze the practical marketing activities of the enterprise and to offer Its plan to improve it. This is the idea that formed the basis of my work.

The relevance of the research topic is due to the importance of marketing to improve business efficiency, the creation, development and implementation of competitive advantages of the enterprise. The object of the research is the Joint-Stock Company “Blagoveshchensk Dairy Plant” (“BDP” JSC). The subject of the research is the marketing organization of Blagoveshchensk Dairy Plant JSC.

Time frame of the study: 2016-2018.

The main objective of this research is to analyze the marketing activities of the JSC “BMK” and the development of the main directions of its improvement.

1.1 Literature review and research methods

Theoretical basis of the research were methodological principles, theoretical positions, conclusions of fundamental and applied researches on problems of management of marketing activity of such scientists as p. Drucker, T. Levitt, F. Kotler , J. Evans, T. Peters, M. Porter, E. Rice, R. Rivas, J. Trauta, etc.

The material on this topic is presented in two categories. Some researchers present a more generalized result, analyzing data collected from several companies in different business areas. This approach allows to make valuable conclusions Applicable to different companies, but often limited to an abstract plane, and does not consider important details of a particular company. Another part of the researchers focused their efforts on studying the marketing practices of certain companies, including in the context of marketing performance. The latter method of research is usually more accurate in the description of such specifics, however, because of the concentration on one firm its conclusions may not be relevant for companies of other industries.

In this work the complex approach is applied. Based on theoretical and practical analysis the substantiated theoretical and methodical recommendations on improvement of marketing activity of the enterprise are developed. The information base of the research consisted of:

- Data, facts, conclusions and provisions published in the scientific literature and periodicals of Russia and other countries;
- Information on accounting, analytical and statistical reporting OF JSC "BMK";
- Reports and information on the results of marketing research, including the results of the questionnaire of buyers, the Marketing service of JSC "BMK";
- Internet resources.

As methods of research are applied: analysis of literary sources, analysis of accounting, statistical reporting and reports on marketing researches, method of grouping, calculation and Calculation and graphic methods, method of generalization and simple comparisons. These methods will allow to write the most generalized and competently formulated work, while retaining its actuality, interest and further suitability.

1.2 Objectives and practical significance of the study

It should be noted that to date, the application aspects and specific features of improving the marketing activities of the enterprise are not explored. This allowed to determine the choice of the topic of the study, determined its purpose and objectives. In accordance

with the goal, the following tasks are defined; to consider the theoretical aspects and characteristics of marketing activities; to reveal the essence of marketing in the enterprise in modern conditions; to characterize the production and economic activity, the economic situation of the company; to analyze the marketing organization in the studied company; to develop practical recommendations for improving the marketing activities of “Blagoveshchensk Dairy Plant” JSC.

The practical significance of the research results lies in the fact that the developed recommendations for improving marketing activities as well as the results of the research can be used both by “BDP JSC” and by other industrial enterprises of the dairy industry.

2 Theoretical aspects and characteristics of marketing activity

2.1 Marketing concept

Marketing is the "philosophy" of business. This is science and art: you cannot say where the theory ends, and improvisation begins [Zharikov, G. A., 2014. – 173 p.].

In the book of Malcolm Macdonald and Peter Morris "The Marketing Plan. A pictorial guide for managers" the authors of figurative illustrations show marketing as follows: There are some jungles that call business, and in this jungle there is a glade. This glade is called a market. In this clearing, those who have money run after the people who have the goods. And those people who have goods, run after people who have money. If they accidentally find each other - there is a deal. But often these meetings disappoint both parties, because the one who has money meets the owner of the goods, which the buyer does not need. It is in this situation that a certain magician is required, a magician who could coordinate the interests of both parties. This wizard is marketing. Its goal is to achieve agreement between manufacturers of products and their customers. [M. Baker, 2012. - 1200 p.]

Marketing has been known in world practice for more than 100 years; however, it began to be used in the domestic economy only from the mid-70s of the last century, and it found its real use in the 1990s, in the conditions of transition to market relations [Ilyicheva, I.V. 2010. - 229 p.]. The term "marketing" comes from the English word market (market) and German markt (market) and refers to the study and conquest of the market, the effective sale of goods to customers [Kotler, F., 2013. - 1200 p.].

Marketing is a very broad and multifaceted concept. Due to the ambiguity of the concept and the various points of view of the authors in the world economic literature there are many definitions of marketing. According to the American Marketing Association, there are over two thousand [Bagiyev G.L., 2015. – 736p.].

Phillip Kotler, an eminent marketing theorist, gave the following definition: marketing is a type of human activity aimed at meeting the needs and requirements through exchange. [Kotler F., 2015. - 752 p.].

J. Evans and B. Berman proposed the definition: "Marketing is the foresight and satisfaction of the demand for goods, services of the organization, people, territory and ideas

through exchange” [Classic marketing: a collection of works that had the greatest impact on marketing [Text] / Comp. B.M. Enis, K.T. Cox, M.P. Mokva, 2011. – 746p].

Bernie Goodrich defines marketing as “the process of determining, predicting and creating customer needs and desires and organizing all the company's resources to satisfy them with a large total profit for the company and the consumer” [Evans, J.R., 2017. - 352 p.]

The American Marketing Association has repeatedly refined and clarified the content of the concept of marketing: “Marketing is an activity, a set of institutions and processes to create, distribute, implement, exchange offers that are valuable to consumers, customers, partners and society as a whole” [Kotler F, 2011.- 36 p.]

Each of the definitions considers one or another side of marketing, or makes an attempt of its complex characteristics. The main purpose of marketing activities is to ensure the commercial success of the company (enterprise, firm) and its products on the market, which is most often achieved through an increase in sales in physical and monetary terms. However, depending on the specific situation in a particular company, the objectives of marketing activities may be different.

Marketing aims to solve the following tasks:

- business planning, market research;
- development of products that meet the needs and desires of people;
- determining the cost and price of products;
- product promotion, advertising;
- organization of product distribution in target markets [Goldstein, G., 2009. - 107 p.].

The marketing philosophy is quite elementary - the company must produce such a product, which is in advance of the demand and which will lead the company to the intended level of profitability and maximizing profit [Falco A.V., 2016. - 304 p.].

Thus, marketing is a system for organizing and managing the production and marketing activities of enterprises, studying the market in order to form and satisfy the demand for products and services and to make a profit.

2.2 Company's marketing activity

Marketing activity is an independent type of entrepreneurial activity, since it is carried out within the framework of any sphere of entrepreneurship. The peculiarity of marketing activity as a function and as a type of business activity is that it is carried out with any model of market economy [Yegorova S.Ye., 2008. 284p.].

The marketing activity of the enterprise is a creative management activity, the task of which is to develop the market for goods, services and labor by assessing the needs of consumers, as well as carrying out practical activities to meet these needs. Through this activity, the production and distribution capabilities of goods and services are coordinated, and it is determined what steps need to be taken to sell a product or service to an end user.

The content of marketing activities is to find a mutually beneficial compromise between the needs of potential customers and the production capabilities (as well as key competencies) of the company, taking into account possible actions of competitors [Eremin, V.N., 2013. - 656 p.].

The task of marketing activity is to reflect and constantly strengthen the tendencies to improve production in order to increase the efficiency of a company by identifying specific current and long-term goals, ways to achieve them, as well as determining the product mix, its quality, production structure and possible profit level. [Krayukhin, G.A., 2010. - 350 p.].

Marketing activities are a set of activities focused on researching issues such as:

- analysis of the external (in relation to the enterprise) environment, which includes markets, sources of supply and much more. The analysis reveals factors contributing to commercial success or creating obstacles to this. As a result of the analysis, a data bank is formed to make informed marketing decisions; - analysis of consumers, both current (existing, buying the company's products) and potential (which still need to be convinced to become relevant). This analysis consists of a study of the demographic, economic, geographical and other characteristics of

people who have the right to make purchasing decisions, as well as their needs in the broad sense of the concept and the processes of acquiring both our and competing goods;

- the study of existing and planning of future products, that is, the development of concepts for creating new products or upgrading old ones, including their range and parametric series, packaging, etc. obsolete products that do not give a given profit, are removed from production and export;
- product distribution and sales planning, including the creation, if necessary, of appropriate distribution networks with warehouses and stores, as well as agency networks;
- ensuring the formation of demand and sales promotion (fossti) through a combination of advertising, personal selling, prestigious non-commercial events (“public relations”) and various economic incentives aimed at buyers, agents and direct sellers;
- ensuring pricing policy, which consists in planning the systems and price levels for exported goods, defining the “technology” of using prices, loan terms, discounts, etc.;
- Satisfaction of the technical and social norms of the country importing the goods of the enterprise, which means the obligation to ensure adequate levels of safety in the use of goods and environmental protection compliance with moral and ethical rules; proper level of consumer properties of the product;
- management of marketing activities (marketing) as a system, i.e. planning, execution and control of the marketing program and individual responsibilities of each participant of the enterprise, assessment of risks and profits, the effectiveness of marketing decisions.

Marketing activities can be divided into 4 directions:

- collection of marketing information about the external and internal environment of the company
- marketing research, competitive intelligence, etc .;
- analysis of marketing information and marketing decisions (segmentation and selection of target segments, assessment of competitiveness, positioning, etc.);

- planning of marketing activities (development of marketing strategy and marketing plan);
- the formation and implementation of a marketing mix.
- Considering the content, objectives and directions of marketing activities, we can conclude that marketing activities are a set of activities in the field of research and organization of sales and marketing activities of the company, whose main task is to develop the market for goods and services through studying and assessing the needs of its participants practical arrangements for their satisfaction.

3. Marketing activity analysis of "Blagoveshchensky Dairy Plant" JSC

3.1 Organizational characteristics of the company

The Blagoveshchensky Dairy Plant Joint-Stock Company (hereinafter referred to as BDP JSC) is one of the largest and most famous producers of dairy products in the Amur Region.

BDP JSC was established by the founders agreement on the creation of a joint-stock company and operates on the basis of the Charter, the Civil Code of the Russian Federation, the Federal Law "On Joint-Stock Companies", as well as other applicable legislation.

The authorized capital of JSC "BDP" is divided into a certain number of shares, the participants of the joint-stock company (shareholders) are not liable for its obligations and bear the risk of losses associated with the activities of the company, to the extent of the value of their shares.

"BDP" JSC is a commercial organization, pursuing as the main goal of its business activities profit.

