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Features of the Development of the Marketing strategy of the Enterprise

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***Abstract:* This article reveals the features of developing a marketing strategy for an enterprise. The development of a marketing strategy is a complex process that requires in-depth research of the state and development of the market, as well as an assessment of the position of the company that it occupies in the market. At the level of the enterprise as a whole, a general strategy is formed that reflects the general strategic line of development and a combination of its possible directions, taking into account the existing market conditions and the capabilities of the company. Strategy focuses on what the firm does and does not do, which is more important and less important in the current activities of the firm. Whatever strategies a company is pursuing, it must be able to react quickly and realign its strategic focus.**

***Keywords:* Strategy, Competition, Innovation, Company, Integration, Diversification, Marketing, Market, Concepts, Segmentation, Product, Price, Sales, Communication, Consumer, Differentiation.**

I. INTRODUCTION

In the context of the marketing strategy allows a company to direct its resources and efforts to further increase sales and strengthen its competitive advantage. A marketing strategy works most effectively when it is part of a corporate strategy that describes how the company should find and work with customers, opportunities and competitors in a given market segment.

The marketing strategy is about understanding your customers and their desires. It is the ability to fulfill all the wishes of the client better and faster than competitors can do that is the key to successful sales and long-term relationships with clients. However, customer demands and the market itself are constantly changing. Your marketing strategy should always keep these changes in mind.

One of the most important elements of a successful marketing strategy is a clear understanding of who your customers are and what their requirements are. That is why more and more companies around the world understand that it is almost impossible for customers to survive without a relationship management system in a modern business. It is on the basis of relationships with customers that a marketing strategy is built, and all requests and needs of customers are determined (controlled).

II. LITERATURE REVIEW

A marketing strategy of the Enterprise is a very complex process, and such research has been written by many scientists in their scientific works. The marketing strategy of the Enterprise had been studied by Kotler F. [1], Paramonova T.N. [2], Soloviev B.A., Meshkov A.A., Musatov B.V [3], Basovsky L.E. [4], Belyaev V.I. [5], Bronnikova T.S. [6], Walker O. [7], Ricky W. Griffin [8], Gary Armstrong, Philip Kotler, Michael Harker, Ross Brennan [9], Patrick De Pelsmacker, Maggie Geuens and Joeri Van den Bergh [10], Nigel Bradley [11], Assel Henry [12].

III. RESEARCH METHODOLOGY

In this research, we used of methods of analysis and synthesis, grouping, comparative and structural analysis, induction and deduction and monographic observations.

IV. ANALYSIS AND RESULTS

A marketing strategy allows a company to direct its resources and efforts to further increase sales and strengthen its competitive advantage. A marketing strategy works most effectively when it is part of a corporate strategy that describes how the company should find and work with customers, opportunities and competitors in a given market segment.

Simply put, a marketing strategy is about understanding your customers and their desires. It is the ability to fulfill all the wishes of the client better and faster than competitors can do that is the key to successful sales and long-term relationships with clients. However, customer demands and the market itself are constantly changing. Your marketing strategy should always keep these changes in mind.

Each marketing strategy is unique. However, if you get away from the details, then you can draw up a general unified model of marketing strategy.

Firms are distinguished here according to their market share or industry superiority. There are usually three types of market excellence:

- Leader
- Leading
- Slave

\- Innovative marketing strategies - Such strategies are inherent in companies developing new products and using an innovative business vision model. These strategies determine whether a company is at the forefront of the latest technology and business practices. There are three types of strategies:

- Pioneers
- Second places
- Laggards

Growth Marketing Strategies - This is how the company should grow and develop. There are usually four answers:

- Horizontal integration
- Vertical integration
- Diversification
- Intensification

The marketing strategy must be constantly updated and modified to be fully consistent with the current market conditions. The same should be true for the line of products and services.

Development of a marketing strategy involves a SWOT analysis of the positioned object on the market. Such an object can be a product, a store, or the company itself. To develop a marketing strategy, a SWOT analysis of the positioned object is carried out and at the same time a SWOT analysis of a t-competitor is carried out. Strengths, weaknesses, opportunities and threats are highlighted. The results of SWOT analysis are used to determine the position of a product in the market and its position relative to a competitor's product. The analysis is carried out on the basis of expert information or in the process of brainstorming. Based on the results of the SWOT analysis, a marketing strategy is being developed.

