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## THE STATE AND PROSPECTS OF MARKETING STRATEGIES FOR SMALL AND MEDIUM BUSINESS ENTERPRISES IN UKRAINE

The **subject** of research is the transform processes taking place at Ukrainian small and medium enterprises and development of theirs marketing strategies. The **purpose** of the work is to study the role of marketing strategies for small and medium enterprises in Ukraine. The article solves the following **tasks**: analysis of small and medium enterprises functioning in Ukraine; determining the functioning differences between their marketing management and the marketing management of large industrial enterprises; a description of the marketing strategies developed by the small and medium enterprises. **Methods** of mathematical statistics, theoretical generalization, marketing researches have been used. The following **results** were obtained: The general situation at the small businesses in Ukraine was analyzed. The state of small and medium business enterprises in the conditions of creation of united communities and their possible entry into territorial clusters as a tool for increasing the competitiveness of some economic entities of the region was considered. The organization differences between marketing management at large industrial enterprises and small businesses were given. Since international partners have repeatedly pointed out the lack of modern economic education at the small and medium enterprises management, the directions for its possible receipt were presented. It was shown that since the concept of marketing in a market economy is the basis of successful entrepreneurial activity, it became required to develop a theoretical and methodological base at the state level in order to take into account the features of small and medium businesses and coordinating the related actions. The ways of developing small and medium enterprises marketing strategies are given. **Conclusions.** The necessity to increase the innovative potential of small and medium enterprises in Ukraine in the conditions of administrative reform; development of entrepreneurial skills in the persons engaged in this process and development of marketing strategies of the corresponding enterprises has been confirmed.

**Keywords:** small and medium enterprises; marketing strategies; territorial cluster; marketer; economical regional policy; local economic development.

### Introduction

The current economic development trends in the G-7 countries show that the rapid development of small and medium businesses is the main driver of economic growth, employment and the welfare of the country as a whole. The development of relevant small and medium enterprises is the driving force behind the launch of a complex of active and passive processes, thus ensuring the country's social progress, which in turn leads to changes in the economic situation of the country, the emergence, exploitation, distribution and export of innovative technologies that improve the material condition of each Ukrainian and ultimately lead to strengthening the country's economic position on the international scene.

### Analysis of problems and existing methods

L. Voronin [1], N. Kubai [2], S. Likholat [3], V. Ozarinskaya [4], N. Pryamukhina [5], I. Paderin [6], T. Tkachenko [7], O. Yakusheva [8] and other domestic scholars studied the problems of analysis the place, role and development of small and medium enterprises in Ukraine. Thus, according to I. Paderin, the source of small business development is the result of its activity (profit), and timely evaluation of the results of activity at the enterprises of the region avoids financial problems, adapts to economic changes and efficiently distributes profits or prevents damage. The main indicator of the economic efficiency of an enterprise is the profitability that generates profit. Profit has a special significance in a market economy, characterizes the results of the functioning of small business and serves as an intensifier of its activities [6]. S. Likholat notes that not only economic indicators affect the level of indicators of

development of small and medium enterprises, but also the level of competitiveness of the state, innovativeness of management decisions, availability of support programs and development of small enterprises [3].

In the Strategy for the Development of Small and Medium Enterprises in Ukraine up to 2020 [9], the Ministry of Economic Development declares that 99.98% of the total number of enterprises in our state are micro, small and medium enterprises. It also states that small and medium enterprises account for 79.1% of the Ukraine's total employed population and 63.0% of total incomes. The criteria for determining the affiliation of enterprises to the micro, small, medium and large businesses are set out in Article 55 (3) of the Commercial Code of Ukraine [10], amendments to which were introduced with the adoption in 2012 of the Law of Ukraine "On Development and State Support of the Small and Medium Enterprises in Ukraine" [11]. In addition, on October 5, 2017, amendments to the Article 2 of the Law of Ukraine "On Accounting and Financial Reporting in Ukraine" [12] were introduced to some extent, as indicated in [10] and [11] criteria.