Full name of the company	Joint Stock Company " Blagoveshchensky Dairy Plant "
Abbreviated name of the enterprise	"BDP" JSC
Organizational - legal form of ownership	JSC (Non-Public Joint-Stock Company)
Indefication number (ITN)/TRRC	2801018878/280101001
Company code for OKPO	00431361
PSRN	1022800524020
RNCEA (Russian National Classifier of Economic Activities)	10.51.1 — Production of consumer's milk and cream
Legal address, telephone number	22, Ignatievskoe highway, Blagoveshchensk

	city, Amur region, telephone number: 4162 350516
Address (mailing address)	22, Ignatievskoe highway, Blagoveshchensk city, Amur region, 675028
Bank details	p/c 40702810403010100117 Far Eastern Bank of Sberbank of Russia OJSC, Khabarovsk, c/a 30101810600000000608 in GRKTS GU Bank of Russia in the Khabarovsk Territory, INN / KPP Bank 7707083893/272202001, BIK 040813608
Share capital	20 062 482,00 руб.
Head - General Director	Anischenko Nadezhda Ivanovna

Chart 1 - Card of Blagoveshchensky Dairy Plant JSC

The number of employees is about 400 people. The organizational structure of "BDP" JSC is a linear-functional structure with a vertical principle of communication. The supreme governing body of the joint stock company is the general meeting of its shareholders. The management of the company's current activities is carried out by the sole executive body of the company - the general director. The rights and obligations of the sole executive body, the management of the current activities of the company is determined by the Agreement (contract) and the Regulations on the sole executive body (director general) of the company. In direct submission to the CEO are: commercial director, director of finance, director of production, director of personnel, chief accountant.

In this structure, managers of all areas are directly subordinate to the management of the company in matters relating to finance, working with particularly important clients and in matters of control. In other matters, the decision-making process and the leadership of the department employees is in the competence of the chiefs of various directions. Production at this enterprise is divided into main, auxiliary and servicing. The main production is represented by the following workshops and departments that are directly in-

volved in the production of the plant: bottling shop, sour cream shop, curd shop, starter department, restoration shop, receiving department, container washing shop, hardware shop, boiler room.

The main suppliers of raw materials of BDP JSC are 14 dairy farms, the largest of which are LLC MiS Agro, JSC Luch, LLC Priamure, JSC Dimskoye and Agrofirma ANK. For 2018, enterprises produced more than 42 thousand tons of milk, which is 5,139 tons higher than the 2017 level.

We give a brief historical background of the company. The history of the dairy plant begins in the distant 1941, when a dairy plant in the city of Blagoveshchensk was organized to supply the population with milk and dairy products. Initially, it was a small workshop, where manual labor and small mechanization prevailed, an insignificant (5 types) assortment of dairy products by weight was produced, the plant's staff consisted of 26 people.

In 1992, the plant was transformed into an open joint-stock company Blagoveshchensky Dairy Plant JSC. Since 2014, the technological and technical capabilities of the enterprise have changed dramatically. Kilometers of pipelines were replaced, the issue of effective sanitary and hygienic processing of the entire enterprise was resolved, the reconstruction of the curd shop and the sanitary-household section was carried out.

In 2015, the company launches a modern and high-tech cheese and curd line. 2018 - this year a lot of work was done: the reconstruction of the bottling department, technical re-equipment was carried out at the most modern level, using equipment for processing milk and packaging of finished products from the best world manufacturers. The launch of the new line will allow the dairy to produce most of the range of UHT products on it, expand it and increase the total production by 50%. The line is fully computerized, controlled by two operators and allows you to pour products in three formats with a volume of: 0.5; 0.75; 1.0 liter with a capacity of 7,000 packs / hour. The packaging of Tetra Gemina. All sizes of formats are convenient for the consumer to use.

Currently, Blagoveshchensky Dairy Plant JSC is a modern enterprise with automated process control systems and equipment, with an assortment of various dairy products.

The Blagoveshchensky Dairy Plant JSC is a leader in the production of dairy products in the Amur Region. The production capacity of the enterprise is over 100 tons of products per shift. The company produces more than 110 dairy products (Appendix 1, a list of products in 2018 is indicated). The sales geography of the plant's production over the years gradually covered all the regional centers of the Amur Region and further expanded throughout the Far East. Production of JSC "BDP" willingly buy in the Khabarovsk and Primorsky Krai, Sakha (Yakutia), the Sakhalin region.

The success of the company in the production of high quality products has been repeatedly awarded in professional shows and contests. The main components of success are: the use of new modern equipment, the introduction of advanced technologies to produce the highest quality products and annually replenish the range of not only tasty, but also very useful types of dairy products.

3.2 Characteristics of economic activity results

The source of formation of financial resources of JSC "BDP" are the results of the production and sale of manufactured dairy products. The financial performance of the plant for the last three reporting years is presented in Chart 2

Index	2016	2017	2018	2017/2016		2017/2018	
				absolute	Growth rate,%	absolute	Growth rate,%
1	2	3	4	5	6	7	8
Revenue, thousand rubles	2397233	2615186	2698995	217953	109,1	83809	103.2
Profit from sales, thousand rubles	155300	283447	237931	128147	182.5	-45516	83.9

Continuation of chart 2

1	2	3	4	5	6	7	8
Cost of products sold, thousand rubles	2172004	2250216	2365276	78212	103.6	115060	105.1
Gross profit, thousand rubles	225229	364970	333719	139741	162.0	-31251	91.4
Net profit, thousand rubles	103821	179796	139985	75975	173.2	-39811	77.9
Fixed assets	425579	469892	491103	44313	110.4	21211	104.5

Chart 2 - Key financial indicators of activity of "Blagoveshchensky Dairy Plant" JSC

For clarity, we will construct a histogram reflecting the dynamics of revenue (figure 1)

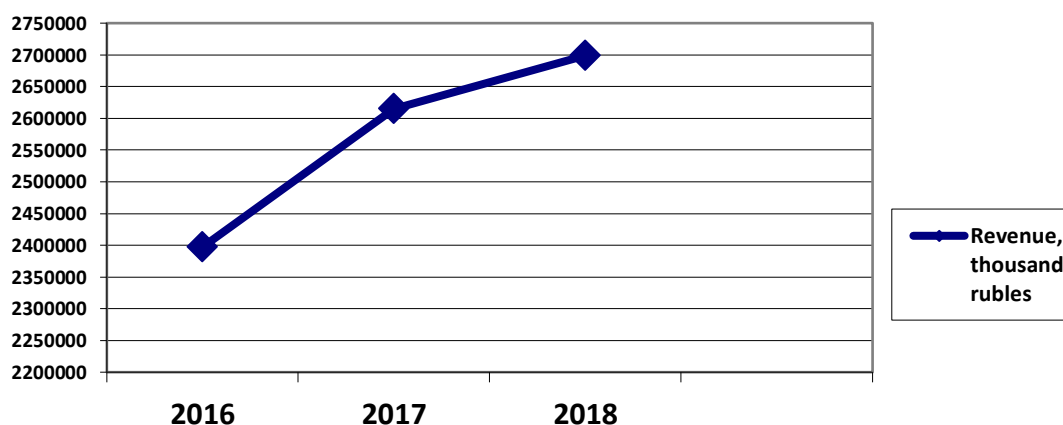


Figure 1 - Dynamics of revenue for the 2016-2018 JSC "Blagoveshchensky Dairy Plant" (thousand rubles)

Next, we build a chart of the main indicators of profit of the enterprise (figure 2) for the study period

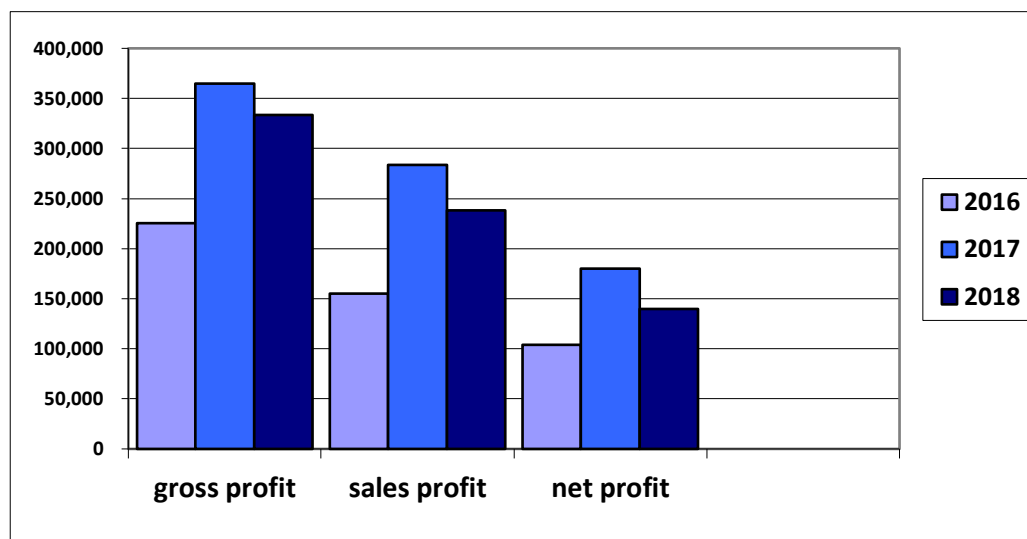


Figure 2 - The dynamics of the main indicators of profit for the years 2016-2018" Blagoveshchensky Dairy Plant " JSC (thousand rubles)

Analysis of the balance sheet and report on financial results of JSC "BMC" allows to draw the following conclusion about the financial and economic activities of the enterprise over the past three reporting years:

- the cost of fixed assets of the enterprise increased by 15.4% or by 65,524 thousand rubles;
- revenue increases annually, revenue growth from sales of goods, products, works and services in 2018 amounted to 103.2%. There is also an increase in production costs, at a rate not faster than revenue growth rates;
- gross profit for 2016-2018 increased by 108,490 thousand rubles. or by 19.79%;
- The growth of net profit in 2018 compared with the previous year decreased, but over the study period, the growth of net profit was 34.8%.

At the enterprise, the means of production are represented mainly by capitalized assets, from which fixed assets can be seen, the amount of which increases annually, thereby increasing the efficiency of their use (capital productivity has doubled over three years). Working capital in the enterprise is smaller, but the indicator is constantly increasing, which indicates an increase in production efficiency.

In general, the activity of "BDP" JSC can be considered as effective, the company works quite successfully, while maintaining the minimum condition for financial stability

(availability of equity capital and other permanent liabilities in sufficient quantity to meet the need for current assets).

In order to keep the results positive, "BDP" JSC needs to maintain a competitive position in the market due to the complete satisfaction of consumers' requests, as well as increasing their loyalty. The company's budget should include serious work on the implementation of a consumer-oriented marketing strategy.

3.3 Analysis of marketing activities of "Blagoveshchensky Dairy Plant" JSC

3.3.1 Analysis of the assortment structure of the company

The product range of "BDP" JSC is a dynamic set of product position items and includes more than 110 items of various high-quality products. The product range of the company, presented in Appendix 1 and includes the following groups:

- milk and cream;
- fermented milk products;
- sour cream;
- cottage cheese and curd products;
- cheeses and cheese products;
- butter;
- milk drinks;
- other dairy products.