The purpose of building an extended SWOT matrix is to focus the analyst's attention on building four groups, different marketing strategies. Each group of marketing strategies employs a specific pairing of internal and external circumstances. Marketing strategy WT weakness-threat (mini-mini) The goal of any type of WT strategy is to minimize weaknesses and threats. Marketing strategy WO weaknesses - opportunities (mini-maxi). The strategies of this group try to minimize weaknesses and at the same time maximize opportunities. Marketing strategy ST is strength-threat (maxi- mini).

The purpose of these strategies is to maximize strength and minimize threats as a marketing strategy. Marketing strategy SO strength - opportunity (maxi-maxi). A company decides in which areas to focus its efforts during the development of a strategic plan. A marketing strategy for growth can be developed based on analysis at three levels. At the first level, opportunities are identified that the firm can take advantage of at the current scale of activities (opportunities for intensive growth). At the second level, opportunities for integration with other elements of the industry's marketing system (opportunities for integration growth) are identified. The third step is to identify opportunities outside the industry (opportunities for diversification growth).

INTENSIVE GROWTH. Intensive growth is justified in cases where the firm has not fully exploited the opportunities inherent in its current products and markets. To identify opportunities for intensive growth, I. Ansoff suggested using a convenient technique called the “product and market development grid.” Such a grid indicates three main types of intensive growth opportunities.

1. Deep market penetration is about finding a way for a firm to sell its existing products in existing markets through more aggressive marketing. To do this, the company can:

a) stimulate current buyers to increase the number of purchases;

b) try to attract buyers of competing brands by offering them lower prices or vigorously promoting your product as the best;

c) try to recruit new potential users, that is, who do not currently use the product, but have the same demographic profile as existing buyers.

2. Expanding the boundaries of the market is the firm's attempts to increase sales by introducing existing products into new markets. To do this, the company can:

a) start distributing their product in new geographic markets - regional, national and international, where it has not been distributed before;

b) make the product attractive to new segments of the consumer market by giving it the appropriate features;

c) try to organize the sale of goods to new market segments of enterprises and institutions.

3. Product improvement is the firm's attempts to increase sales by creating new or improved products for existing markets. For this, the company can create new, different from the previous goods, which create new, different from the previous goods, which would be liked by her customers. Integration growth is justified when the industry is in a strong position or when the firm can gain additional benefits by moving backward, forward, or horizontally within the industry. Regressive integration refers to the attempts of a firm to acquire ownership or to exert tighter control over its suppliers. Progressive integration refers to the attempts of a firm to acquire ownership or tighter control of the distribution system. Horizontal integration consists in the attempts of a firm to acquire ownership or to put under tighter control a number of competing enterprises.

DIVERSIFICATION GROWTH. Diversified growth is justified in cases where the industry does not provide the firm with opportunities for further growth or when growth opportunities outside the industry are much more attractive. Diversification does not mean that a firm should seize on every opportunity that comes along. The company must identify directions for itself, where the experience gained by it will be applied, or directions that will help eliminate its current shortcomings. There are three types of diversification:

1. Concentric diversification, that is, replenishment of its range with products that, from a technical or marketing point of view, are similar to the existing products of the company. Typically, these products will attract the attention of new classes of customers.

2. Horizontal diversification, that is, replenishment of its assortment with products that are in no way related to those currently being produced, but can arouse the interest of the existing clientele.

3. Conglomerate diversification, that is, the replenishment of the assortment with products that have nothing to do with either the technology used by the company or its current products and markets.

In the process of their creation and functioning, enterprises cannot do without using the basic principles of marketing. In a broader sense, it is an integrated, versatile and purposeful work in the field of production and the market, acting as a system for coordinating the capabilities of an enterprise and existing demand, ensuring the satisfaction of the needs of both consumers and the manufacturer.