It should be noted that the criteria for determining the enterprises to belong to micro, small, medium and large businesses, although oriented to and in line with EU legislation, do not take into account the realities of the transformational economy of Ukraine. This leads to a paradoxical situation, when small and medium enterprises, which meet the established criteria of the legislation, make 2.41% and 0.79% of the total number of enterprises in Ukraine, respectively. Although Article 1 [11] and "Strategies for the development of small and medium enterprises in Ukraine until 2020" [9] include microenterprises for small businesses, but the percentage of enterprises that do not meet the requirements set out in [10], [11], [12], the criteria for belonging to a small

enterprise, amount to 96.78% of the total number of all enterprises in Ukraine and are considered to be micro enterprises.

**The purpose** of this article is to study the state of small and medium business in Ukraine, the prospects for its development in the context of the country's administrative reform and the role of marketing strategies for small and medium enterprises.

### Solving the problem

In Ukraine, according to documents [10-12], an enterprise moves from the micro category to the category of small business if such events occur:

1. The annual income from any activity is in the range of 2 to 10 million Euros (determined by the average annual rate of the NBU [10, 11]). In 2018, the range of annual incomes of small enterprises ranged from 65 to 325 million UAH.

2. The average number of employees in the calendar year is in the range of 11 to 50 people [10-12].

3. The net income from sales of goods (goods, works, services) ranges from 700,000 to 8 million Euros [12], which, as of March 2018, corresponds to a range of net annual income of small enterprises from 22.75 to 260 million UAH.

4. The book value of assets is in the range of 350 thousand to 4 million Euros [12]. As of March 2018, the range of book value of assets for small enterprises ranges from 11.38 to 130 million UAH.

For example, the market value of the administrative-warehouse base in the city of Kiev is 5 thousand square meters along with the land and costs about 40 million UAH. Approximately 70 million UAH is the market value of a mill elevator in the city of Shostka, Sumy region, along with all equipment and fleet. Based on the proposed criteria, the enterprise can afford approximately three administrative warehouses directly in the city of Kiev or almost two mill elevators in the city of Shostka, while remaining the subject of a small business.

From January 1, 1999, the Presidential Decree [13] introduced a simplified taxation system in Ukraine as an instrument for stimulating the development of small and medium enterprises. In accordance with the provisions of the current Tax Code of Ukraine [14], which currently regulates all issues related to the use of the simplified taxation system by business entities, all enterprises entitled to use the simplified system are divided into four groups. According to Clause 4 of Article 291 [4], the first group includes persons - entrepreneurs who do not use the labor of hired persons. They carry out exclusively retail sales of goods from trading places in the markets and / or conduct economic activities for the provision of household services to the population and their volume of income during the calendar year does not exceed 300 thousand UAH. The second group includes the entrepreneurs who carry out economic activities for the provision of services, including households, to single tax payers and / or the population, the production and / or sale of goods, activities in the restaurant industry. It is agreed that within a calendar year the totality of this group: do not use the

labor of hired persons or the number of persons who are in labor relations with them, does not exceed 10 persons simultaneously; the annual income does not exceed 1.5 million UAH. The third group consists of individuals - entrepreneurs who do not use the work of hired persons or the number of persons who are with them in labor relations, is not limited, and legal entities are economic entities of any organizational and legal form in which during the calendar year the amount of income does not exceed 5 million UAH. The fourth group includes a certain list of agricultural producers.

For entrepreneurs of the first and second groups, the single tax rate is determined as a percentage of the minimum wage, approved as of January 1 of each current year and in accordance with pp. 2.3 Article 293 [14]. The rate has the following limits, respectively: the first group of single tax - up to 10% of the subsistence minimum per able-bodied person, which as of January 1, 2020 will amount to 192,10 hryvna; the second group - up to 20% of the minimum wage, which as of January 1, 2020 will amount to 834.60 hryvna. For the third group of single tax payers, the rate is set in percentages of income: 3% - for VAT payers; and 5% - for non-payers of VAT. The rates of the fourth group (producers-agrarians) are established depending on types of land plots.

Perhaps the criteria for dividing a business into micro, small and medium indicated in [10-12] are consistent with the realities of a developed market economy, prices for commercial real estate, a stable Euro exchange rate and business conditions in the EU, but in fact they are not relevant to the real conditions of the transformational economy of Ukraine. Moreover, the above criteria for determining the affiliation of enterprises to micro, small and medium enterprises do not meet the criteria of division into groups for use by enterprises of the simplified taxation system, which is more in line with the real state of entrepreneurship in Ukraine [13, 14]. Based on the above, the real small and medium enterprises in Ukraine are business entities that meet the criteria of the second and third groups of the simplified taxation system. Although according to [10-12], all these enterprises come under the definition of micro enterprises.

