



**INTERNATIONAL EUROPEAN UNIVERSITY**  
**EDUCATION AND RESEARCH INSTITUTE**  
**EUROPEAN BUSINESS SCHOOL**

Department of Management, Finance and Business  
Administration

**METHODOLOGICAL RECOMMENDATIONS FOR THE  
EXECUTION OF TERM PAPERS**

**IN THE DISCIPLINE:**

**MARKETING**  
(academic discipline)

Kyiv – 2023

**Marketing** [Text]: Methodological recommendations for the execution of the term paper in the specialty: 075 Marketing for full-time and part-time students. – Kyiv.

Developer: Roman Halenin, Associate Professor at the Department of Management, Finance and Business Administration, PhD in Economics.

Reviewer: Olha Panchenko, Associate Professor at the Department of Management, Finance and Business Administration, PhD.

Discussed and approved at the Meeting of the Department of Management,  
Finance and Business Administration,  
Protocol No. 12 dd. August 30, 2023

## Table of Contents

Introduction .....	4
1. General Provisions.....	5
2. Procedure for Assessing the Execution and Defense of the Term Paper .....	6
3. Requirements for Designing the Term Paper .....	7
4. Methodological Recommendations for the Execution of Term Paper Sections.....	10
4.1. Section 1. Study of the Current Market Situation.....	11
4.2. Section 2. Marketing Strategy and Program .....	17
4.3. Section 3. Financial and Economic Analysis.....	23
4.4. Section 4. Marketing Control.....	29
LIST OF REFERENCES.....	31
ANNEXES .....	34

## INTRODUCTION

The transformation of the economy and the establishment of market relations have necessitated the re-focus of goods and diversification of the range of products to meet the needs and demands of specific consumer groups.

Marketing allows enterprise managers to gain essential information about consumers, prices, competitors, market capacity, choose the most appropriate product distribution channels, conduct efficient advertising campaigns, etc. Therefore, marketing specialists are required to have the following skills: analyzing the market; ensuring the competitiveness of goods and services; using information technologies to solve marketing tasks; interpreting analytical materials from market participants; building the company's image; organizing the work of the marketing department; and coordinating its activities with other departments. The Marketing discipline is crucial to Marketing students in current market conditions, as this knowledge helps to develop economic and market thinking based on the necessity of studying and meeting consumer needs. It allows students to understand the economic mechanism of market research, the development of a marketing set, and the company's social orientation towards the economic results of its business activities. It also enables control over business activities while considering market factors, allowing for a more comprehensive identification of reserves to improve business efficiency and save financial resources. This lays the foundation for creating plans and strategies for market-oriented development.

The execution of the term paper on Marketing allows students to learn how to make marketing decisions using a real enterprise as an example. It helps them think creatively and independently solve emerging problems by applying commonly used marketing techniques and methods. Students also have the opportunity to implement the basic principles of marketing and the company's marketing strategy.

Methodical recommendations are designed for Bachelor's students in the 075 Marketing specialty.

## 1. General Provisions

According to the curriculum for training marketing specialists, the regulatory and working program of the Marketing discipline stipulates the execution of the term paper. It is a form of the final control of students' independent work. The term paper in the Marketing discipline is executed by each student based on a real enterprise. The source of information for the term paper is financial reports of the enterprise where students undergo their internship or reports of publicly traded companies, which are available on the website: [www.smida.gov.ua](http://www.smida.gov.ua) (Annex A).

*The goal of the term paper* is to master, consolidate, and expand theoretical and practical knowledge acquired during classroom activities, to develop economic thinking, and to acquire skills in independent research and scientific problem-solving in marketing. It also aims to foster the ability to make independent business decisions and draw objective conclusions and recommendations, taking into account market development trends.

### *Objectives of the term paper:*

- to consolidate theoretical knowledge from previously studied disciplines such as Economic Theory, Economics of Enterprises of Different Forms of Ownership, and Economic Analysis of Enterprise Economic Activities, as well as to master the basic concepts and terms of the Marketing discipline;
- to learn methods for investigating market situations, determining the competitiveness of the enterprise, and conducting a SWOT analysis of the enterprise;
- to learn how to formulate short-term marketing goals; apply market segmentation techniques; and develop a marketing set;
- to advance knowledge of methods for investigating break-even analysis and forecasting product sales;
- to learn how to use different methods for forming a marketing budget;
- to master techniques and methods for organizing and controlling marketing activities;
- to improve skills in identifying criteria for the efficiency of suggested measures.

The main requirement when executing the term paper is the ability to

link theoretical issues with practical activities of a specific enterprise, company, and various commercial structures on the product market.

Due to comprehensive theoretical and practical development of the topic, and the justification and novelty of the research and conclusions, the term paper can be recommended by the supervisor as a scientific report for presentation at the Student Scientific Conference.

When executing the term paper, students should:

1. Justify the relevance of the topic in the theory and practice of marketing from the perspective of current issues.

2. Conduct the theoretical study of the state of the problem from the perspective of economic science and modern marketing concepts, and explain the essence of marketing categories.

3. Ensure the close relation between theoretical and practical aspects of the selected problem when substantiating the practical focus of the developed recommendations and suggestions.

4. Summarize and formulate conclusions based on the independent analysis of scientific and methodological sources.

Topics of term papers align with the working program of the Marketing discipline. The choice of the topic is determined by the student's scientific interests, the relevance of various problems for Ukrainian enterprises, and the availability of relevant practical materials, periodicals, and methodologies.

The total volume of the term paper is 35-40 A4 pages, excluding appendices.