The product range of "BDP" JSC for children from three is represented only by milk for school meals.

The range is formed taking into account consumer goods and reflects the specialization of retail trade. For packaging products using soft bags of plastic film, a variety of PET bottles for milk and dairy products, plastic cups for yogurt and sour cream. Aseptic packaging technology e Tetra Pak, capable of retaining both the nutritional value and taste of packaged products, is widely used. In 2018, Tetra Gemina Aseptic packaging was introduced in production.

Let's analyze the product range of the dairy plant using the BCG matrix (Boston Consulting Group). The necessary data for the construction of the matrix are presented in Chart 3.

Product type	Proceeds from sales of products in 2017 thousand rubles	Share in the volume of sales for 2017%	Proceeds from sales of products in 2018 thousand rubles	Share in sales for 2018%	Growth rate %
1	2	3	4	5	6
milk	1256423.4	48.5	12535213.2	47.3	99.8
dairy products	269224.7	10.4	261153.7	9.8	97.10
sour cream	341341.1	13.2	347044.6	13.1	101.7
cottage cheese	247725.9	9.6	267097.8	10.1	107.8
cheeses and cheese products	66411.8	2.6	62722.4	2.4	94.4
Butter	258945.9	10.0	264263.5	10.0	102.1
Milkshakes	144835.0	5.6	191588.7	7.2	132.3
other milk products	3339.2	0.1	2394.5	0.1	71.7
Total	2588247	100	2649778.4	100	102.4

Chart 3. Data for building a modified BCG matrix

Based on the data of the modified BCG matrix, a BCG matrix was constructed (Fig. 2).

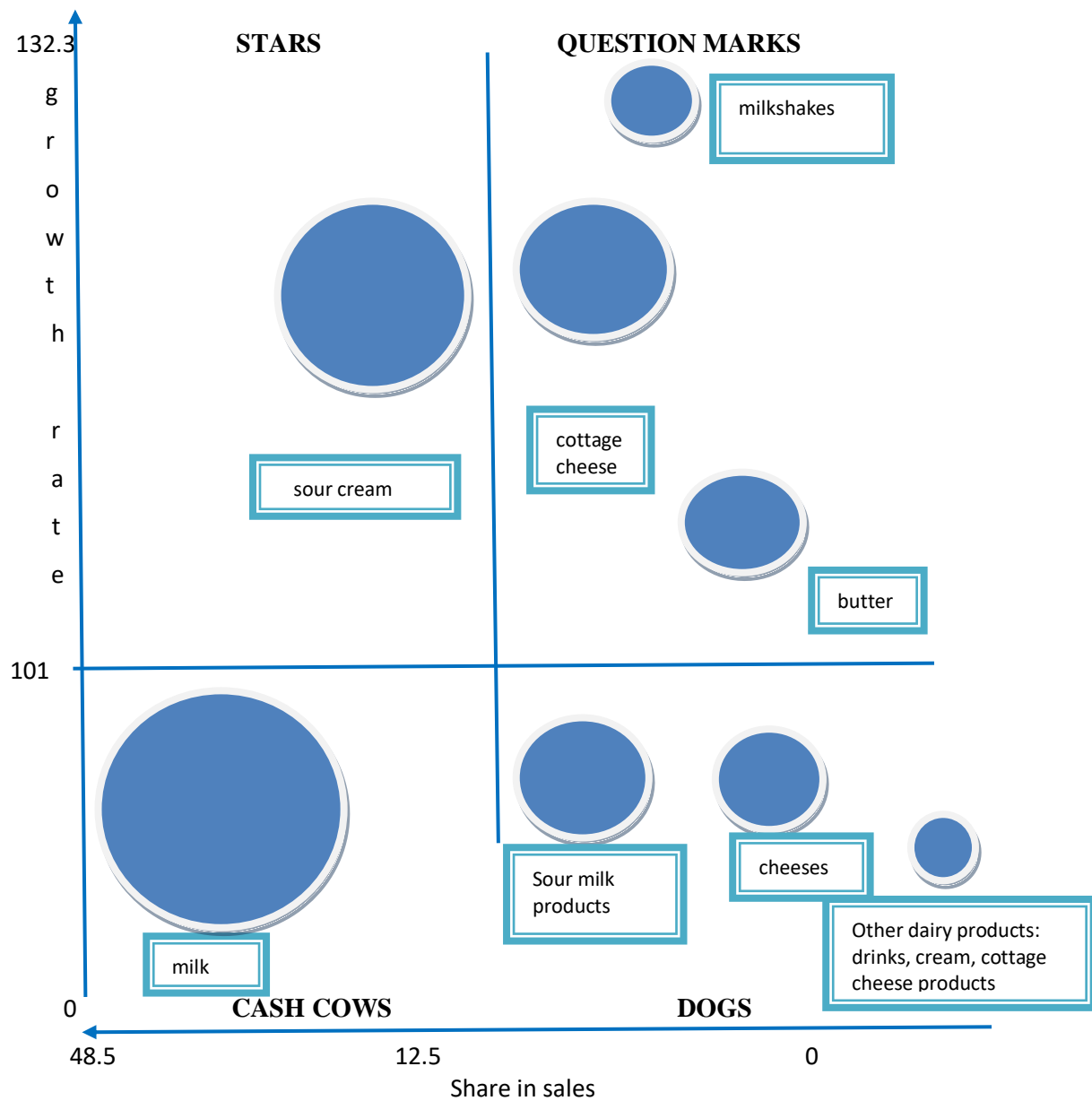


Figure 3. BCG matrix for the product range of "BDP" JSC

Analysis of the BCG matrix showed that the "star" category is represented by sour cream, this particular product occupies a significant share in the sales volume and has a high market growth rate. Sour cream product is popular, attractive, promising, but at the same time it requires significant investments in itself, therefore it is a "star". "Cash cows" (they are also "Money Bags") - milk, a large share of the market is characteristic of the product, with not the highest rate of its growth. "Cash cows" do not require costly

investments, while bringing in a stable and high income, which the plant uses to finance other products. Products: milkshakes, cottage cheese and butter - “Wild cats” (also known as “Dark horses”, “Difficult children”, “Problems” or “Question marks”) have a relatively small market share, but sales growth rates are quite high. To increase their market share requires great effort and cost. Therefore, the company should conduct a thorough analysis of the BCG matrix and assess whether the “Dark horses” are capable of becoming “Stars”, whether it is worth investing in them. Fermented milk products, cheeses and other dairy products - “dead dogs” (or “Lame ducks”, “Dead weight”), have a low market share, low market growth rates, income generated by these products and profitability are small.

Analysis of the product range of the dairy plant using the BCG matrix allows us to conclude that the company's product portfolio is balanced, since all products are distributed across all four groups of the matrix.

The company is working to expand the range of products in order to strengthen its position in the competitive struggle in such market segments as the production of functional products.

3.3.2 Consumer analysis

An important task of marketing research of JSC "BMC" is to establish the preferences of buyers of milk and dairy products: who buys, what quantity, product with what design, in what package, at what price, for what purpose, to meet what needs, where to buy em etc. The purpose of these studies is to determine the segment of consumers that will allow to implement the Pareto principle: to determine that part of 20% of the total number of consumers that provides 80% of sales. To determine the latter, consumer segmentation or market segmentation is used, which is one and the same.

When segmentation of consumers for a basis take a number of signs:

- geographical feature (countries, regions, regions, cities);
- demographic characteristics (age, gender, marital status, religion, nationality),
- socio-economic attribute (education, income level, social and professional affiliation).

In addition, it is necessary to take into account psychological factors of consumer behavior: there are buyers who buy goods in bright packages, buyers who prefer a product with a small shelf life and those who prefer only the natural composition of the product.

Consumer segmentation (Figure 4) of "BDP" JSC products by income level was carried out by the company's marketing service through questionnaires and is presented as follows:

- 60% - people (workers and employees, retirees) with income up to 25 000 rubles per month;
- 20 % - people (workers and employees), with an income of up to 35,000 rubles per month;
- 8% - people (mostly senior managers) with an income of 40,000 rubles;
- 2% - businessmen - from 60,000 rubles;
- 10% - students.

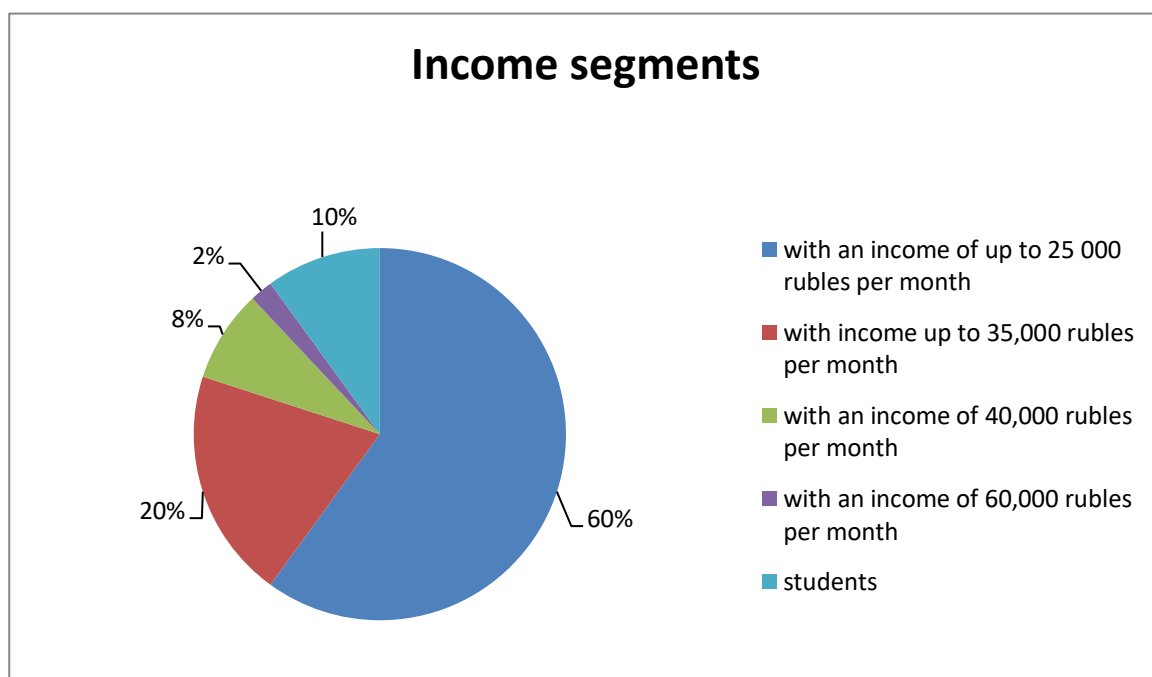


Figure 4. Consumer segmentation of "BDP" JSC by income level

According to the geographical principle, the market for the supply of milk and dairy products of JSC BMK can be divided into several segments: Amur Region, Primorsky

and Khabarovsk Territory, Sakhalin Region, Republic of Sakha (Yakutia), Jewish Autonomous Region, Chita Region.