The development of a marketing complex, including the development of a product, its positioning with the use of various measures to stimulate sales, is closely related to strategic management. Before entering the market with a specific marketing strategy, a company must clearly understand the positions of competitors, its capabilities, and also draw a line along which it will fight its competitors.

When forming the marketing strategy of a company, four groups of factors should be considered:

1. Trends in the development of demand and external marketing environment (market demand, consumer demands, product distribution systems, legal regulation, trends in the business community, etc.);

2. The state and features of competition in the market, the main competing firms and the strategic direction of their activities;

3. Management resources and capabilities of the firm, its strengths in the competition;

4. The basic concept of the firm's development, its global goals and business objectives in the main strategic areas.

The starting point for the formation and marketing strategy is the analysis of the dynamically developing market environment and the forecast for the further development of the market, which includes: macro and microsegmentation, assessment of the attractiveness of selected product markets and their segments, assessment of the competitiveness and competitive advantages of the company and its products in the market.

At the level of the enterprise as a whole, a general strategy is formed that reflects the general strategic line of development and a combination of its possible directions, taking into account the existing market conditions and the capabilities of the company. Marketing plans and programs are based on it. At the level of individual areas of activity or product divisions, they and the enterprise, a development strategy for this area is being developed, associated with the development of product offers and the allocation of resources for individual products. At the level of individual products, functional strategies are formed based on the definition of the target segment and the positioning of a specific product on the market, using various marketing means (price, communication). The key point in developing a company's marketing strategy is the analysis of the internal and external environment. Analysis of the internal environment allows you to identify the capabilities of the enterprise to implement the strategy; analysis of the external environment is necessary because changes in this environment can lead to both the expansion of marketing opportunities and to limit the scope of successful marketing. Also, in the course of marketing research, it is necessary to analyze the “consumer-product” relationship, the features of competition in the market of a given industry, the state of the macroenvironment, and the potential of the industry in the region where the company is going to operate. A fairly widely recognized approach that allows a joint study of the external and internal environment is SWOT analysis. In addition, SWOT analysis allows you to develop a list of strategic actions aimed at strengthening the competitive position of the enterprise and its development. When conducting it, weak and strong sides are initially identified - these are factors of the internal environment that will facilitate or hinder the effective work of the company; as well as opportunities and threats - environmental factors that promote or hinder the development and effective functioning of the organization. Based on the data, a SWOT table is compiled, after which the following questions should be answered:

- whether the company has any strengths or main strengths on which the strategy should be based;
- whether the weaknesses of the firm make it vulnerable in the competition and what weaknesses should the strategy smooth out;
- what opportunities the company can use with its resources and experience to really count on good luck;
- what opportunities are the best from the point of view of the firm;
- what threats should the management be most afraid of in order to ensure its reliable protection.

It is also necessary to establish links between internal and external parties. For this, a SWOT matrix is compiled from 4 fields. In each of these fields, the researcher should consider all possible paired combinations and highlight those that should be taken into account when developing a strategy for the organization's behavior.

On the field "strengths" - opportunities ", a strategy should be developed to use the strengths of the organization in order to get a return on the opportunities that have appeared in the external environment (it is proposed to use them as benchmarks for strategic development).

It would be more correct to consider the opportunities that open up not only for a specific enterprise, but also for its competitors in the relevant market where the company operates or intends to operate. These opportunities allow us to develop a program of certain actions - the company's strategy.

The combination of "weaknesses - opportunities" is proposed to be used for internal transformations. The strategy should be structured in such a way as to try to overcome the existing weaknesses in the organization due to the emerging opportunities.

The combination of "strengths - threats" is considered to be possible to use as potential strategic advantages. The strategy should involve using the forces of the organization to eliminate threats.

The combination of "weaknesses - threats" is proposed to be considered as constraints on strategic development. The organization must develop a strategy that would allow it to get rid of weaknesses, while at the same time trying to prevent the threat looming over it.

When developing strategies, it must be remembered that opportunities and threats can pass in opposite directions. For example, an untapped opportunity can become a threat if a competitor exploits it. Or, conversely, a successfully prevented threat can create an additional strength for the organization if competitors have not eliminated the same threat.