For all years of independence, the Ukrainian economy has traditionally been characterized by a relatively unfavorable climate for small and medium-sized businesses, which created some obstacles to its development. According to research results, including international ratings such as Doing Business [15], Global Competitiveness Index [16] and the Economic Policy Index for Eastern Partnership countries [17], the business climate in Ukraine lags behind the similar climate of its closest neighbors and similar economies. Fig. 1 shows the position taken by Ukraine relatively to the economies of the neighboring states of the region in accordance with the Doing Business rating. Here, the mathematical processing of statistical information has determined the average estimates for which Poland (24th) ranked the leading position among some Eastern European and Central Asian neighbors. However, unfortunately, this rating outperforms Ukraine and all other countries from the

given set. The assessment is based on the criterion of the number of points to the first position in the ranking, that is, to the ranking leader country.

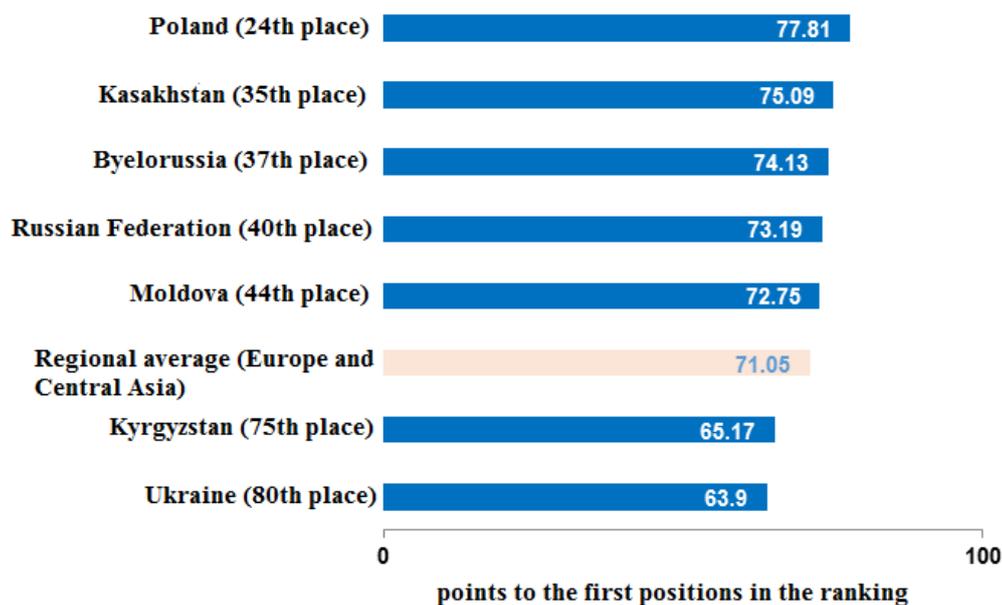


Fig. 1. "Doing Business" rating of the economic status of the North-Eastern Euro-Asian part of the world

When analyzing the adverse factors that hinder the development of a business climate in Ukraine, the most difficult issues in the development of entrepreneurial activity are the loss of citizens' solvency (150th place in the world) and the complexity of access to financial instruments for small and medium enterprises. As a whole, it is obvious that the business climate needs to be reformed in all directions so that business, and especially small and medium enterprises, develops, as the development of small and medium enterprises is the driving force behind the country's economic growth. In addition, the main direction of such reform is the creation of united territorial communities (UTC) [18]. Because in the community we have a wide field of implementation of primary technical innovations (creation, modernization or modification of a product) [19], decentralization should focus on reducing the tax burden and reducing the pressure on small and medium businesses. It is desirable to prevent the so-called internal competition between objects of economic activity within the community. In addition, it is necessary to determine the economic and

social activities of each object in the community. Joint strategies of advanced innovative development of enterprises in the territories of united communities should create the necessary number of workplaces; improve conditions for better the small and medium businesses, given the opportunity to work normally for teachers, doctors and other, the so-called "state employees", and to improve the living conditions of unprotected layers of the population [20]. Based on the study of such a positive experience in some regions and its expansion to the whole country, sustainable socio-economic development of Ukraine as a whole can be ensured, which will help to minimize the losses of industrial and transport potential of Ukraine. That is if the technical innovations are irretrievably introduced in the enterprises of small and medium businesses, then the secondary innovations (*organizational, economic, social, legal*) that are inherent to the enterprises-producers and remained since the scheduled economy (table 1), may not be very much effective.