The main consumers of “BDP” JSC products are the population of the Amur Region (aged 3 to 65 years). This segment can be called a target, since it brings the greatest profit to the enterprise.

“BDP” JSC uses the strategy of full market coverage, that is, undifferentiated marketing. The company sells various dairy products to various consumers. JSC “BMC” is developing a product and marketing program that seem attractive to the largest possible number of buyers; relies on mass distribution and mass advertising; seeks to give the product an image of superiority in the minds of people.

The service of marketing of the enterprise monitors offers, inquiries, complaints and claims of consumers. The collection of information is carried out by analyzing the entries in the books of “complaints and suggestions”, the information they receive from sellers, friends, and other sources.

The company has developed an operational mechanism for responding to consumer complaints. In the event that the complaint information about a non-quality product is confirmed, the product is withdrawn and the amount of money spent is refunded to the consumer. Identified non-quality indicators products are delivered to the laboratory of the enterprise to determine the causes of the inconsistency.

Analysis of the level of satisfaction with consumers of milk and dairy products of JSC “BMC” is carried out using questionnaires. The survey period was from February 1 to February 20, 2019. This study was conducted by the marketing department of JSC BDP in the city of Blagoveshchensk, the respondents were men and women, aged 16 years and over.

To assess customer satisfaction / dissatisfaction, such assessment criteria were used as: product quality, range, price level, level of service for a 5-grade school.

For this study (Table 4), a questionnaire was drawn up by the marketer of the enterprise, including the main issues relating to the assessment of customer satisfaction.

№	Criterion name	Importance of the criteria for the buyer			Customer satisfaction parameter						
1	range	insignificant 1	significant 2	very sig. 3	narrow	1	2	3	4	5	wide
2	quality	1	2	3	low	1	2	3	4	5	high
3	price level	1	2	3	unsatisfactory	1	2	3	4	5	satisfact.
4	service level	1	2	3	unsatisfactory	1	2	3	4	5	satisfact.

Table 4 - Assessment of the degree of satisfaction / dissatisfaction of customers of JSC "BMC"

The results are presented in Chart 5.

№	Criterion name	The degree of importance of the criterion for the buyer on a three-point scale	Assessment of satisfaction on a five-point scale
1	quality	2,4	4,5
2	price level	2,1	2,5
3	range	1,9	4,6
4	service level	1,8	3,7

Chart 5 - Results of processing respondents' answers regarding the degree of satisfaction / dissatisfaction of customers with dairy products

The results of the survey showed the following:

- the consumer is largely satisfied with the quality and range of goods;
- the consumer is sufficiently satisfied with the level of service;
- least of all the consumer is satisfied with the price level.

The marketing service of the company also analyzes the positioning, the purpose of which is to determine loyalty and the degree of brand recognition by the consumer. Marketing research in the period from March 01 to March 30, 2019 was aimed at studying the attitude of consumers to a certain brand of goods: milk and cream of the «Amur-

skoye razdol'ye» trademark. by interviewing consumers, based on the rating scale shown in Figure 3

like the product by “Amurskoye razdol'ye”	-3 -2 -1 0 +1 +2 +3	dislike the product by "Amurskoye razdol'ye"
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Figure 5 - Scale for assessing the loyalty of customers of milk and cream by “Amurskoye razdol'ye” trademark

The results of the research are presented in the diagram (Fig.64)

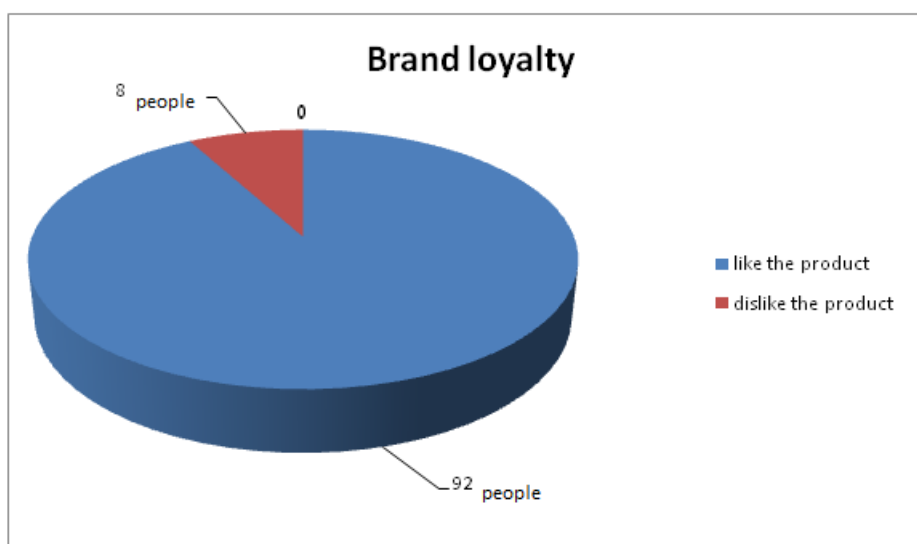


Figure 6 - Recognition of the brand of milk and cream of the "Amurskoye Razdolie" Trademark

As we can see, consumers are well aware of dairy products of the Amur expanse trademark. To the question of the questionnaire: “Will you buy this product next time?”, More than half of the respondents answered positively. Therefore, we can draw the following conclusion: customers are satisfied with the dairy products of the Amurskoye Razdolie trademark.

In addition, more than half of the respondents answered positively to a question about the associativity of the product of the "Amurskoye Razdolie" brand with milk.

3.3.3 Sales Network Analysis

Competently built sales system allows you to sell products in an optimal way: that is, taking into account all the preferences and wishes of consumers, and with obtaining the greatest benefits for the enterprise.

For JSC "BMC" is characterized by a mixed type of distribution channels of production, i.e. product sales are carried out through direct and indirect channels:

- direct level - kindergartens, military units, and other municipal institutions;
- single-level - brand stores (9 points), retailers;
- two-level - large and small wholesalers.

Using data from the marketing service for 2018, we will analyze the participants in the process of distribution of dairy products (Chart 6).

Sales Channel	The proportion to the total number of customers, %	Specific weight to total sales volume, %
Private individuals	3,60	0,30
Manufacturing companies	2,95	1,70
State and municipal enterprises	5,30	7,10
Small and medium retail	82,80	22,30
Large retail	1,50	27,20
Wholesale bases	1,10	2,40
Distributors	0,85	23,90
Brand shops	1,90	15,10
Total:	100	100

Chart 6 - Structure of distribution channels for "BDP" JSC

The sales policy of JSC "BDP" is mainly aimed at the market of the Amur region. This market is more accessible, as well as more controlled, because the branches are not too far from the head office in the city of Blagoveshchensk. "BMK" JSC has 9 own retail outlets through which 15.1% of the total turnover passes.

The main customers of the company are various forms of retail, constituting - 64.60% of total sales. The second most important are regional sales through distributors of the plant, amounting to 23.90%. Distributors are representatives of the company in the cities of Khabarovsk and Primorsky Krai, the Republic of SAHA (Yakutia), and the Sakhalin Region.

The implementation of the main part of the products - 27.2% is carried out through grocery stores of large retail chains (“Cash & Carry”, “Kopeechka”, “Perekrestok”, “Avoska”, “Sambury”, etc.)

Municipal enterprises have a relatively small share in the total number of enterprises-consumers - 5.3%, but their share in the sales of products is not so small - 7.1%. A significant proportion of the total composition is represented by small and medium-sized retail enterprises. They are independent intermediary organizations acquiring goods in the property with the subsequent sale of them to consumers. Through them is carried out 22.3% of product sales.

Payment for goods is made immediately upon receipt of goods, for large organizations engaged in retail trade, an additional agreement on installment payments from 7 to 30 days after receipt of the goods. To stimulate sales of JSC "BDP" products, price discounts are also used:

- five percent discount for large retail organizations;
- one percent discount on advance payment for goods;
- two percent discount for self-delivery of goods.

For the organization of sales at the enterprise, a specialized department has been created - the “sales department”, whose function is to organize all contractual relations with resellers and monitor the implementation of contractual relations, including in terms of compliance with the delivery of products without marriage and just in time. The sales department actively cooperates with the marketing department and the logistics department, it allows you to coordinate work with intermediaries, and helps in promoting goods to consumers.

These data allow us to conclude that the sales system at the dairy plant is built correctly and works quite effectively, but it requires constant monitoring of its elements to maintain a high level of operation of each of them. The strategy of market coverage applied at the enterprise is intensive, which is confirmed by an extensive distribution network based on long and wide distribution channels.

But it should be noted that the work in the direction of "export", including to China, is not being carried out actively enough. In this case, the territorial specificity of the Amur region is not used (the length of the Russian-Chinese state border in the Amur region is more than 1,230 km. The shortest distance between them is only 750 m) and the increase in Chinese interest in dairy products produced in Russia.

3.3.4 Competitor Analysis

The market of the Amur region presents the products of many companies - manufacturers of dairy products of three types - these are the leaders of the domestic market, the companies - regional leaders and outsiders (Chart 7). The share of production of "BDP" JSC in the segment of the market of milk and dairy products of the Amur region is 42.40%, among the enterprises-processors this manufacturer has leading positions in the market.

group criterion	Russian market leaders (turnover of hundreds of millions of dollars)	Regional Market Leaders (turnover of tens of mil- lions of dollars)	Outsiders
Range	Over 100 items	from 50 to 100 items	no more than 20 items
Branding	Active creation of your own brands, high advertis- ing costs	Creation of several (1-4) trademarks, significant spending	Missing
Equipment	Modern equipment (usual- ly foreign production)	Modern Russian and for- eign equipment	Old equip- ment
Work with milk suppliers	Investments in agriculture, agricultural lending	Agricultural lending	-
Price segment	Higher and intermediate	Middle and lower, rarely higher	Lower

Chart 7 - Characteristics of competitive groups of dairy producers

"BDP" JSC is closely monitoring the action of competitors in the market. Studying the characteristics of its competitors allows the company to strengthen its position in the market, realize its production and marketing potential and achieve its goals in a timely manner, anticipating the actions of competitors and reacting to them. The main content of competition is the struggle for the consumer, the complete satisfaction of his needs. Among the competitors affecting the activities of "BDP JSC " are the following companies:

- enterprises of the Amur Region (JSC "Cold Storage Facility", Production Complex "Seryshevsky", Food Company "Amursky Partizan");
- enterprises of the Far Eastern region (Pereyasavl Dairy Plant, Vladivostok Dairy Plant, Ussuriysky); Dairy Plant;
- enterprises are the leaders of the Russian dairy market (wholesale companies and official retail distributors sell products: Wimm-Bill-Dann, Danon-Unimilk, Petmol, etc.).