## **2. Procedure for Assessing the Execution and Defense of the Term Paper**

The assessment of the execution and defense of the term paper takes into account the completeness of the content disclosure, the quality of the graphical part of the paper, and the timely submission of the term paper for review (Table 1).

Table 1

**Assessing the execution and defense of the term paper in  
the Marketing discipline**

No.	Types of work	Forms of control and reporting	Maximum number of points
1.	The completeness of the content disclosure in the term paper	Checking the content	30
2.	The justification and correctness of calculations	Checking the calculations	15
3.	Assessment of the graphical part (graphs, diagrams) of the term paper	Graphical part	10
4.	Execution of the paper based on real data	Forms of reporting	10
5.	Assessment of the term paper formatting	Term paper	5
6.	Timely submission of the term paper for review	Term paper	10
7.	Assessment of the defense of the term paper	Questioning	20
Total points			100

The term paper is submitted to the supervisor no later than 10 days before the scheduled defense date. The term paper receiving a positive review is allowed to the defense.

### 3. Requirements for Designing the Term Paper

The term paper is prepared on white A4 paper (297x210 mm) with the following margin sizes: left margin – 35 mm, right margin – 10 mm, top and bottom margins – 20 mm.

Every page of the text, including illustrations and appendices, should be numbered. Page numbering begins with the table of contents.

The term paper starts with a title page formatted according to the form provided in Annex B. Following the title page, the assignment sheet is attached, and then the title page of the plan for the selected term paper topic.

The term paper should be thoroughly edited and adhere to the following formatting requirements:

- font: Times New Roman;

- font size: 14 pt.;
- line spacing: 1.5.

Sections of the term paper should be numbered sequentially throughout the paper, while subsections are numbered within the corresponding section. The subsection number consists of the section number and the subsection number separated by a period. All numbering uses Arabic numerals with a period, for example: 1, 1.3.

The text of the term paper is illustrated with tables as necessary, which are placed immediately after their references in the text. Tables should have titles comprehensible without reading the accompanying text.

Each section of the text begins on a new page. Section titles are centered and written in uppercase letters. Subsection titles are written in lowercase letters (except for the first letter) with an indentation of 15–17 mm from the text margin. Word hyphenation in titles is not allowed, and no periods are placed at the end of titles. All titles are placed on the same page as the subsequent text, with a blank line left between them. Subsection titles are placed on the same page as both the preceding and following text. All pages of the text part should be numbered continuously, starting with the title page. The page number is written in the top-right corner without a period at the end.

When preparing and formatting tables, it is recommended to follow these requirements:

- the table should have a textual title centered above the table. The title is written with an initial capital letter and without a period at the end;
- in the top right corner of the table above the title, the caption ‘Table’ is placed followed by the table number. The symbol No. is not used before the number;
- tables are numbered sequentially using Arabic numerals within the section;
- the table number should consist of the section number and the sequential number of the table separated by a period, for example: Table 2.2 (the second table in the second section);
- when the table is carried over to the second page, words ‘Continuation of Table 2.2’ should be written above the continued part. A reference to the table should be included in the text;
- numbers in columns of the table should be aligned so that the numeric scales throughout the column are precisely aligned vertically;
- if the table is based on the author’s own research, this should be noted in a footnote. If the table is taken from literary sources, a citation of the

source should be provided.

Illustrations should be arranged in a way that allows them to be conveniently viewed without rotating the term paper or by rotating it clockwise. Illustrations are placed immediately after the first reference to them in the text.

Illustrations (excluding tables) are marked with the symbol 'Fig.' and numbered similarly to tables. Each illustration should have a title placed below the illustration after the symbol 'Fig.' and its number. The figure number is separated from its title by a period.

References to sources in the text are made by indicating the sequential number in the list of references enclosed in double square brackets. If a specific page from the source is cited, the source number is followed by a comma, the letter 'p.', a period, and the page number containing the cited material. For example: [3, p. 7] (third source in the list of references, page 7). Appendices to the term paper contain supplementary materials supporting the main points of the paper (e.g., company reports). Appendices can include data tables, calculation results, diagrams, algorithms, and figures.

Appendices are marked with capital letters of the Ukrainian alphabet, starting from A, except for letters Г, І, Є, І, Ї, О, Ч, Ђ. After the word 'Додаток' (Appendix), the letter indicating its sequence is printed, for example, 'Додаток А', 'Додаток Б', etc. Information about sources included in the list of references should be provided in accordance with the requirements of the national standard.

The methodology for executing the term paper is illustrated using the topic: Development of an Enterprise Marketing Plan.

## **4. Methodological Recommendations for the Execution of Term Paper Sections**

### **Table of Contents**

#### **Section 1. Study of the Current Market Situation (6-8 pages)**

- 1.1. Brief description of the market.
- 1.2. Economic activities of the enterprise.
- 1.3. Characteristics of the enterprise's product offering.
- 1.4. Macroeconomic environment of the enterprise.
- 1.5. Assessment of the enterprise's competitiveness.
- 1.6. SWOT analysis of the enterprise

#### **Section 2. Marketing Strategy and Program (8-10 pages)**

- 2.1. Mission of the enterprise.
- 2.2. Short-term marketing goals.
- 2.3. Short-term financial goals.
- 2.4. Target markets.
- 2.5. Strategic goals of the enterprise.
- 2.6. Marketing set.

#### **Section 3. Financial and Economic Analysis (6-8 pages)**

- 3.1. Break-even analysis.
- 3.2. Sales forecasting.
- 3.3. Marketing budget.
- 3.4. Profitability analysis.

#### **Section 4. Marketing Control (5-6 pages)**

- 4.1. Practical implementation of the marketing plan.
- 4.2. Marketing organization.