Table 1. Classification of enterprises operating from the time of planned economy

Type of manufacturer	Characteristic	
	Production volumes – Q, mln. USD.	Number of employees — N, people.
Large	$Q > \$ 100$	$N > 10\ 000$
Middle	$\$ 1 < Q < \$ 100^*$	$10\ 000 > N > 1000$
Small	$Q < \$ 1$	$N < 1000$

\* Because the ranges are fuzzy, the  $> =$  and  $< =$  signs are not used

Unlike large enterprises that have access to resources that somehow compensate a disadvantaged business environment, small and medium enterprises are interested in improving the regulatory framework and investment climate, since in the long run these factors play a

significant role in their establishment, growth and stabilization. Small and medium businesses exist under the limited resources, lack of skilled staff and lack of effective state support.

Since the beginning of the 90th of the last century, the marketing services of industrial enterprises have been transformed into one of three types of structures: *commodity* – mainly for production and technical production and single production; *market* – for raw materials, as well as a large number of complex consumer goods, and *regional* ones - for those commodities of wide use, the purpose and functioning of which is understandable to any buyer, and the marketer must navigate well in places of consumption of a product [21]. At the enterprises indicated in table 1 there are units of marketing research, planning and forecasting of marketing, printed and decorated advertising, etc. In the marketing process marketers from commodity, market and regional structures work with the indicated departments, receiving from them one or another policy, normative, research or communicative information.

Together with the improvement of marketing structures at industrial enterprises, the professional staffs of marketers, managers, advertisers, logists, specialists in public relations, and others have already shaped marketing orientations. Initially, these were the practices experienced in the adjustment, tuning, configuration of finished products and services, in the planning and supply departments and packaging of products, groups of technical information, artists-designers, etc. With the gradual acquisition of their experience, they headed also the relevant profile marketing services, and since the late 90-ies of the last century, the leading universities of the country began to train professional marketers. Today the powerful scientific marketing schools have been established and successfully functioning not only in Kyiv, Kharkiv, Dnipro, Odessa, Lviv but also in Sumy, Poltava, Khmelnytsky, Rivne and some other Ukrainian cities.

Somewhat different is the acquisition of marketing experience in small and medium businesses. There is a marketer by position, mostly one, or the owner or manager of this enterprise performs even its functions. It is often a practitioner with a vocational education that is not theoretically backed up by economics education in marketing, business administration, finance and logistics, etc. In addition, it should be borne in mind that among small and medium-sized business entrepreneurs there are those who want to engage in business only in a certain profile, and others whose particular direction (object, subject, sphere) of business is not particularly interesting. The latter are easily transferred from the development of some types of manufactured products, from the trade or provision of services in one sphere to others, which seem to him the most promising for a certain period of time. Moreover, one and the other it is desirable to reinforce theoretically his practical experience with marketing and business administration expertise in order to understand the patterns of market activity better, to have the appropriate terminology for business communication at any level, to be the authority for executives' subordinates. Recently, more and more professional marketers are emerging in the small and medium business, which gradually take over marketing functions on their own. As a rule, these are young and ambitious people with

university education. They do not cease to study and gradually master the related specialties of a sociologist, psychologist, advertiser, specialist in public relations, etc., which improve the ability to manage personnel, learn to communicate (to deal) with the managers of different levels, and with the public and to help in understanding and evaluating a particular business environment.