All of the above companies are strong competitors, have strong and stable market positions, high brand awareness by consumers, a diversified product portfolio and a developed system of production and marketing.

The advantages of "BDP" JSC are:

- consumer preference for high-quality and natural products of the plant (primarily with short shelf lives);
- well-established direct distribution;
- the price level is on average lower by 7-10% than that of competitors;
- policy recommended prices with the possibility of providing discounts; creation of the developed logistics of product delivery

"BDP" JSC holds events for the development of regional sales. To this end, the plant has concluded agency contracts with enterprises that, on behalf of the principal (BDP JSC), implement the goods transferred to them, on the terms of paying them a commission. In determining the role of the enterprise in the competitive struggle, JSC BDP can be attributed to the market follower. The company pursues a policy of following the leader, preferring to maintain its market share without taking risky decisions. This does not

mean that the company pursues a passive policy, it applies a strategy of expanding its activities, which does not cause active opposition from competitors.

3.3.5 Enterprise pricing analysis

"BDP JSC " uses the method of cost pricing and sets the price for dairy products based on the total cost of production and interest on the profits of the enterprise, (the percentage of profits the company sets independently based on the rate of return).

The cost includes the direct and indirect costs of production. The direct expenses of JSC BMK include the costs of raw materials and materials from which dairy products are directly manufactured, the cost of paying production personnel, the amount of insurance premiums, as well as the amount of accrued depreciation on fixed assets used in production. Indirect costs consist of administrative and management costs, the cost of staff development, costs in production infrastructure, costs in the social sphere.

In the analysis of various types of costs revealed:

- the main share of the cost of raw materials, in the production of dairy products is 70-80%;
- auxiliary materials - 4-6%;
- works general expenses 12-15%.
- the level of profitability was 12%.

The formation of the price of the product of the enterprise is influenced by both internal and external factors. The internal factors that depend on the activities of the dairy plant itself include: product life cycle and its special properties, market segmentation, product distribution process, level of service, brand image in the market, advertising, etc.

The most significant external factors in the formation of the price of a product are: the provision of basic raw materials, the general level of inflation, the solvency of the population, changes in tax legislation, etc.

Combine "BDP" JSC adheres to the strategy of average prices (neutral pricing), the essence of which is not only to abandon the use of prices to increase the captured sector of

the market, but also to prevent the price in any way influence in the direction of reducing this sector.

3.3.6 Marketing communications product promotion research

At present, there is fierce competition in the milk and dairy products market; manufacturers use various ways to promote goods to the market to win the competition. "BDP JSC" uses promotion methods that are important for the success of any integrated marketing strategy:

- advertising (print, outdoor, TV radio advertising, etc.);
- propaganda (speeches, exhibitions, press releases, publications);
- sales promotion.

The purpose of marketing communications conducted by the plant include the following:

- market launch and promotion of new products of the enterprise;
- maintaining and, if possible, increasing the demand for already existing products;
- reports to the consumer of positive information about the characteristics of the products produced by the plant, its distinctive features, information about the places of their acquisition and sales;
- the creation and strengthening of the image of the enterprise as a reliable and honest and partner, and as a result an increase in profits.

"BDP" JSC uses advertising as one of the main types of product promotion. The following main advertising media of BDP JSC can be distinguished:

- advertising in the press;
- printable advertisement;
- radio advertising;
- television advertisement;
- outdoor advertising;
- promotional gifts;
- Internet advertising;
- exhibitions and fairs (PR)

Advertising in the press does not include direct advertising (advertisements), but various publications of a review and advertising nature, published in regional periodicals. Print advertising is widely used during various business meetings, presentations, fairs and exhibitions. These are: catalogs, brochures, booklets, posters with information about the product and the company. In radio and television advertising are used: commercials, advertisements, scrolling text, advertising programs (reviews, interviews).

The video “BDP: 100% quality mark” became the winner of the business award in the field of communications “Golden Apple”. The video emphasizes naturalness (a dairy farm is shown, “what we have created by nature, we have collected it to the drop”, “preserving all the usefulness of milk” and quality (“BDP is a sign of 100% quality”) of the products, shows the logo of the plant, which contributes status, prestige of the enterprise and growthrecognizability. TV advertising, being a rather expensive advertising medium, is used by JSC “BDP” not so actively.

As outdoor advertising involved billboards, banners, advertising on transport, but not used electronic screens.

Promotional souvenirs are used as image advertising: calendars, pens, notebooks, weeklies, etc. (used for presentations to partners, when holding promotions and sweepstakes). The Blagoveshchensk Dairy Plant brand is positioned as a producer of high-quality, natural dairy products, focused on customer needs.

The system of visual identification of the brand (Figure 7) allows products to distance themselves from competitors as a product of a higher quality level.



Figure 7 - Visual identification of the brand “Blagoveshchensky Dairy plant” JSC

For building bilateral cooperation and trusting communications with customers, JSC “BDP” applies content marketing.

Most of the useful and attractive for consumers marketing content is distributed by the company on the Internet on the site of the plant: www.amurmilk.ru. The site was created in 2008 and today requires a certain modernization (changing its structure, design (redesign), functionality).

AO "BMK" has an account @ azbukamoloka_28 on the Instagram platform. Content publishing in the account is not sufficiently structured.

It should be noted that content marketing does not differ in speed, interactivity and personality of the communication process.

“BDP” JSC, developing its marketing communications, uses non-standard, forms of marketing communications - BTL services, which provide personalized treatment, the delivery of a unique sales offer to a specific consumer.

One of the BTL marketing communications formats that JSC BMK uses is tasting. Tastings are held at the expense of the dairy plant by employees of specialized firms who know all the techniques and features of such events."BDP"JSC In applies the following formats BTL marketing communications:

- event marketing;
- kids marketing;
- Promotions;
- merchandising;
- communication through the packaging of goods;
- catalog- promo or “prize distribution center”.

The plant holds contests for consumers, information about which is posted on the site of the enterprise. As an example, the following contests:

- “SuperMAMA Culinary” (the task of the competition is to make a recipe for a dish cooked with melted cheese from BDP, the prize of the competition is a cheese chest).
- competition of poems "There is no better milk than from the company BMK" (the task of the competition is to come up with a poem about milk, the prize of the competition is a set of various dairy products from BDP of 15 names).

A big role as a means of marketing communications of JSC "BDP" is given to the packaging (package) of products. Since March 2019, Tetra Gemina Aseptics of all formats has been used with a removable plastic cork. Combine made a bid for a concise and colorful design. The logo of the enterprise is applied on each consumer packaging of products, which creates a good brand awareness. For the convenience of consumer choice, products of the same type with different fat content differ from each other in color tone. Packaging is convenient for the consumer to use, creates a complete visual image of the product, reports its properties, inspires the consumer with confidence in the quality of the goods, makes a favorable impression in general and creates an attractive image of natural and high-quality products manufactured by BDP JSC among consumers.

To attract the consumer to the products in the place of their sale, BDP JSC uses the tools of merchandising as a means of clever non-verbal communication. Certain requirements are laid out for the layout of the product, to better demonstrate it, to facilitate search and selection, as well as to create consumer preferences. Corresponding POS-materials are selected (price tags, stands, etc.), which inform consumers, help orient themselves in the sales area, draw attention to the product and brand. But not all commercial enterprises have sufficient security and clearance of POS-materials. Promotional refrigerators that are effectively used to promote products requiring cooling at points of sale are not used.

In order to promote products, the company participates in national and international competitions, exhibitions and fairs:

- All-Russian competition of the “100 Best Products of Russia” Program, in 2018 fruit whey drinks with cream were awarded the Golden Hundred diploma;
- The national program to promote the best products and services for children “The Best for Children”, 2018 - drinking milk for children of preschool and

school age, enriched with vitamins, was awarded the quality mark “Best for Children”

- All-Russian scientific-practical conference "New technologies and equipment - the basis of the success of the dairy industry in the WTO conditions", JSC "BDP" received a gold medal at the review-competition of product quality "Dairy products 2012";
- International exhibition and forum AmurExpoForum, annual gold medals;
- Heilongjiang Green Food Fair (Harbin, 2013). BMK JSC held a presentation of ultra-pasteurized milk and ultra-pasteurized milk cocktails, familiarized the participants with the range of BDP products using leaflets;
- The International Trade and Economic Fair at Bolshoi Heihe 2012 (China), more than 30 dairy products were presented, the expo place was designed in Russian-Chinese style and informational materials were presented to the guests of the exhibition. During the fair, BMK conducted a tasting of the dairy products of the trademarks Amurskoe Expanse and The Alphabet of Milk.

BMK JSC is a socially responsible company, the management supports and encourages volunteer projects, charity events as a significant part in the development of corporate culture, internal and external communications.

An example of a charity event is the Milk Shake Day, which was held at the Dobrota social service center. Children with disabilities received a lot of positive emotions and tasty treats from “BDP”. JSC "BDP" together with employees of the State Traffic Inspectorate and students of the boarding school № 8 of the city of Blagoveshchensk organized and conducted an open lesson on the Rules of the Road as part of the preventive event "Young Pedestrian". All participants of the event were awarded not only diplomas and souvenirs, but also a useful milk product with the call indicated on the package to observe the Rules of the Road!

In 2018, charitable purposes amounted to 486,235 rubles, in the form of finished products to boarding schools, correctional schools, and targeted assistance to disabled children.

3.3.7 SWOT analysis of "BDP" JSC

Strategic analysis of the activities of JSC "BMC" conducted by means of SWOT analysis. The SWOT-analysis methodology involves first identifying strengths and weaknesses, as well as threats and opportunities, and then establishing chains of links between them, which can later be used to formulate organization strategies

The results of the SWOT analysis are presented in Chart 8.