List of references

Appendices

## **Section 1. Study of the Current Market Situation**

### **Subsection 1.1. Brief description of the market**

Subsection 1.1 involves studying the market situation for the product offered by your enterprise. To characterize the market situation in target segments, the research should be conducted in three areas: demographic characteristics of the market, identification of market needs, and market trends analysis.

#### **Demographic characteristics of the market.**

This subsection should describe the target market of your enterprise's products based on such characteristics as: geographical, demographic, psychographic, and consumer behavior.

Geography of the market refers to the location of the enterprise's consumers based on geographical factors, namely: countries, regions, districts, and cities where the enterprise sells its products or geographical market it aims to target.

Demographic characteristics of the market include the following: age structure of consumers, nationality, education, family composition, income per capita, consumer needs, and the frequency of purchases of the given product. For enterprises operating on the market of industrial and technical goods, the demographic characteristics can also include: the size of consumer enterprises, needs for raw materials and supplies, related demand for products, and the frequency of purchases.

Psychographics of the market classifies people based on their lifestyle and personal characteristics, taking into account that the behavior and preferences of young people differ from those of middle-aged individuals, with greater activity, easier adaptability to environmental changes, etc.

Consumers can also be classified according to their level of knowledge about products, frequency of use, factors motivating consumers to make purchases, their interest in the product, their attitude towards the brand, purchasing power, and their attitude towards your enterprise.

When investigating **market needs**, it is important to accurately describe the need that you intend to satisfy. For example, cars can meet the need for transportation, but they can also represent a luxury item or status symbol, boosting consumers' self-esteem.

This section should also describe benefits that your product will bring to the customer, highlighting the consumer properties distinguishing it from other products available on the market. Benefits can be both material

and intangible. You can save customers' time, effort, and money. Intangible benefits include improvements in life quality, gaining self-confidence, enhancing human potential, minimizing risks, and ensuring safety. It is useful to compare the product being studied with other products that satisfy the same needs.

If a single product satisfies different needs, it is necessary to describe the market needs by target segments.

When studying **market trends**, research is conducted on the overall and segment-specific sales volumes of the product; sales forecasts are calculated; factors affecting sales volumes are identified, and trends of these factors are analyzed. Growth rates and the interdependence of factors are also calculated.

After analyzing the existing trends, the potential behavior of the enterprise in line with the identified trend is suggested. If there is a noted increase in product sales volumes, the way in which the enterprise will utilize all its advantages should be indicated.

Informative sources for determining market trends include analytical market reviews found in specialized journals, data from industry ministries and departments, and the Internet (see Annex A).

The description of market trends in this subsection should be supported by statistical information, calculations, and supplemented with graphical material (charts, diagrams).

### **Subsection 1.2. Economic activities of the enterprise**

This subsection investigates economic activities of the enterprise over the past three years. Indicators that need to be calculated and analyzed should include those characterizing production and sales in both physical and monetary terms; the efficiency of resource utilization; the results of economic activities; the financial condition of the enterprise; investment policy; and innovation policy. An approximate list of indicators to be calculated in this subsection is shown in Table 2. Indicators presented in Table 2 can be supplemented with other indicators depending on the sector of activities of the analyzed enterprise.

Table 2

**Financial and economic indicators of enterprise's economic activities**

No.	Indicators	Measurement units	Years of analysis			Deviations	
						absolute	relative
1.	Volume of production	thousand UAH					
2.	Volume of sales	thousand UAH					
3.	Number of employees	persons					
4.	Average annual cost of measures taken	thousand UAH					
5.	Labor productivity	UAH/person					
6.	Return on assets	UAH/UAH					
7.	Material intensity	UAH/UAH					
8.	Cost of production	thousand UAH					
9.	Cost of sold products per 1 UAH	UAH					
10.	Profit from product sales	thousand UAH					
11.	Overall financial result	thousand UAH					
12.	Production profitability	%					
13.	Sales profitability	%					
14.	Return on capital	%					

After conducting calculations, the term paper carries out a brief analysis of the obtained data to determine the strengths and weaknesses of enterprise's economic activities.

**Subsection 1.3. Characteristics of the enterprise's**

## product offering

This subsection should list all the types of products offered by the enterprise to the market, specify prices of products, the structure of the range of products, sales dynamics, and the market share for each type of product. The length of time each product has been produced should be indicated, as well as any changes made to products presented on the market. The profitability of each product should also be specified.

Based on the results of this subsection's analysis, conclusions should be made regarding how efficiently enterprise's production resources are utilized, taking into account the current range of products, and what changes need to be made in the company's product offering (e.g., launching new products, diversification, modernization, additions, etc.) to ensure its competitiveness.

The results of the analysis in this subsection can be summarized in Tables 3 and 4.

Table 3

### Dynamics of product sales by type, in natural units.

No.	Range of products	Years of analysis		

Table 4

### Profitability of the range of sold products

No.	Range of products	Sales volume, thousand UAH.			Profitability of sales, %			Market share, %			
		Years	Years	Years	Years	Years	Years	Years	Years	Years	

### **Subsection 1.4. Macroeconomic environment of the enterprise**

In the process of studying the macroenvironment of the enterprise, it is necessary to investigate development trends of the macroenvironment that can affect the company's profitability. These trends depend on demographic, economic, political, legal, social, and cultural factors, scientific and technological progress, and environmental factors.

The results of the study of the impact of the marketing macroenvironment factors on enterprise's activities on the market should be presented in a table (Table 5). Before creating the table, each factor should be described.