The contribution to creating a supportive business environment and the more effective formulation of marketing policies in the business sector should be considerably greater for small and medium-sized enterprises. One of the promising directions for the development of small and medium-sized businesses is the creation of so-called territorial clusters, which, in conditions of administrative reform, should ensure the sustainable development of territories [18, 22]. *Sustainable development of the territory* (SDT, region, area, and country) is the constant maintenance of its economic competitiveness and improvement of the quality of life of people living within it. The tool for such development is the development of a set of enterprises of small and medium businesses of the type of employment typical for a given locality. Thus, the *territorial cluster* is an association of subjects of management of the territory with the purpose of joint sustainable economic development and ensuring high quality of life of the population. In the partial case, it is the SDT, the main subject of management (management) of which, as the owner and sources of power, is the business and management of the community employed by it for the implementation of the strategy of sustainable development. This management should observe the balance of interests of all business entities. For example, if the general purpose of a particularly small or medium enterprise in a particular SDT is to generate profits, this should not only not interfere with others, but rather invest in other multifunctional entities, micro-territorial clusters, and so . It is clear that each territorial cluster must have a center that will provide industrial or agricultural potential and social infrastructure. It can be either a separate district or regional center, or the most socially and/or economically developed regional one. Consequently, there is a need for the most trained and self-sufficient territorial entities for the implementation of the strategy of sustainable development.

Using correlation-regression analysis, one can determine the quantitative estimation of the density of the connection between the features of the objects at the investigated enterprises and organize the latter into relatively homogeneous groups. That is, each of the economic clusters given in the table 2 should be defined as a set of economic objects, combining material, financial and information flows. Based on interaction and solving their own interests in the framework of cooperation and specialization of productions, the benefits of each cluster participants are the ability to distribute their limited resources to some extent in the best way. The main historical and geographical factors of cluster associations of regions of Ukraine can be traced also in the table 2.

**Table 2.** *Priorities of cluster associations in the regions of Ukraine*

The direction of the territorial cluster activity	Priority areas	Most promising areas for development
Engineering	Donbas, Dnipropetrovsk Region, Podolia, Slobozhanshchina	Vinnitsa Region, Dnipropetrovsk Region, Donetsk Region, Zaporozhye Region, City of Kyiv, Kyiv Region, Kirovograd Region, Lugansk Region, Poltava Region, Sumy Region, Kharkiv Region, Khmelnytsk Region, Cherkassy Region
Woodworkings	The Carpathian Region (Galician, Transcarpathian, Bukovina), Polesie (Volyn inclusive), Slobozhanshchina	Volyn Region, Zhytomyr Region, Transcarpathian Region, Ivano-Frankivsk Region, Kiev Region, Lviv Region, Poltava Region, Sumy Region, Chernihiv Region
Folk craft	Carpathian Region, Slobozhanshchina	Transcarpathian Region, Ivano-Frankivsk Region, Lviv Region, Poltava Region, Chernivtsy Region
Health and tourism	Carpathian Region, Black Sea Coast	Transcarpathian Region, Ivano-Frankivsk Region, Lviv Region, Mykolaiiv Region, Odessa Region, Poltava Region, Chernivtsy Region
Fisheries	Dnipropetrovsk Region, The Black Sea Region,	Zaporozhye Region, Mykolaiiv Region, Odessa Region, Kherson Region
Construction, light industry, agro-industrial, food, etc.	All territories	Almost all regions

The generalizations listed in table 2 show only the potential possibilities and do not deny the creation of clusters of a certain type in non-specific regions. Since today there is no typical method of creating cluster structures in Ukraine and they are created either in accordance with the unions of the times of the planned economy or in the manner of the foreigners without proper economic, mathematical and organizational justification or even spontaneously, that is, without it, we will use the considerations discussed in [22] approach. At the *first stage*, the main activities of the cluster, agreed with the central executive authorities, for example, for the *industrial* cluster, are formed: a) the territory of the development of knowledge-intensive industries is determined; b) the mission is formed – *the purpose and tasks* of the cluster's development; in this case, possible threats and methods are chosen to increase the competitiveness of the cluster.

At the *second stage*, with the consent of local governments, the purpose is to decompose the *main development goals* of a *given type of industry* in the given territory, approve the necessary documents for planning and support of the corresponding cluster model.

The *third stage* is the application of a *marketing concept* that should determine the level of priority of the region for such changes, its compliance with its national development strategy, the harmonization of the vision of the created cluster among all the participants in the synthesis of industrial clusters.