<i>Strengths - Potentially Positive Factors</i>	<i>Weaknesses - potentially negative factors</i>
<ol style="list-style-type: none"> 1. Years of experience in the market. 2. Products has its consumer. 3. Brand image (product recognition and consumer satisfaction in it) 4. Large range of products offered 5. The possibility of daily deliveries of products with a short period of implementation. 6. High quality products (clear laboratory control, the use of high-quality raw materials, compliance with all technological parameters). 7. Highly qualified staff 8. Own sales departments in stores 	<ol style="list-style-type: none"> 1. Not enough recognizable trademark outside the Amur region. 2. Lack of sufficient raw materials base. 3. The high cost of manufactured products, which is due to rising prices for raw materials purchased and tariffs for fuel and energy resources. 4. Incomplete use of production capacity caused by the failure of agricultural organizations to supply the main raw materials 5. Limited geography of deliveries of finished products
<i>Opportunities - potentially positive factors</i>	<i>Threats - Potentially Negative Factors</i>
<ol style="list-style-type: none"> 1. Technological innovations to improve production efficiency. 2. Expansion of the range (development of the premium class product line). 3. Expansion of the distribution network. 4. Expansion of the sales market by entering new segments of the market, including China. 5. Growth of the dairy products market (for cottage cheese, cheese and yoghurt products, ice cream) due to the development of import substitution 6. Taking into account the quality of raw milk supplied for processing as a result of the technical and technological modernization of the agricultural sector. 7. Growth in consumption of dairy products by the population. 	<ol style="list-style-type: none"> 1. Strengthening the market position of competitors 2. The increase in prices for raw materials, packaging and equipment, which leads to an increase in the price of products as a whole. 3. The appearance of new substitutes, the production of which is based on the use of protein of plant origin; 4. Decrease in effective public demand for products. 5. Changing food culture and consumer tastes

Chart 8 - SWOT-analysis of the situation situation of "BDP" JSC

The SWOT – analysis conducted by the representatives of “BDP” JSC showed that for the successful operation of the enterprise in the external environment, new favorable opportunities appear (O), including: technological innovations that allow for the fuller satisfaction of consumer needs to expand the range of manufactured dairy products and increase the efficiency of its production; market growth due to the development of import substitution; improving the quality of raw milk received for processing as a result of the technical and technological modernization of the agricultural sector; expansion of markets; growth in consumption of dairy products by the population. In addition to the favorable opportunities in the external environment, new threats (T) have appeared for “BDP JSC”: aggravation of competition in the dairy market; the emergence of new substitute products, the production of which is based on the use of plant-derived protein; rising prices for raw materials and packaging; decrease in effective public demand; changing food culture and consumer tastes. An assessment of the internal structure of the organization revealed its strengths (S). These are: a wide range of products; constant introduction of new products and expansion of the product line; high quality products; brand image (product recognition and customer satisfaction in it); competitive position in the domestic market. As weaknesses (W) of the organization’s activities are identified: high cost of production, which is caused by the increase in prices for raw materials purchased and tariffs for fuel and energy resources; incomplete use of production capacity, caused by short supply by agricultural organizations of the main raw materials; limited geography of deliveries of finished products.

Evaluation of each element of the external environment and the internal structure of "BDP" JSC was carried out on a ten-point scale. The weight of each element was determined by the method of reverse ranking: “1” is the smallest, “5” is the most significant. The calculation of indices of strengths, weaknesses, as well as opportunities and threats was carried out according to the formula:

$$I = \sum_{i=1}^n a_i b_i$$

where a_i is the weight of the element;

b_i is the element grade for an enterprise.

The following results were obtained during the analysis:

Opportunity Index (IS) - 115 points, Threat Index (IW) - 105 points, Strength Index (IO) and Weakness Index (IT) - 150 and 100 points respectively.

The results of the SWOT analysis showed:

- threat index of threats does not exceed the index of opportunities, which indicates a favorable situation in the industry;
- value of strengths index exceeds capability index. This means that the company efficiently uses available resources and successfully uses in its activities the capabilities of the external environment;
- the threat index exceeds the weak point index, which means the ability of the enterprise to adapt to threats in the external environment and sufficient flexibility in the management of the enterprise;
- the strengths index exceeds the weaknesses index, which indicates the right direction in management and the availability of opportunities for the development of the enterprise.

To substantiate the competitive strategy of JSC "BDP", strategic index indices were calculated: the market situation index (A) and the own capabilities index (B), the algorithm for calculating which is formalized by the following formulas:

$$A = IO - IT$$

$$B = IS - IW$$

The resulting values of the strategic indices are entered into the coordinate system: the horizontal value (X) determines the enterprise's own capabilities, the vertical value (Y) characterizes the market situation

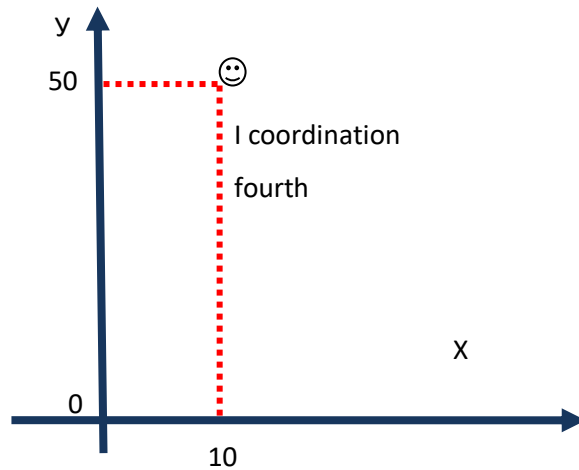


Figure 8- Justification of the competitive strategy of “Blagoveshchensky Dairy Plant” JSC

The plotted chart shows that the enterprise is located in the first quarter of the chart. This means that "BDP JSC " to a strategy of concentric diversification, based on the search and use of additional opportunities in the existing business for the production of new products. At the same time, the existing production remains at the center of the business, and the new one arises on the basis of the opportunities that are found in the established market, the technology used, or in other strengths of the organization.

The implementation of this strategy will allow: more efficient use of existing resources of "BDP JSC "; improve the financial stability of the company; strengthen its position in the market on the basis of a more complete satisfaction of the preferences and demands of consumers.

4. Directions for improving the marketing activities of "Blagoveshchensky Dairy Plant

4.1 Action plan to improve marketing activities

The implementation of marketing activities in the enterprise "Blagoveshchensky Dairy Plant" JSC is due to the goal-oriented installation. This model of organization is carried out by analyzing the degree of satisfaction of needs, as well as the preferences of each potential buyer. Marketing implementation is based on concepts [Litvak B.G 2014]:

- improvement of the production process;
- -improvement of products;
- the implementation of classical marketing.

The implementation of the first two concepts is based on traditional economic conditions that are common in the market system. The analysis carried out at the enterprise allowed us to determine with sufficient accuracy the directions for improving the marketing activity of JSC BMK. In order to improve the work of the marketing service, it is proposed to introduce measures aimed at the strategic goals of JSC "BDP".

The strategic goal of the company for 2018 is to retain and further strengthen the leading position in the dairy products market of the Amur Region, as well as increase sales in international markets.

To achieve this goal it is necessary to solve a number of tasks:

- to increase the share of product sales in the market of the Far Eastern region;
- to expand the geography of distribution channels, including the export of products to China;
- strengthen confidence and increase customer loyalty to the company's products;
- increase the number of new wholesale customers by 10%; increase retail sales in the store;
- to increase the commitment of staff to the company.

As part of this project, the following activities were proposed for implementation in the near future. The plan of measures to improve marketing activities are presented in table 9.

Goals	Event	Term	Resource	Result
1	2	3	4	5
1. Increase in sales	1. Market research and enhance planning function	2019	Financial resources Competent specialists	Offer advantage Increase market share Increase sales
2. Expansion of sales geography	Implementation of measures in accordance with the "road map" for exports of products in the PRC	2019- 2020	Financial resources Governmental support Competent experts in the field of foreign trade	Market expansion Increase sales
3. Increasing the number of new customers	Marketing communications complex	2019	Financial resources, Professionalism of marketing specialists	Attraction of new clients
4. Strengthening consumer confidence and loyalty to the company's products	Maintain high quality products Marketing communications complex	2019	Financial resources Competent specialists Marketing Professionalism	Strengthening the brand in the market Increase customer loyalty
5. Increase the commitment of its own staff	Motivation system development	2019-2020	Financial resources	Increase loyalty and commitment of staff, reducing the cost of adaptation

Table 9 - Plan of measures to improve the marketing activities of "BDP JSC "

Thus, in 2019, introducing the proposed activities at the enterprise, marketing activities will be adjusted in the direction of the development strategy. The main objective of the program: the expansion of markets and an increase in total sales.

4. 2 Improving the marketing service

The actual problem of the marketing activity of the plant "BDP JSC" is to build an information marketing chain. This is a complex process, requiring information and docu-

mentation for each department at the plant, which is based on the “marketing circle” principle: information - analysis - goals - prerequisites - strategy - optimal strategy - actions - control - information [Litvak B.G.,2014.].

The author considers it expedient to introduce a specialized computer program for a comprehensive analysis of marketing research. For example, we can recommend the acquisition of an information and analytical complex, which includes the Marketing Analytic, GEO and Marketing Expert programs, which support extensive data exchange among themselves, as well as with the company's accounting system.

The Marketing Analytic program is designed to analyze sales statistics for any analytical characteristics of products, customers, distribution channels and combinations of these signs. At the same time, the program has a simple exchange interface with accounting trade and accounting systems, which makes it possible to import data on sales of products and services of an enterprise on an automatic basis on a regular basis. In particular, the Marketing Analytic program has the status of 1C - compatible product and communicates with the program "1C - Trade" using a special procedure embedded in the 1C configurator. In addition, Marketing Analytic solves the problem of filling the system of strategic and operational marketing planning with real management accounting data: it exports a segment model to the Marketing Expert program that meets the analytic “cut” of multidimensional data and contains products, prices and sales volumes. In Marketing Expert, this model is displayed on the Market Map. The results of the segment analysis (calculation of the profitability of the segments) in both programs are the same. Segment analysis is only part, albeit the most important, marketing audit. The Marketing Expert program helps to conduct a full marketing audit, including SWOT analysis and Portfolio analysis. . The structure of the information-analytical marketing system is presented in Fig.8.



Figure 9- Structure of the information-analytical marketing system

The cost of the local version of the software is

- Marketing Analytic Standard - 300 USD
- Marketing Analytic Prof- 500 USD
- Module GEO -300 USD
- Marketing GEO Standard - 500 USD
- Marketing Expert -950 USD
- Marketing Expert Professional- 1200 USD.

Analysis of marketing research through the proposed program will allow you to correctly develop a marketing plan based on real credentials.

4.3 Development of a roadmap for exporting products to China

China has become the largest importer of Russian food products in 2016. The profitable ruble rate, the activity of Russian suppliers, and the growing demand for organic food from the Chinese middle class also played a role. Rabobank analysts suggest an increase in demand for dairy products in China at the level of 8-9% annually. As follows from the report of the European Commission, the supply of dairy products to China will grow by about 2% per year.

The Amur region has the longest 1255-kilometer border with China in Russia. The Russian Blagoveshchensk and the Chinese Heihe are territorially separated only by the Amur River, and the region is remote from the central regions of Russia. An important event in the dairy market in 2018 was the presentation of the new project “Export of Agricultural Products”. The project provides for a significant increase in ex-

port deliveries of Russian milk. By 2024, exports of Russian dairy products may well grow 2-2.5 times to S 650-800 million.

Proceeding from the political stability of the economic relations between Russia and China, the growth of demand for dairy products in China and the cross-border geographical location of the Amur Region, China's market for the export of dairy products is quite promising.