Table 5

Study of the impact of the macroenvironment factors

Macroenvironment factors	Level of impact		
	positive	neutral	negative
Economic	+	-	-
Demographic	-	-	+
Political and legislative	-	-	+
Social and cultural	+	-	-
Factors of scientific and technological progress	+	-	-
Environmental	-	-	+

After the table, it is necessary to assess the impact of each factor on company's activities on the market and identify the most significant ones.

### **Subsection 1.5. Assessment of the enterprise's competitiveness**

To ensure a more objective assessment of the enterprise's competitiveness, it is advisable to study and describe 2-3 competitors of the studied enterprise. The assessment of competitors involves characterizing each competitor's market share, product quality, sales growth rates, image, etc.

Typically, a quantitative analysis of competition is conducted using a competitive profile matrix (Table 6), taking into account the industry of company operations.

At the end of the section, the closest competitors should be identified: those who are ahead of the company and those who immediately follow

it.

Table 6

**Matrix of the competitive profile**

Key success factor	Weighting factor	Your own company		Competitor A		Competitor B	
		indicator/assessment	Ranking (2gr. x 3gr.)	indicator/assessment	Ranking (2gr. x 5gr.)	indicator/assessment	Ranking (2gr. x 7gr.)
1. Product quality	0.4	3	1.2	4	1.6	3	1.2
2. Product price	0.3	2	0.6	2	0.6	2	0.6
3. Distribution channels	0.1	4	0.4	3	0.3	2	0.2
4. After-sales service	0.1	2	0.2	4	0.4	4	0.4
5. Advertising and demand stimulation	0.1	2	0.2	4	0.4	4	0.4
Overall assessment	1.0	X	2.7	X	3.1	X	2.5

**Subsection 1.6. SWOT analysis of the enterprise**

When developing a marketing plan, it is necessary to assess the strengths and weaknesses of the enterprise and compare them with market opportunities and threats. The main goal of a SWOT analysis is to identify and classify all critical factors, both positive and negative.

When assessing the strengths of the enterprise, advantages are typically identified in production, financial, organizational, and marketing areas. These strengths ensure the enterprise's efficient production, profitability, and increased competitiveness. A list of the enterprise's strengths can be formed from the conducted research on enterprise's economic and financial activities (see Section 1.2).

The weaknesses of the enterprise reduce production efficiency, profits, and deteriorate its financial condition, as well as the competitiveness of its

products and the enterprise itself. Potential weaknesses of the enterprise are determined in Section 1.2.

Market opportunities reflect the market potential of the enterprise that can be implemented through a marketing strategy. These are favorable market factors allowing the enterprise to grow and expand.

In contrast to market opportunities, market threats are factors that can negatively affect business activities of an enterprise on the market, reducing its income or profits.

The list of the enterprise's strengths and weaknesses should be justified and supported by previous calculations or statistical data. The result of this analysis is the summarizing SWOT analysis table (Table 7).

Table 7

**SWOT analysis**

Strengths	Weaknesses
...	...
Market opportunities	Market threats
...	...

The essence of the SWOT analysis matrix lies in its ability to develop the most appropriate marketing strategy for a company based on various combinations of strengths, weaknesses, opportunities, and threats, in accordance with the conditions of the market environment.

1. A strategy that uses the company's strengths to implement marketing opportunities.
2. A strategy that uses the company's strengths to neutralize marketing threats.
3. A strategy aimed at minimizing the company's weaknesses by leveraging marketing opportunities.
4. A strategy aimed at minimizing the company's weaknesses and potential marketing threats.

Based on the results of the obtained matrix, it is necessary to select one of the four types of marketing strategies and describe the chosen strategy in the term paper.

**Section 2. Marketing Strategy and Program**

## Subsection 2.1. Mission of the enterprise

This section stipulates the company's mission representing a set of the most general ideological guidelines and target orientations that characterize the purpose of existence and the principles of enterprise activities. The company's mission reflects the real existing market opportunity to meet a certain type of consumer need through the production and sale of a specific type of product (service) for a particular group of consumers in a competitive environment.

## Subsection 2.2. Strategic areas of enterprise development

After defining the enterprise's mission, the next step is to determine its strategic development areas. When developing strategic areas, the enterprise's mission (section 2.1) is taken as a basis, considering marketing opportunities and threats.

Enterprise's strategic goals are identified in three areas: growth strategy, strategy to maintain the current level, and strategy for reducing company's business activities (Figure 1).

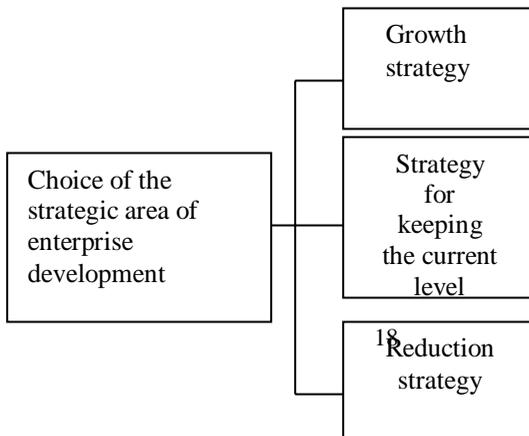
The growth strategy can be implemented through market penetration, market expansion, product development, or diversification.

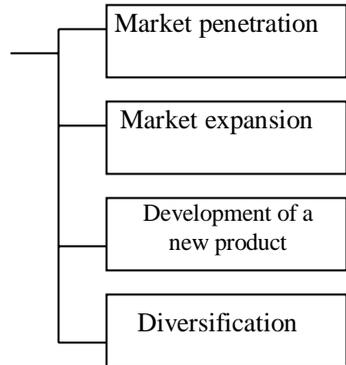
Market penetration is a strategy allowing the enterprise to increase the sales volume of its existing products within already established markets or segments.