To assess the competitive position of a company, a methodological tool called "benchmarking" is used.

This term means a comparative analysis of the key success factors (business parameters) of the analyzed enterprise with its main competitors. In other words, it is a procedure for managing the competitive potential of a firm. As a rule, comparative analysis is carried out according to the following parameters:

- market share;
-quality and price of products;
-production technology;
-cost and profitability of products;
- the level of labor productivity;
-volume of sales ;
- product distribution channels and proximity to raw materials sources;
-quality of the management team;
-new products;
- the ratio of domestic and world prices;
- the reputation of the company;
- competitors' strategies and plans;
- research of the competitiveness of products and the effectiveness of marketing activities. This comparison is necessary to determine what the firm should strive for and what needs to be changed.

The results of SWOT analysis and benchmarking allow for a full-scale and, which is very important, fairly objective assessment of the company's competitive position in the industry. In the course of the study, it is important to analyze the relationship "consumer - product", that is, the study of consumer behavior.

Areas of consumer research are:

-the attitude of consumers to the company;
-relationship to various aspects of the company's activities in the context of individual elements of the marketing mix (released and new products of the company, characteristics of modernized or newly developed products, pricing policy, efficiency of the sales network and activities to promote products);
- the level of satisfaction of consumer requests (expectations);
-intentions of consumers;
- making a purchase decision;
- consumer behavior during and after the purchase;
- motivation of consumers (what characteristics of a product to buy are the most important for them: quality, price, taste, etc.).

It is also necessary to investigate consumer attitudes towards competing brands. Depending on the opportunities and threats, the potential of the company, as well as the state of the competitive environment, that is, on the basis of the research conducted, a general strategy for the development of the company is developed. It can be represented by one type of strategy or a combination of them. In this case, several types of strategies can be distinguished: growth strategies, competitive strategies, competitive advantage strategies.

The most common strategies are growth strategies, which reflect four different approaches to the growth of a firm and are associated with changes in the state of one or more of the following elements: product, market, industry, position of the firm within the industry, technology. Each of these elements can be in one of two states - existing or new. This type of strategy includes the following groups:

1) Concentrated growth strategies - associated with product and market changes, when a company tries to improve its product or start producing a new one without changing the industry, or is looking for opportunities to improve its position in an existing market or move to a new market. This group includes:

- A strategy to strengthen its position in the market, in which the company does everything to win the best positions with this product in this market.

- The market development strategy is to search for new markets for an already manufactured product through the development of new segments, penetration into new geographic markets and the development of sales channels. The product development strategy is aimed at increasing sales through the development of improved or new products targeting the markets in which the firm operates. This is possible by adding characteristics (increasing the number of functions), improving quality, expanding the range of manufactured goods, rationalizing the range of goods, updating a homogeneous group of goods. The main tool for this group of growth strategies is product policy and segmentation analysis.

2) Integrated growth strategy - associated with the expansion of the company by adding new structures. Moreover, in both cases, the position of the firm within the industry changes. There are two main types of integrated growth strategies:

- Reverse vertical integration strategy - aimed at the growth of the firm by acquiring or gaining control over suppliers, or expanding from within.

- The strategy of forward - going vertical integration - is expressed in the growth of the company through the acquisition or strengthening of control over the structures located between the company and the end user - distribution and sale systems.

3) Diversified growth strategy - implemented in the event that firms can no longer develop in a given market with a given product within a given industry. These include:

- The strategy of concentric diversification is based on the search and use of additional opportunities for the production of new products, which are enclosed in the developed market, the technology used or in other strengths of the company's functioning, while the existing production remains at the center of the business.

- The horizontal diversification strategy involves the search for growth opportunities in the existing market through new products that require new technology that is different from the one used.

- The strategy of conglomerative diversification is that the company expands through the production of new products, technologically unrelated to those already produced, which are sold in new markets. This is one of the most difficult development strategies to implement.