For the export of JSC "BMC" products to China, a "road map" was developed, which is a set of measures aimed at the development of the enterprise's export activities (table). The plan of measures ("road map") for the export of dairy products to China is presented in chart 10

№ п/п	Event name	Expected Result	Implementation period
1	2	3	4
1	Interaction with federal authorities executive authority, the Russian Export Center, in terms of promoting export activities in promoting products to the Chinese market	Obtaining state support measures for exporting products	December 2019
2	Marketing research	Evaluation of real supply in the Chinese dairy market, obtaining relevant information on product representation, pricing, consumer preferences	December 2019
3	Creation of an assortment adapted to the Chinese consumer with a clear compliance of these products with the regulatory requirements of the exporting country	Dairy products adapted to the preferences of the Chinese consumer	December 2019
4	Study of methods and tariffs for product delivery, formation of distribution channels	Formed list of potential distributors. Commercial offer	

Continuation of chart 8

5	Formation of labeling of products in Chinese in accordance with the requirements of Chinese law, registration of labels and obtaining the appropriate certificate (Label Verification Certificate for Imported Food).	Product labeling in Chinese in accordance with the requirements of Chinese law, a registered label, certificate (Label Verification Certificate for Imported Food).	December 2019
6	Conducting a study of the product according to all the norms of Chinese legislation on food safety	Protocols of product research in accordance with all Chinese food safety legislation	December 2019
7	Registration with the General Administration for Quality Control, Inspection and Quarantine of the People's Republic of China (General Administration of Quality Supervision, Inspection and Quarantine or AQSIQ).	Veterinary certificate for milk and dairy products intended for export from the Russian Federation to the People's Republic of China	December 2019
8	Certification of export products at the Regional Bureau for the Control and Quarantine of Import and Export - China Inspection and Quarantine (CIQ)	Certificate of Bureau for the control and quarantine of import and export - China Inspection and Quarantine (CIQ).	December 2019
9	Inclusion in the list of exporting companies of dairy products to China.	Inclusion in the list of exporting companies of dairy products to China. (website of the Main Customs Administration of China)	
10	Trademark Registration of Exported Products in China	Registered Trademark in China	December 2019
11	Release of promotional materials	Promotional materials in Chinese	December 2019
12	Paperwork required for customs clearance of a batch of products to China	Delivery contract, shipping documents	During the period of the transaction and the delivery of a batch of products

Chart 10 "Roadmap" on the export of dairy products to China

When implementing the roadmap measures, it is necessary to be guided by the provisions of the Protocol on Veterinary-Sanitary Requirements for mutual deliveries of dairy products between Russia and China, as well as the following PRC documents:

- Sanitary and hygienic certification / registration of food production enterprises for export;
- Regulation on the management of registration of foreign manufacturers of imported food.
-

In the formation of marking information should be guided by the requirements of the national standard of the People's Republic of China GB 7718-2011 "Regulations on the labels of prepacked food products."

The product research should be carried out according to the safety indicators defined by the requirements:

- The law of the People's Republic of China on food safety;
- national standard GB 14881-2013 "General sanitary and hygienic standard for the production of food products"
- national standard of the People's Republic of China GB 29921 - 2013 "Permissible levels of pathogenic microorganisms in food"
- the national standard of the People's Republic of China GB2762-2012 "Limit content of pollutants in food products"
- Notifications of the Ministry of Agriculture of the People's Republic of China No. 235 of December 24, 2002 "Maximum allowable levels of residues of veterinary drugs in products of animal origin."
- The content of the above documents can be found on the official website of the Rosselkhoznadzor: <http://www.fsvps.ru>.
-

An enterprise's search for partners in the Chinese market must be preceded by a study and analysis of the economic environment of a partner country for a business. The currency system is subject to special study and thorough analysis in the field of international marketing, since a change in the exchange rate leads to the appearance of currency risks, the

consequences of which can be characterized by :

- the probability of losses due to changes in the exchange rate;
- the uncertainty of the prospects for foreign trade operations;
- the uncertainty of the size of profits and the possibilities of its movement; the probability of depreciation of capital (investment).

When considering the economic factors of the external environment, one should analyze the area of business that is of interest, its features and prospects, the level of development of the infrastructure providing this area, including transport, distribution network, communications, information security, availability of consulting firms in the field of economic analysis, marketing, research economic field.

Search for distributors in China is possible with the support of JSC "BMC", the Chamber of Commerce and the Export Center of the Amur region. The following companies can be cited as an example of the largest distributors of food and dairy products: Dayon International Holding Limited, Laiwu Full Grace Trading Co., Ltd, Hansty International Trading Co., Ltd, Sunrise International Trading Lin, Angyang Ltd, Be-Long Int'l Group. The search for distributors of food products is possible on alibaba.com and food.1688.com.

Trade and investment fairs held in China are effective platforms for finding partners for business development in China. The list of exhibitions, participation in which would be interesting to producers of dairy products include the following:

- China International Exhibition of Dairy Products and Nutrients (China Dairy Fair & Health Nutrients Expo, www.dairyafair.org); China International Organic Food Exhibition (China (Shanghai) International Organic Food & Green Food Expo, www.ujfair.cn);
- Shanghai International Food Exhibition (The SIAL / Shanghai International Food Fair, www.sialchina.com);
- China International Food and Drinks Exhibition (The China International Foodstuff (Guangzhou) Expo, www.interfoodexpo.com);

- China International Food Exhibition (The China (Guangzhou) International Food Exhibition China, www.gzspz.com);
- Harbin International Exhibition of Agriculture and Food (Agriculture & Food Expo Harbin);
- Shanghai International Healthy Foods Exhibition (China (Shanghai) Health Food Expo, www.chihexpo.com);
- food exhibition (The China Food Expo, www.cfe.org.cn);
- The Shanghai International Import-Export Food Exhibition (The Shanghai International Import and Export Food & Beverages Exhibition, www.importfoodfair.com);

When signing transactions of JSC BMK, the author recommends insuring the company against the bad faith of a foreign partner by signing a detailed contract that takes into account not only the mutual relations of the parties in the implementation of export deliveries, but also questions about how to resolve possible disputes related to the failure to fulfill or improper performance of obligations by one of the partners. Consider the estimated budget estimate of "BDP" JSC to enter the dairy market in China. The best way for BMK to enter the Chinese market is to enter through a local distributor who can sell dairy products in Chinese retail chains or sell goods through e-commerce sites. Distributors can also be selected by intermediary companies offering such services.

In accordance with the information provided by the Association of Entrepreneurs of China, a non-profit partnership, registering and opening a store on the JD.com electronic platform includes making a mandatory one-time insurance deposit in the amount of \$ 5,000, while on the Taobao electronic platform - paying a mandatory insurance deposit from 150 to \$ 1,500.

The cost of registering a trademark in China is \$ 600 for 1 product in accordance with the international classification of goods and services, the registration period is from 12 months.

The cost of road transport (taking into account the geographical location of the city of Blagoveshchensk) on average will amount to 50 tons of goods during transportation of 50 thousand rubles (the specific cost depends on the contractual prices of companies for

international transport). Surveyor services (services for monitoring the progress of loading and unloading of goods) will be from 20 thousand rubles.

It also requires the costs of a campaign to promote products, including on the Internet. Independent participation in the exhibition averages 6000-7000 dollars and includes the following costs:

- space rental (standard stand 9 m²) - from \$ 300 / m²;
- The organization of departure of one representative of the company - from 1300 dollars;
- translator's work - \$ 130-150 per day.

Additionally, the company should consider the following costs:

- to pay customs duties (determine the size of the import duty and the VAT rate on the website of the General Administration of Customs <http://www.customs.gov>);
- to develop and provide products with special packaging, adapted for Chinese consumers;
- to translate the company's website into Chinese, advertising and marketing in China;
- to conduct research and examination of products; to visit China in order to obtain the necessary permits and negotiate with local counterparties;
- to ensure unprofitable promotion of the first consignment of goods, including, inter alia, special storage of dairy products in temporary storage warehouses;
- on legal and accounting support activities in China.

Specific costs for entering the Chinese market by BDP depend on the method of transporting cargo to the Chinese consumer, the level of relations with Chinese counterparties and the development of upcoming export and import procedures, additional costs.

4.4 Development of a product promotion program

As part of the work proposed to introduce regular marketing research.

Marketing research is a systematic and objective identification, collection, analysis, dissemination and use of information to increase efficiency and identify and solve marketing problems. [Kotler F., 2001. -698 p.].

The purpose of marketing research will be to identify customer needs. Thus, the objectives of the study will be to obtain information of the following nature:

- current level of customer satisfaction;
- key product disadvantages (affecting the decrease in satisfaction);
- perceived value of the product;
- knowledge of the brand and the level of consumer commitment to the company's product;
- the main sources of consumer information;
- overall satisfaction with the service, quality of communication with the company's staff, negative and positive aspects of the service.

Based on the results of marketing research, decisions will be made on the formation of the range, corrective measures to improve the product, advertising and service.

Based on a study of ways to promote products to the market, we can conclude that the company widely uses various methods of product promotion: image and traditional advertising (print, radio and television, outdoor), BTL marketing communications (tastings, events), participation in various fairs.

These methods of promoting goods are quite well developed and do not require radical improvements, and can be implemented according to the plan for conducting marketing activities of an enterprise to promote goods.

In this paper we will pay attention to the improvement of modern methods of product promotion, most of which are Internet technologies (digital). The results of recent research by marketers have shown that the use of Internet technologies in marketing can bring real savings and profits.

In order to improve the program of promotion of goods by the method of Internet technology, you can offer the following activities:

- modernization of the website of "BDP JSC ";
- improving the content strategy in social networks;
- development of content for the mobile channel;

The site, as the face of the enterprise, must change in accordance with the requirements of the market and meet new challenges. Competent modernization of the site will allow you to perform additional tasks aimed at attracting new customers and increasing sales.

When shaping changes in website design, it is necessary to take into account the psychological characteristics of the target audience, consumer behavior patterns in the dairy market, as well as key factors determining consumer confidence and loyalty.

The color scheme of the site is white and bright yellow, which are associated with the freshness of pure milk and the bright rays of the warm sun, which gives a charge of cheerfulness and good mood. The color scheme contributes to positive emotions, positive mood and a favorable impression and does not require change.

Site menu is presented in a horizontal format with non-expanding "vkladkami". The content of the menu and the recommended changes are proposed by the author in chart 11.