Market expansion is a strategy allowing the enterprise to enter new markets and offer its existing products to these markets.

Product development is a strategy allowing the enterprise to develop and sell new products within already established markets.

Diversification is a strategy allowing the enterprise to offer new products to consumers on new markets.





**Fig. 1. Strategic areas of enterprise development**

The strategy for keeping the current level involves the enterprise developing measures to sustain current sales volumes, reduce costs, and improve production profitability. Accordingly, the short-term objectives will differ from those of growth strategies.

The strategy for reducing business activities involves decreasing production volumes, narrowing the product range (assortment), reorganizing activities, and similar actions.

After studying the strategic areas of enterprise development, students should select and clearly formulate one of the suggested strategies and develop a marketing set based on it (Section 2.6).

### **Subsection 2.3. Short-term marketing goals**

Since the company's mission focuses on the overall direction of its business, marketers should develop short-term objectives divided into marketing and financial goals (Table 8).

When setting short-term goals, the following requirements should be observed:

1. Short-term goals should be specific and clearly defined with deadlines for implementation.
2. Short-term goals should be realistic.
3. Short-term goals should align with the enterprise's mission and be

directly linked to it.

4. Short-term goals should correspond to the enterprise’s resource capabilities.

5. Short-term goals should enhance marketing opportunities and address marketing threats identified in Section 1.

6. Short-term marketing and financial goals should be interrelated.

7.

Table 8

**Short-term marketing and financial goals**

Type of short-term goals	Purpose	Examples
<b>Marketing</b>	Goals related to managing specific aspects of marketing activities.	<ul style="list-style-type: none"> <li>• Attracting new customers</li> <li>• Retaining existing customers</li> <li>• Meeting customer needs and preferences</li> <li>• Improving relationships with distribution channel participants</li> <li>• Sales volumes in physical terms</li> <li>• Market share held by the enterprise</li> <li>• Development of new products</li> <li>• Fulfillment of orders</li> </ul>
<b>Financial</b>	Goals related to managing specific financial indicators	<ul style="list-style-type: none"> <li>• Sales volume in monetary terms</li> <li>• Sales volume of specific types of products</li> <li>• Sales volume through specific distribution channels</li> <li>• Production profitability</li> <li>• Investment profitability</li> <li>• Break-even level</li> </ul>

The list of short-term marketing goals should include objectives related to managing customer relationships, as well as other goals (Table 8). Given below are examples of such goals:

6. Reduce customer churn by 5% by the end of the year.

7. Expand sales by signing contracts with 6 supermarket chains in the next year.

8. Increase the number of industrial customers by 20 per month.

9. Increase the market share by 2% by September 1 of the next year.

10. Develop and start producing two new products by July 15

of the next year.

11. Reduce the order fulfillment time for product delivery to one day by June 30.
12. Create a dealer center for servicing products in city N by May 1 of the next year.

#### **Subsection 2.4. Short-term financial goals**

Short-term financial goals stem from the set marketing objectives. For example, if the goal is to achieve a certain market share, it should be supported by a financial goal ensuring the corresponding sales volume. Examples of short-term financial goals:

1. Sell product X for 12,000 UAH monthly.
2. Achieve the annual sales volume of 1,300,000 UAH by August 31.
3. Increase production profitability to 17% by the end of the year.

#### **Subsection 2.5. Target markets**

This subsection involves defining and characterizing target markets of the enterprise, as well as determining the marketing strategy for these markets. When segmenting the market and identifying the target segment, it is necessary to follow a certain sequence:

1. Choose criteria for segmenting the market. To do this, construct a grid where the selected criteria are plotted both horizontally and vertically.
2. The assessment and selection of segments on which the enterprise will focus are carried out based on both quantitative and qualitative characteristics. Quantitative characteristics can include segment size, the number of competitors, potential sales volumes, potential market share of segments, and availability of resource base. Qualitative characteristics include market opportunities of segments, the level of competition, threats arising from segments, and unmet needs that existing products in the segments do not satisfy.

Next, all segments are ranked by their attractiveness, and target segments are selected. This can be one or several segments.

3. Based on the selected segments, the type of marketing is determined.

The result of the target market research is the development of tasks related to changing elements of the marketing set. These tasks are based on the chosen type of marketing for the target segment and the enterprise's

development strategy (see Section 2.2.), as well as the identified marketing opportunities and threats, strengths, and weaknesses of the enterprise (see Section 1).

Students should determine which two of the four elements of the marketing set they will develop (modify) and in which areas. For example:

- **Product Policy:** development of a new product, modification of an existing product, changing the product packaging, creating a system for warranty and technical service of the product, using a product brand, patenting the product brand, positioning the product;
- **Pricing Policy:** adjusting prices according to market demand, competitive prices, applying a discount system, changing the pricing strategy, creating a new price for a new product;
- **Distribution Policy:** changing the level of the distribution channel, increasing or decreasing participants in distribution channels, changing functions of the distribution channel;
- **Communication Policy:** changing methods of communication with consumers; changing (expanding) elements of the marketing communications system; developing a new advertising campaign.

### **Subsection 2.6. Marketing set**

According to the defined tasks for modifying the marketing set, the product, pricing, distribution, and communication policies are developed or described.

Marketing Product Policy is a set of actions aimed at forming an efficient product range from a commercial perspective focused on increasing product competitiveness, creating new products, optimizing the range of products, and extending the product life cycle.