4) Targeted reduction strategy - implemented when a firm needs to regroup its forces after a long period of growth or in connection with the need to improve efficiency, when recessions and drastic changes in the economy are observed, for example, structural restructuring, etc. Under certain circumstances, its application cannot be avoided, and sometimes it is the only possible strategy for business renewal.

A liquidation strategy is an extreme case of a reduction strategy and is carried out when the firm is unable to conduct further business.

Harvesting strategy involves moving away from a long-term view of the business in favor of maximizing short-term income and applies to unpromising businesses.

A downsizing strategy is when a firm closes or sells one of its divisions or business in order to bring about a long-term change in the boundaries of doing business. This strategy can be implemented by diversified firms when one of the industries does not mix well with others or when funds for development are needed. more promising or starting a new business, more consistent with the long-term goals of the firm.

The cost reduction strategy is quite close to the reduction strategy, since its main idea is to search for opportunities to reduce costs and take appropriate measures to reduce costs.

Porter M. believes that there are three main areas of developing a strategy for the company's behavior in the market (competitive advantage strategy). The first area is associated with leadership in minimizing production costs. This type of strategy is associated with the fact that the company achieves the lowest costs of production and sale of its products. ... As a result, it can win a larger market share due to lower prices for similar products.

Thus, cost-saving leadership provides strong protection because the least efficient firms are the first to compete.

The second type of strategy is a differentiation strategy. In this case, the firm does not strive to work in the entire market with one product, but works in its clearly defined segment, and it should in its intentions proceed from the needs of not the market as a whole, but rather specific customers. In this case, the company may seek to reduce costs, or pursues a policy of specialization in the production of the product. It is possible to combine these two approaches. Marketing must be well developed when using this strategy.

Differentiation can take many forms: brand image, recognized technological excellence, appearance, after-sales service.

The third area of strategy development is related to specialization in product manufacturing. In this case, the firm, in order to become a leader in the production of its products, must carry out highly specialized production and marketing. This leads to the fact that buyers choose this brand even at a fairly high price.

Firms implementing this type of strategy need to have top-notch designers, an excellent product quality assurance system, and a well-developed marketing system. The goal of this strategy is to better meet the needs of the selected target market segment than competitors. Such a strategy can be based on both differentiation and cost leadership, or both, but only within the target market segment. A specialization strategy achieves a high market share in the target segment, but always leads to a small market share as a whole. An important criterion by which strategies can be classified is market share. Based on this, four types of competitive strategies are distinguished:

1) Leader's strategy. The firm-leader of the product market occupies a dominant position, and this is recognized by its competitors. The leader firm has the following set of strategies at its disposal.

Expansion of primary demand. The goal is to find new consumers of a product, promote new uses for existing products, or increase one-time consumption of a product.

Defensive strategy. The goal is to protect your market share against the most dangerous competitors. It is often adopted by an innovative firm that is attacked by imitating competitors after it has opened up a new market.

Offensive strategy. The goal is to improve profitability by leveraging the experience effect as widely as possible. The relationship between profitability and market share is observed mainly in the field of mass production, where competitive advantage is associated with cost savings.

2) “Challenging” strategies are typical for firms that do not occupy a dominant position. This strategy gives the greater effect, the more market share the leader owns, since for him the acceptance of a reduced price means very large losses; the challenging firm will lose significantly less, especially if it is small. There are two options:

Frontal attack. It involves the use of the same means against a competitor that he uses, without bothering to find his weak points. To be successful, a frontal attack requires a significant superiority of the attacker's forces.

A flank attack involves fighting the leader in the strategic direction where he is weak or poorly defended.

3) Strategies "Following the leader" - a competitor with a small market share, which chooses adaptive behavior, coordinating their decisions with those of competitors. Such firms pursue the goal of "peaceful coexistence" and a conscious division of the market. This behavior is most likely to occur when the opportunities for differentiation are small and the cross-elasticity in prices is very high, so that each competitor seeks to avoid a struggle that

could harm all firms. This behavior does not mean that the firm cannot have a competitive strategy. There are four main characteristics of the strategies of effective firms with a small market share: creative market segmentation, efficient use of innovation, stay small, strong leader.