Site menu actual / recommended	Actual menu content / sequence	Recommended menu content / sequence
1	2	3
Company Profile	Brief information about the history of the company in menu-1	Drop-down tab with blocks (4) information: - the mission and values of the company; - the history of the enterprise, the indication of significant years in the history of the plant; - Combine team; - achievements and awards: in menu -1

Continuation of chart 11

1	2	3
How do we do it	Not presented	Photo and video galleries with brief posts under the materials, revealing the benefits of the production of the plant in menu-2
News/ Info Center	Presentation of news without differential grouping, without news search by date of publication in menu -2	Drop-down tab with blocks (4) information: - news: news about the activities of the plant (photo and video); - information of the issuer; - press center: press releases, post releases, comments; - Comments and suggestions. Ability to search material by date. in the menu -6
Products / Our products	Presents a visual range of product range with product description. in menu-3	Drop-down tab with blocks (3) information: - product catalog (proposed range) with a description and a schematic process of production; -quality and safety; - healthy foods; in menu-3
Awards	Presents achievements and awards of the plant in menu-3	Place in the tab "Company" in menu-2
Issuer Information	Information required for disclosure is provided. in the menu -5	Information to place in the tab "Infocenter" in the menu -6
Contacts	Presented functionality with the submission to send messages without specifying contacts in the menu -6	Specifying the contact information of the company's departments (telephone, e-mail), telephone hotline. Feedback from the site visitor in a convenient way in the menu -7

Continuation of chart 11

Recipes / Book of recipes	Presented products of the plant with the recommended menu in the menu -7	Offers recipes in various categories: “ideas and recipes for tasty and mouth-watering dishes”, “keep traditions”, etc. in the menu -4
For customers	Information is presented on the conditions of selection of contractors, documents on product safety, assessment of working conditions	Drop-down tab with blocks (3) information: - conditions for the selection of counterparties; - code of business ethics;
Information is presented on the conditions of selection of contractors, documents on product safety, assessment of working conditions in the menu -8	Drop-down tab with blocks (3) information: - conditions for the selection of counterparties; - code of business ethics; - information for suppliers; - information about the location of shops with an indication on the map. in the menu-5	

Chart 11 *Site menu content*

The upgraded site should be presented to the audience in the form of an interactive-educational platform. The start page of the site should be interesting, beautiful and informative, encouraging the consumer to look for not only the composition or cost of the product itself, but also to “get” into the dairy world of natural and healthy products, which the “Blagoveshchensky Dairy Plant“ gives him.

Site information should be perceived by a potential buyer as “first-hand” information and create the impression of involvement in the organization’s activities and instill a sense of being chosen by the reader.

According to its availability, stability, speed and correctness of the server response to requests, the presence of "mirrors" of the site must comply with all modern technical specifications.

A significant drawback of the company's website is the low attendance rates. According to the analytical system SimilarWeb, the visitor traffic to the site is unstable and low. Therefore, the main marketing activities should be aimed at its promotion.

To promote the site, the author recommends the use of such a tool as search engine optimization SEO (from the English. Search Engine Optimization). Using search engine optimization SEO, the company thereby raises the position of the site in Yandex, Rambler, Google; increases the recognition of a web resource; increases site traffic; increases the number of customers of their company.

One of these recommended activities is the publication of customer reviews and recommendations. Feedback and suggestions can be organized through interesting contests, for example, "Taste of Amur Milk", "Product of the Day", "I vote for kefir". During the competition, buyers will be able to leave a review about the product through the site or leave a comment on the feedback of another buyer. The main expected result of the competition will be the formation of an expert community of buyers of JSC "BMC", which will include loyal customers of the brand, able to positively influence the opinions of other people, thus forming a favorable view of the company and its products.

To attract additional targeted traffic to the site, it is proposed to place buttons of the most popular social networks: Facebook, VKontakte, Instagram, YouTube. Social networking buttons for the site are today a necessary element of resource promotion, which allows attracting new visitors to the site through social networks.

As the results of marketing research show, information on social networks has a great influence on the formation of trust in the product. The following set of recommendations concerns the improvement of content strategy in social networks

For the effectiveness of content marketing in social media is recommended to structure the publication of content. The structuring of publications should be carried out in accordance with the formula of “golden content” formulated by Western SMM specialists: 40% - interactive content; 30% - user (generated) content; 20% - educational content; 10% - advertising content (Figure 9)

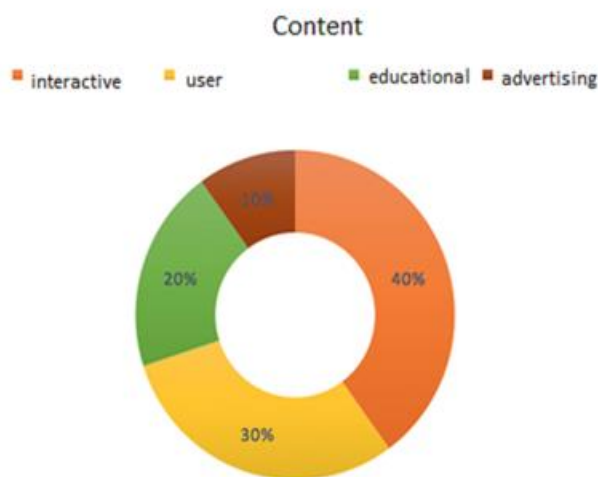


Figure 10- Content structure in accordance with the “golden content” formula

One of the effective tools that do not require large expenditures, but which allows to attract the attention of the target audience, is activation. For OA "BMC" we can recommend the following forms of activation:

- Run the quest, in which users need to find the codes hidden in the photos and videos on the site in order to receive the prize;
- holding a competition for the best video review of the brand's products The ABC of Milk;
- holding a competition "Healthy Breakfast", making the best breakfast menu from the products of the plant;
- holding the competition "Grandma's Recipe" for cooking dishes from cottage cheese according to the family recipe;
- holding a competition for the best children's drawing “Amur Burenka”.

Selection of winners of contests is recommended using interactive voting in social networks, which will contribute to additional involvement, dissemination of information and activation of a larger number of community members.

As an activation, you can also recommend holding virtual flash mobs. A virtual flash mob is a one-time performance of users of some actions and is a unique tool for influencing the opinion of consumers and contributes to increasing brand awareness.

Recommended virtual flash mobs:

- exchange of photo and video content dedicated to the products of the brand ABC of Milk, Amur Expanse;
- exchange of interesting and fascinating dairy stories; the exchange of user posts on the theme "Mozherella - made on the Amur";
- The most active participants in virtual flash mobs are encouraged by the management of the company with special gifts with the company logo.

Flashmob will contribute to the distribution of positive user content that can have a significant impact on the confidence of the mass consumer.

To increase the effectiveness of the marketing content strategy, attention should be paid to developing content for a mobile channel, including:

- the creation of a mobile version of the site or an adaptive version of the site design for mobile devices;
- activate communication with the target audience in the mobile channel.

Mobile version will help to increase the position of the resource in the top search results in organic search.

Intensify communication with the target audience in the mobile channel can be recommended through activities such as:

- contextual mobile search, banners in search queries, mobile coupons;

- SMS-mailing, push-notifications (pop-up advertisements on the phones), the use of QR codes.

Possible brand contents in mobile networks are presented in chart12.

brand content			
selling	informative	teaching	entertaining
containing a direct call to buy, all sorts of promotions, lotteries, etc.	news releases, new reviews, tips, tricks, etc.	video instruction infographics	any ways to entertain the user - infographics, memes, pictures, games.

Chart12 Brand content options

As an entertainment application, JSC BMK can offer:

- New Year mini-game that allows users to win mobile content by clicking on the balls with the company logo on the Christmas tree and finding the New Year's "milk snowflake";
 - entertaining test "What milk is called fresh?";
- Applications can be both short-term (1 month) and long-term.

Mobile applications will strengthen the favorable image of the company, demonstrate the positive qualities of natural products, promote the products of JSC "BMC" and motivate the user of the social network to purchase.

Summing up the practical part of developing a product promotion program, we formulate the following conclusions:

- the task of external communications of JSC "BMK" to provide consumers with reliable, accessible and involving information, contributing to the formation of trust and a favorable impression of the brand;
- it is necessary to carry out measures to improve the methods of promotion of goods by Internet technologies (digital).

5 Conclusion

Well-established marketing activities in the modern business environment is relevant in the practice of enterprises, regardless of the scope of its activities is not in doubt. This paper is devoted to the development of measures to improve the marketing activities of JSC "Blagoveshchensky Dairy Plant" taking into account the theoretical analysis and analysis of the enterprise as a subject of management.

In the first section of the work theoretical issues were considered: the basic concepts of marketing, its goals and objectives, the management of the marketing activities of the enterprise.

The second section focuses on the analysis of the economic and marketing activities of Blagoveshchensk Dairy Plant JSC. The company is the leader of the dairy market of the Amur region, the product range is represented by over 110 items of high-quality, healthy and tasty products. The analysis of the economic and financial activities of JSC "Blagoveshchensk Dairy Plant" suggests a stable activity of the enterprise, the efficiency of production activities is confirmed by the presence of annual profits, the level of production increases annually.

As a result of the analysis of the marketing activities of the enterprise, significant positive aspects were identified, but also those points that require more effective implementation were noted.

In the third chapter of the work on the basis of the analysis of the marketing activities of JSC "Blagoveshchensk Dairy Plant" were proposed measures for its improvement.

In particular, for a more accurate and comprehensive analysis of marketing research, it was proposed to use a specialized information and analytical complex, which includes Marketing Analytic, Marketing GEO and Marketing Expert programs, supporting extensive data exchange between themselves and the enterprise system. The use of new technical tools and capabilities that provide computer analysis and data processing in market-

ing is not just a tribute to fashion, but an urgent need to build a competent marketing at the enterprise, to organize effective interaction of marketing services with other services of the enterprise.

The further development of the sales market and the entry of the enterprise into the dairy market of China are recommended. Entering the international market always requires a serious analysis of the marketing environment, i.e. all that will affect the enterprise directly and indirectly or indirectly. For export deliveries of JSC Blagoveshchensk Dairy Plant products to China, a “road map” has been developed, which is a phased set of measures aimed at the development of the enterprise’s export activities.

In order to increase the growth of sales, improve the competitiveness of the enterprise, develop the product promotion program, attention has been paid to improving the modern methods of product promotion, most of which are Internet technologies. Recommendations were given on modernizing the website of Blagoveshchensky Dairy Plant JSC, improving the content strategy in social networks and developing content for a mobile channel.

The planned activities will allow expanding sales markets, increasing the company's turnover and obtaining an additional economic effect. The practical implementation of the recommendations will contribute to improving competitiveness, high brand awareness and the formation of an effective marketing concept.

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Appendix 1

Assortment of products of Blagoveshchensky Dairy Plant JSC

UHT Milk and Cream (sterilized) «Amurskoye razdol'ye»





Pasteurized milk

Milkshakes "Alphabet of taste"



Whey drinks



Cultured buttermilk



Sour cream



Dairy products



Yogurt



Butter



Cottage cheese and curd products



Cheese