When developing the product policy of the enterprise, attention should be paid to the following:

1. Characteristic features of the product and benefits derived from it.
2. The quality of the product.
3. The packaging of the product.
4. The positioning of the product.
5. Customer service.
6. Brand names and trademarks.
7. The product life cycle.
8. The assessment of product competitiveness.

The Marketing Pricing Policy is a set of measures taken by the enterprise, including the formation of prices, discounts, and payment

conditions for the product, aimed at satisfying consumer needs and ensuring the company's profit, as well as addressing strategic goals.

When developing the pricing policy, it is reasonable to:

1. Study costs according to cost calculation items.
2. Study price elasticity.
3. Choose the most appropriate pricing strategy, taking into account characteristics of the product and the specifics of enterprise activities.
4. Adjust prices to ensure profitability and competitiveness.

The Sales Policy is enterprise activities related to planning, implementing, and controlling the movement of goods from the producer to the final consumer in order to satisfy consumer needs and ensure the company's profit.

The planning of the sales policy is carried out according to the following plan:

1. Identifying alternative distribution systems.
2. Defining sales goals and objectives.
3. Selecting the structure of distribution channels (diagram).
4. Identifying potential problems that can arise in the suggested distribution channels.
5. Choosing methods of sales promotion in distribution channels.

The Marketing Communication Policy is enterprise activities aimed at informing, persuading, reminding consumers about its products, and forming a positive image of the company in the eyes of the public.

The Communication Policy involves:

1. Selecting the target audience in accordance with the set short-term marketing goals (Section 2.3) and the target market (Section 2.5).
2. Formulating short-term promotion goals for the product.
3. Choosing and providing a detailed description of elements of the marketing communication system suggested for the enterprise, namely: direct marketing, personal selling, advertising, sales promotion, and public relations.
4. Developing a schedule for the advertising campaign.

## **Section 3. Financial and Economic Analysis**

### **Subsection 3.1. Break-even analysis**

The classical break-even analysis involves dividing costs into fixed

and variable costs, and determines the production volume at which the company will neither incur a loss nor generate a profit. In this subsection, the break-even point should be calculated using both analytical and graphical methods.

In this section, the distribution of costs into fixed and variable categories should be justified based on cost calculations or cost analysis by category as conducted in Section 2.6.

According to the analytical method, the break-even point is determined by the following formulas:

1. To determine the break-even volume in physical terms ( $V$ ) for single-product (or single-type) production:

$$V = \frac{CFC}{P - CVC_{un}}, \text{ pcs., units} \quad (1)$$

where  $CFC$  are conditionally fixed costs for a given volume of production (capacity of the enterprise), UAH;  $CVC_{un}$  are conditionally variable costs per unit of production, UAH;  $P$  is the unit price, UAH.

2. To determine the break-even point in physical terms ( $V$ ) in the production of several types of products:

$$V_b = \frac{CFC \times S_{pr}}{P_i - CVC_{un}}, \text{ pcs., units} \quad (2)$$

where  $S_{pr}$  is the share of the  $i$  type of product in the total number of products sold.

3. To determine the break-even point in value terms when it is impossible to determine a specific unit of production:

$$V_b = \frac{CFC}{1 - VC}, \text{ UAH} \quad (3)$$

where  $VC$  is the share of variable costs in total income.

After conducting analytical calculations, a break-even chart is constructed. As a conclusion to the calculations, the financial stability margin is shown in comparison with the current state, and the break-even level is also compared with the planned indicators (Section 2.3.).

### Subsection 3.2. Sales forecasting

When justifying the sales volumes of products in accordance with the set marketing and financial goals (Sections 2.3, 2.4), one takes into account fluctuations in demand, the seasonal nature of demand, the level of inflation, and other factors affecting the change in sales volume throughout the year.

Table 9

#### Forecast of product sales volume

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
<b>Product 1</b>													
Sales volumes, pcs.													
Price, UAH/pcs.													
Sales volumes, UAH													
<b>Product 2</b>													
.....													
Total sales volumes, UAH													

Table 10

#### Forecast of the sales volume in physical units by product types

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Product 1, pcs.													
Product 2, pcs.													
Product 3, pcs.													
.....													

Table 11

#### Forecast of the sales volume in monetary terms by product types

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Product 1, UAH													
Product 2, UAH													
Product 3, UAH													
.....													
Total, UAH													

Table 12

Forecast of the product sales volume in physical units by segments

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Product 1, pcs.													
Segment 1													
Segment 2													
.....													
Product 2, pcs.													
Segment 1													
Segment 2													
Product 3, pcs.													
.....													

Table 13

Forecast of the sales volume in monetary terms by segments

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
Segment 1, UAH													
Segment 2, UAH													
Segment 3, UAH													
.....													
Total, UAH													

The results of the calculations presented in the tables are accompanied by charts and corresponding conclusions.

### Subsection 3.3. Marketing budget

The marketing budget can be formed using several methods:

1. Formation of the marketing budget by the permissible budget method involves forming the budget based on the analysis of the relationship between marketing expenses and sales volumes. When planning the increase in the production volume, it is possible to predict how much the marketing budget can increase. This method builds a factor-based relationship between the sales volume and marketing expenses. The marketing budget forecast is determined using the regression coefficient.

2. Formation of the marketing budget by the percentage of the sales method involves the enterprise allocating a certain percentage of product sales for marketing purposes.

3. Formation of the marketing budget by the competitive parity method involves the enterprise setting the budget based on competitors' practices (either adopting the same percentage of sales as competitors or determining the same amount of funds as competitors).

4. Formation of the budget by the objectives and tasks method involves determining the budget by summing up the costs for specific marketing objectives.