The *fourth stage* is the practical support of the cluster concept of the region's development, for example, preferential taxation, infrastructure support, research development, etc. Here, the regional economic policy should focus on the development, further expansion of the cluster and its possible access to the world market: the communication policy of the information services of the region that provide participation in exhibitions, fair conferences, will promote the release of a joint corporate magazine on the basis of holding both relevant state and consulting firms marketing research in the industry (the state's role in the cluster should dominate, since it can, on

the one hand, support the economic interests of each participant in the cluster on the other hand, to act as a coordinating factor for commitments and competitive interactions). Such an approach from the state reproduces the conditions of the former regional specialization of Ukraine in accordance with the natural resource, scientific-technical and economic potential of a specific territory and should contain the main directions, mechanisms and stages of implementation of innovation policy at the state level.

Among the factors that create problems for the development of a favorable business environment in Ukraine, one can distinguish the following: our country, despite the educated labor force, has the lowest labor productivity in Europe and Central Asia; low position in terms of quality of institutions – insufficient level of protection of property rights and rights of shareholders; insufficient independence of the judiciary and inefficient spending of public funds.

The concentration of economic activity in the sphere of influence of the limited circles of businessmen and large industrial conglomerates requires an active approach by the state to the competition policy and prevents the creation of monopolies and initiatives for the development of small and medium-sized enterprises in order to achieve a balance and maintain conditions for fair competition in the market. The World Bank's research for 2014 confirms the low barriers to entry and exit of enterprises into the Ukrainian economy, low levels of foreign direct investment and a limited amount of investment in export-oriented enterprises [15]. Ukraine still has a significant share of the so-called informal sector of the economy, which, according to the estimates of the European Investment Bank, employs about 20% of the employed population.

The budget constraints that arose because of the economic recession of 2014–2015 led to the fact that state support for small and medium-sized businesses was extremely limited. Among a number of conclusions regarding the sphere of small and medium-sized enterprises in Ukraine, given in the Economic Policy

Index for Eastern Partnership countries [17], recommendations for the Government of Ukraine on introduction of measures to support the development of entrepreneurial skills in persons engaged in small and medium business, increase its innovative potential and internationalization. That is, our international partners directly point to the lack of modern economic education in the management of small and medium-sized businesses. In addition, since the concept of marketing is the basis for the successful conduct of business in a market economy, there is an urgent need for the State level to develop the theoretical and methodological basis for developing

marketing strategies for small and medium enterprises, which, in turn, determines certain features of their formation in real terms. The challenge is how to reflect the evolution of products in marketing strategies [21]: *short-term* (to improve individual product quality indicators), *medium-term* (before the transition to a more rational technical solution), *long-term* (to change the physical principle of the product). Of course, small and medium-sized businesses, apart from individual cases, cannot fully follow the constructive evolution of products, because they occupy those economic niches, to which the big business "does not reach", table 3.

**Table 3.** Approximate classification of marketing strategies for small and medium enterprises

Classification features	Varieties of marketing strategies
According to the level of strategic planning at the enterprise, firm, institution	General marketing functional strategy
According to the source of competitive advantage	Concentration strategy
Depending on the type of differentiation	The strategy of service differentiation
By the variety of offensive competitive actions	Strategy of a bypass offensive, strategy of a flank offensive, the strategy of guerrilla warfare
According to the degree of sales market segmentation of the enterprise, firm, institutions	Market niche strategy (concentrated marketing)
By the method of selecting the target segment within the overall sales market	Strategy of commodity specialization, strategy of segmental specialization, strategy of selective specialization, strategy of one-segment concentration
By the elements of 4P (marketing complex)	Marketing commodity, pricing strategy, promotion and distribution strategy

## Conclusions

The analysis carried out in the article confirmed the significant problems in the functioning of small and medium business in Ukraine. The use of marketing concept in the activity of small and medium enterprises is shown. The necessity of improving the innovative potential of small and medium enterprises in Ukraine in the conditions of administrative reform, development of entrepreneurial skills in persons engaged in both special

types of business and those that do not depend on commodity or market specialization has been confirmed. The list of regions for entry of small and medium enterprises to the corresponding territorial clusters is given. The classification of the main marketing strategies of small and medium-sized enterprises is proposed, concerning the concentration of attention on specific market segments, service differentiation, the introduction of certain types of offensive competitive actions.