4. Strategies of the specialist. The specialist is only interested in one or a few segments, not the market as a whole. His goal is to become a big fish in a small river. For the poverty that the specialist focuses on to be profitable, it must have sufficient profit potential; have growth potential; be unattractive to competitors; match the specific capabilities of the firm; have a stable barrier to entry.

Characterization and analysis of various types of marketing strategies allow us to conclude that they are in many ways complementary and repeating each other. Moreover, in real practice, as a rule, enterprises develop and apply a certain combination of strategies from a large variety of possible ones. The choice of the most appropriate of them is carried out using various methods based on factors that affect the functioning and development of the firm.

The above types of marketing strategies coincide with management strategies, as they are based on marketing research and determine the general directions of the firm's development. The logical extension of strategic marketing is integrated marketing pressure, implementation and control.

Thus, a true marketing strategy is based on segmentation, differentiation and positioning. It is aimed at finding a company's competitive advantage in the market and developing a marketing mix that would allow this competitive advantage to be realized:

1. Analysis of the internal and external environment (strengths and weaknesses, firm capabilities and threats).
2. Choice of development strategies.
3. Analysis of needs.
4. Market segmentation: macro-segmentation and micro-segmentation.
5. Choosing the target segment.
6. Positioning.
7.Complex marketing - mix (goods, sales, price, communications).
8. Marketing budget.
9.Plan implementation and control.
10. Evaluation of the effectiveness of marketing strategies.

Segmentation allows for a systematic analysis of needs and the development of effective assortment concepts for goods and services that provide a competitive advantage for the enterprise in the market. Segmentation is the process of dividing a market into groups of consumers with similar needs. Allocate macro-segmentation, the task of which is to identify the market for goods, that is, to determine the commodity and territorial boundaries and micro-segmentation, the purpose of which is to identify consumers within each segment for a more detailed analysis of the diversity of their needs.

Sometimes within the framework of differentiated marketing, differentiated target marketing is also distinguished. At the same time, their difference is that differentiated marketing means the development of such a complex of marketing mix for selected segments, which differs only in promotion complexes, and differentiated target marketing provides for the use of completely different marketing tools for them and, first of all, goods and services are differentiated here, intended for various groups of consumers. Moreover, each strategy differs, first of all, in the content of the main tools of the marketing complex; product, price and promotions.

Segmentation must translate into marketing strategies that provide a differentiated advantage over competitors. Having made a decision on the choice of target market segments, as well as directions of differentiation, the company proceeds to positioning goods and services in the selected segments.

Positioning determines the nature of the perception of goods by target segments. It can be defined as the development and creation of an image of a product in such a way that it takes a worthy place in the mind of the buyer, different from the position of competitors.

Thus, positioning on the one hand is associated with brand building. On the other hand, it affects a variety of areas of the marketing mix: commodity, price, service, development of promotional activities. When positioning, it is necessary to pay attention to those characteristics (arguments) and their combination that are most important for the consumer. It can be price, quality of goods or services, prestige of the company and others. When determining the position of a product on the market, when the number of considered arguments is large, the method of building positioning maps is used.

The most frequently used map is the price-quality map. In this case, the firm chooses its location on the map based on the positions of competing firms in the given market, and the choice is justified by the desire to take a place in the target market, where the intensity of competition is less intense. A perception map with many of the attributes most important to consumers can also be considered.

Thus, a positioning map makes it possible to generalize many attributes, choose the most optimal positioning option and determine the properties of goods that favorably distinguish them from competitors' goods, which must be emphasized in advertising messages when creating a brand. Using the information obtained from the positioning map, the company can develop positioning strategies, taking into account the strategies used by competitors:

1. Positioning by attribute (association of a product with a specific characteristic).
2. Positioning par excellence.
3. Positioning by use / application (association of the product with the method of application).
4. Positioning by consumer (association of a product with a specific group of consumers).
5. Positioning according to a competitor (identification of a product by comparing it with a competitor's product).
6. Positioning by product category (product associations with other products on the market)
7. Positioning in terms of price / quality ratio (using price as an indicator of quality).
8. Application of several strategies at once.