After determining the total amount of marketing expenses, funds are allocated by types of marketing activities on a monthly basis (Table 14). Areas of implementing funds for each type of marketing activities are determined based on the suggestions outlined in Section 2.6.

Table 14

Marketing budget for the planned year

Indicators	Months of the planned year												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
<b>Marketing research</b>													
1. ....													
2. ....													
<b>Commodity policy</b>													
1. ....													
2. ....													
<b>Sales policy</b>													
1. ....													
2. ....													

<b>Communication policy</b>																			
1. ....																			
2. ....																			
Total expenses, UAH																			

### Subsection 3.4. Profitability analysis

The study and analysis of the enterprise profitability are conducted based on financial and economic performance indicators of enterprise's economic activities, both in comparison with previous years and with a view to the future. The calculations are presented in Table 15.

Table 15

Key financial and economic indicators of enterprise's economic activities

No.	Indicators	Reporting year	Planned year	Deviations	
				absolute	relative
1.	Sales volume, UAH				
2.	Production costs, UAH				
3.	Profit from core activities, UAH				
4.	Cost per 1 UAH of products sold, UAH				
5.	Number of employees, persons				
6.	Labor productivity, UAH/person				
7.	Production profitability, %				
8.	Sales profitability, %				
9.	Capital profitability, %				

## Section 4. Marketing Control

### Subsection 4.1. Practical implementation of the marketing plan.

The marketing program is a set of activities aimed at implementing the strategy and objectives of marketing united by a common goal.

This subsection of the marketing plan provides information on the practical implementation of all marketing programs planned in Section 2.

This information includes:

1. A calendar schedule for the implementation of marketing programs: start and end dates for tasks within each marketing program, and the number of days allocated for completion.

2. Responsible persons for the execution of the marketing program and the department that will practically implement the specific marketing program.

3. The budget for the execution of the specific marketing program.

The above information is reflected in the calendar schedule and the calendar plan of marketing programs prepared for the planned year (Table 16).

Table 16

Calendar plan for the implementation of marketing programs

Checkpoints	Plan	Num ber of days		Budget, UAH	Responsibl e executors	Departme nt
	Start		End			
Development and distribution of a company brochure	15.01.2012	20	05.02.2012	30000		
Catalog	01.01.2012	10	11.01.2012	50000		
New distributor	15.03.2012	10	25.03.2012	5000		
Plan for the release of the own catalog	05.01.2012	44	19.02.2012	3000		
Development of the own catalog	21.02.2012	31	22.03.2012	0		

Continuation of Table 16

Distribution of the own catalog	25.03. 2012	5	30.03. 2012	2000		
Testing of laptop tables	01.02. 2012	60	01.04. 2012	5000		
Distribution of laptop tables	01.04. 2012	15	16.04. 2012	1000		
Autumn exhibition – preparation	01.07. 2012	59	30.08. 2012	5000		
Autumn exhibition	01.09. 2012	10	11.09. 2012	15000		
Websites	01.02. 2012	120	31.05. 2012	20000		
<b>Total</b>						

#### **Subsection 4.2. Marketing organization.**

The Marketing organization subsection involves describing the marketing organization for implementing the marketing plan. To do this, it is necessary to develop the structure of the marketing department, which should most accurately reflect the specifics of enterprise activities.

In this regard, one should take into account the size of the enterprise, the number of product assortment groups, the degree of variability of the marketing set depending on market conditions, the geographic breadth of company's sales markets, and the degree of differentiation of target market segments.

The structure of the marketing department can be built based on functional, product, regional, market types, or their combinations.

The outcome of this development is a diagram of the marketing department structure, specifying the required number of employees for the department and sources of their recruitment.

It is necessary for enterprises with an existing marketing department to improve it based on all the principles outlined above.

Concluding the research on the organization of marketing within the enterprise, one carries out the justification for choosing the structure of the marketing department (when organizing a new one) or structural changes in the management of the enterprise (when improving the marketing department).

## LIST OF REFERENCES

1. L.V. Balabanova, V.V. Kholod, I.V. Balabanova. Marketing of the Enterprise: Study Guide. Kyiv: Center for Educational Literature, 2019. 612 p.
2. O.A. Bilovodska. Marketing Policy for the Distribution of Innovative Products of Industrial Enterprises: Monograph. Kyiv: Center for Educational Literature, 2018. 462 p.
3. M.D. Bedrynets, L.P. Dovhan. Finance of Enterprises: Study Guide. Kyiv: Center for Educational Literature, 2018. 292 p.
4. H. Beskvit. Selling the Invisible. The Guide to Modern Service Marketing. Kharkiv: Family Leisure Club, 2018. 192 p.
6. I.V. Boichuk, A.Y. Dmytriv. Marketing of an Industrial Enterprise: Study Guide. Kyiv: Center for Educational Literature, 2017. 620 p.
7. R. Brarhava. The Unseen. How to Predict the Future by Analyzing Trends. Kyiv: Vivat, 2019. 288 p.
8. I.M. Budnikevych. Marketing in Industries and Activity Areas: Study Guide. Kyiv: Center for Educational Literature, 2017. 536 p.
9. R. Holiday. Marketing of the Future. Kyiv: Our Format, 2018. 104 p.
10. Alla Dib. Marketing Plan on One Page. Kyiv: Vivat, 2020. 288 p.
11. R. Dooley. Brainfluence: 100 Ways to Persuade and Convince Consumers with Neuromarketing. Kyiv: Potpourri, 2018. 336 p.
12. E. Yoon. Superconsumers: A Simple, Speedy, and Sustainable Path to Superior Growth. Kyiv: Our Format, 2019. 160 p.
13. D. Kaplunov. How to Write a Commercial Offer. Fabula Publishing House, 2019. 352 p.
14. N.V. Karpenko. Marketing Activities of an Enterprise: Current State. Kyiv: Center for Educational Literature, 2019. 252 p.
15. V.L. Koriniev, M.H. Koretskyi, O.I. Datsii. Marketing Pricing Policy. Kyiv: Center for Educational Literature, 2019. 200 p.
16. Y.V. Krykavskiy, O.A. Pokhylchenko, M.M. Fertsh. Logistics and Supply Chain Management: Study Guide. Lviv: Lviv Polytechnic Publishing House, 2017. 844 p.
17. Lviv Polytechnic Publishing House, 2016. 514 p.