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## СТАН ТА ПЕРСПЕКТИВИ РОЗВИТКУ МАРКЕТИНГОВИХ СТРАТЕГІЙ ПІДПРИЄМСТВ МАЛОГО ТА СЕРЕДНЬОГО БІЗНЕСУ В УКРАЇНІ

**Предметом** дослідження є процеси трансформації українських підприємств малого й середнього бізнесу та розвитку їх маркетингових стратегій. **Мета** роботи – вивчення ролі маркетингових стратегій підприємств малого та середнього бізнесу в Україні. У статті вирішуються такі **завдання**: аналіз функціонування підприємств малого та середнього бізнесу в Україні; визначення відмінностей у функціонуванні його маркетингових служб від маркетингових служб крупних промислових підприємств, опису розроблених на малих та середніх підприємств маркетингових стратегій. Використовуються **методи** математичної статистики, теоретичного узагальнення, маркетингових досліджень. Одержані такі **результати**. Проаналізований загальний стан підприємств малого бізнесу в Україні. Розглянуто стан підприємств малого та середнього бізнесу в умовах створення об'єднаних громад й можливого їх входження до територіальних кластерів, як інструмента підвищення конкурентоспроможності окремих суб'єктів економічної діяльності регіону. Наведено відмінності в організації маркетингових служб крупних промислових підприємств й підприємств малого бізнесу. Оскільки міжнародні партнери неодноразово вказували на відсутність в менеджменту підприємств малого і середнього бізнесу сучасної економічної освіти, подані напрямки можливого його одержання. Показано, що оскільки концепція маркетингу в ринковій економіці є основою успішної підприємницької діяльності, виникла необхідність розвитку теоретичної та методичної бази на державному рівні з

метою врахування особливостей малого і середнього бізнесу й координації відповідних дій. Наведено напрямки розробки маркетингових стратегій на підприємствах малого і середнього бізнесу. **Висновки.** Підтверджено необхідність підвищення інноваційного потенціалу підприємств малого і середнього бізнесу в Україні в умовах адміністративної реформи, розвитку підприємницьких навичок в осіб, що цим займаються та розробки маркетингових стратегій відповідних підприємств.

**Ключові слова:** підприємства малого і середнього бізнесу; маркетингові стратегії; територіальний кластер; маркетолог; економічна регіональна політика.

## СОСТОЯНИЕ И ПЕРСПЕКТИВЫ РАЗВИТИЯ МАРКЕТИНГОВЫХ СТРАТЕГИЙ ПРЕДПРИЯТИЙ МАЛОГО И СРЕДНЕГО БИЗНЕСА В УКРАИНЕ

**Предметом** исследования являются процессы трансформации украинских предприятий малого и среднего бизнеса, а также развития их маркетинговых стратегий. **Цель** работы – изучение роли маркетинговых стратегий предприятий малого и среднего бизнеса в Украине. В статье решаются такие **задачи:** анализ функционирования предприятий малого и среднего бизнеса в Украине; определение отличий в функционировании его маркетинговых служб от маркетинговых служб крупных промышленных предприятий, описание разрабатываемых на малых и средних предприятиях маркетинговых стратегий. Используются **методы** математической статистики, теоретического обобщения, маркетинговых исследований. Получены следующие **результаты.** Проанализировано общее состояние предприятий малого бизнеса в Украине. Рассмотрено состояние предприятий малого и среднего бизнеса в условиях создания объединённых сообществ и возможного их вхождения в территориальные кластеры, как инструмента повышения конкурентоспособности отдельных субъектов экономической деятельности региона. Приведены отличия в организации маркетинговых служб крупных промышленных предприятий и предприятий малого бизнеса. Поскольку международные партнёры неоднократно указывали на отсутствие у менеджмента предприятий малого и среднего бизнеса современного экономического образования, представлены направления возможного его получения. Показано, что поскольку концепция маркетинга в рыночной экономике является основой успешной предпринимательской деятельности, возникла необходимость развития теоретической и методологической базы на государственном уровне с целью учёта особенностей малого и среднего бизнеса и координации соответствующих действий. Приведены направления разработки маркетинговых стратегий на предприятиях малого и среднего бизнеса. **Выводы.** Подтверждена необходимость повышения инновационного потенциала предприятий малого и среднего бизнеса в Украине в условиях административной реформы, развития предпринимательских навыков занимающихся этим лиц и разработки маркетинговых стратегий соответствующих предприятий.

**Ключевые слова:** предприятия малого и среднего бизнеса; маркетинговые стратегии; территориальный кластер; маркетолог; экономическая региональная политика.

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