Thus, in the processes and methods of segmentation, differentiation and positioning, they most clearly reflect the features of the marketing concept, since they are determined by the specifics of the behavior and needs of individual consumers, they are aimed at finding and choosing arguments with which an enterprise affects consumers and forms the competitive advantages of its products. Next, the process of operational marketing begins, based on the chosen strategic orientation of the enterprise and the product, that is, the company can engage in a detailed study of the marketing mix - marketing mix, which includes the development of a product, pricing policy, and promotion strategies. At the same time, the marketing complex should be developed taking into account the interests and needs of the segment on which the company is oriented.

The development of a marketing strategy is a laborious process that requires a significant investment of time, the ability to correctly analyze the current situation and think creatively. This process begins with an analysis of the external and internal environment and ends with an analysis of the effectiveness of the decisions made. Moreover, at the last stage, it is not easy to find out how much the planned actions were performed accurately, correctly and on time, but also how well these actions were chosen to achieve the set goal.

When choosing a strategy, management is faced with three main questions related to the position of the firm in the market: which business to stop, which business to continue, which business to move into. This means that the strategy focuses on what the organization does and does not do, which is more important and less important in the current activities of the organization.

In addition, whatever strategies the company adheres to, it must be able to quickly respond to changes in the market situation and rebuild its strategic focus. Therefore, in the process of developing marketing planning, a large number of methods and models for developing marketing strategies have been created, that is, the methods allow you to choose the right direction for strategic development. Both formal methods and informal ones based on a creative, intuitive approach are used. Methods of matrix analysis prevail among the formal ones. These methods imply the construction of a strategic marketing matrix that reflects the position of the enterprise in the market, depending on a combination of the action of some factors. One of them is some factor independent of the enterprise, and the other is a factor that characterizes the enterprise itself.

The first experience of using these matrices was the matrix proposed by the American scientist I. Ansoff. This model is designed to generate strategies in conditions of discrepancy between the actual and planned development of the enterprise, when the goals of the enterprise are not achievable with the help of the previous strategies, it is necessary to correct them, or to look for new strategic ways. Used to generate strategies in a growing market. Consequently, this model is a visual structuring of market reality, it is easy to use and there is a possibility of a clear choice of options for growth strategies (intensive and diversification).

V. CONCLUSION/RECOMMENDATIONS

Stategical segmentation of the market is carried out according to certain criteria. These features include: geographic, socio-demographic, psychographic, behavioral.

Determining the features by which objects in the sample are evaluated depends on the operating conditions of the enterprise, and is the creative task of the researcher. The segments highlighted in the research process require further assessment of their attractiveness. It is on the basis of this assessment that organizations develop marketing strategies aimed at positioning products, as well as developing a targeted marketing program focused on selected segments. Segments are assessed according to certain criteria, which include:

1. The size of the segment and the rate of its change.
2. Structural attractiveness of the segment. It is determined by the level of competition, the possibility of replacing a product with a fundamentally new one that satisfies the same needs, the strength of the positions of buyers and the strength of the position of suppliers of components and resources in relation to the organization in question, the competitiveness of the products in question in these segments.
3. The goals and resources of the organization mastering the segment.

Moreover, when choosing a target market and to achieve the maximum possible effect, it is necessary to take into account all these criteria in a complex. On the selected target markets, the following approaches to their development can be used, that is, segmentation strategies:

1. Undifferentiated marketing - when you ignore the differences between market segments and go to the entire market with one product. At the same time, the manufacturer focuses not on how the needs of different consumers differ, but on what is common in these needs.

2. Differentiated marketing - a strategy of full market coverage is also adopted, but at the same time, each segment (market) has its own specially developed product. This approach allows you to act in all selected segments with an individual product, price, sales, communication policy.

3. Concentrated (focused) marketing - focusing efforts on one or more of the most profitable segments. The strategy is attractive to enterprises with limited resources that focus their efforts where they have the opportunity to use their advantages, providing savings through specialization and a strong market position in the segment due to the high degree of uniqueness and individuality of their products and services.

4. Personalized - a strategy in which the market is broken down into the smallest boundaries, down to the level of the individual consumer.

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