18. Y.V. Krykavskiy, L.I. Tretiakova, N.S. Kosar. Strategic Marketing: Study Guide. Lviv: Lviv Polytechnic Publishing House, 2013. 256 p.
19. M.R. Luchko, S.M. Zhukevych, A.I. Farion. Financial Analysis: Study Guide. Ternopil: TNEU, 2016. 304 p.
20. I. Mann. Marketing Without a Budget. 50 Effective Tools. Kyiv: Monolit-Bizz, 2018. 320 p.
21. I. Mann. Marketing at 100%. Remix. Kharkiv: Family Leisure Club, 2018. 240 p.
22. Marketing: Study Guide / M.V. Malchyk et al. Rivne: NUWEE, 2014. 444 p.
23. Marketing and Management of Innovative Development: Monograph / S.M. Illiashenko et al. Sumy: University Book, 2015. 728 p.
24. Marketing Management: Study Guide / Y.V. Krykavskiy et al. Lviv: Lviv Polytechnic Publishing House, 2014. 380 p.
25. Marketing Research: Textbook / N.S. Kosar et al. Lviv: Lviv Polytechnic Publishing House, 2018. 457 p.
26. Marketing Planning: Study Guide / O.A. Oviechkina et al. 2013. 352 p.
27. David Ogilvy. On Advertising. Kharkiv: Family Leisure Club, 2019. 288 p.
28. M.A. Oklander, M.V. Kirnosova. Marketing Commodity Policy: Study Guide. Kyiv: Center for Educational Literature, 2017. 200 p.
29. M.A. Oklander, O.P. Chukurna. Marketing Pricing Policy: Study Guide. Kyiv: Center for Educational Literature, 2017. 240 p.
30. Marketing Educational and Professional Program of the First Level of Higher Education in the Specialty: 075 Marketing. Knowledge Area: 07 Management and Administration. Qualification: Bachelor of Marketing. URL: <http://ep3.nuwm.edu.ua/16030/> (Accessed: 12.10.2019).
31. V.A. Poltorak, I.V. Tarenenko, O.Y. Krasovska. Marketing Research: Study Guide. Kyiv: Center for Educational Literature, 2014. 342 p.
32. Adele Svitwood. Marketing Analytics. How to Back Up Intuition with Data. Kyiv: Our Format, 2019. 152 p.
33. Steven Silbiger. MBA in 10 Days. Lviv: Old Lion Publishing House, 2019. 528 p.

34. R. Smart. Agile Marketing. Kharkiv: Club Family Leisure, 2019. 208 p.
35. O. Filanovskyi. The Main Marketing Book. Kyiv: Our Format, 2018. 304 p.
36. O. Filanovskyi. The Brand Game. How to Increase Your Business's Chances of Success. Kyiv: Our Format, 2019. 200 p.
37. S.S. Chernysh. Economic Analysis: Study Guide. Kyiv: Center for Educational Literature, 2019. 312 p.

**Informational sources for executing the term paper:**

**1. Enterprise reports:**

- Balance sheet of the enterprise, form No. 1.
- Report on financial outcomes, form No. 2.
- Enterprise activity examination, form No. 1 Enterprise.
- Labor report, form No. 1-PV.
- Annual product report of the enterprise, form No. 1-p.
- Report on trade turnover, form No. 1-trade.
- Business plans.
- Marketing research materials.
- Audit inspection conclusions.

**2. Periodicals:**

- Marketing in Ukraine Journal. URL: <http://uam.in.ua/rus/projects/marketing-in-ua/arhive.php>
  - Marketing and Advertising Journal. URL: <https://mr.com.ua>
  - Marketing and Innovation Management Journal. URL: <http://mmi.fem.sumdu.edu.ua/>
  - Marketing and Digital Technology Journal. URL: <http://mdt-opu.com.ua/index.php/mdt>
  - Marketing and Marketing Research Journal. URL: <http://www.marketingandresearch.ru>
  - Sociology: Theory, Methods, Marketing Journal. URL: <http://stmm.in.ua>.
  - Marketing Communications Journal. URL: <https://grebennikon.ru/journal-1.html#volume2019-4>
  - The World of Packaging Journal. URL: <http://packaging.com.ua/magazine-list>
  - The World of Packaging Journal URL: <https://journals.ua/prof/mir-produktov/>
  - Business Weekly Journal. URL: <http://advertising.ua/mass-media/1918/rus/>
- 3. Other sources:**
- Ukrainian Marketing Association. URL: <https://uam.in.ua>
  - State Statistics Committee of Ukraine. URL: <https://ukrstat.gov.ua>

Sample Title Page Formatting

Ministry of Education and Science of Ukraine  
International European University

Term Paper  
in the Marketing Discipline

on the topic:

---

**Executor**

Student of the group: .....  
.....year,  
Faculty.....факультету

.....  
(Full name)

.....  
(signature)

**Scientific supervisor**

.....  
(position, full name)

The term paper is defended with the grade: .....  
....., 20...

Kyiv – 200...