

# JUSTIFICATION OF THE PROCESS OF FORMATION OF MARKET STRATEGIES AT INDUSTRIAL ENTERPRISES

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In the article, scientific approaches to the formation of strategies identified by world-renowned scholars Henry Mintzberg, Bruce Ahlstrand and Joseph Lampel, and a group of approaches to understanding the substance of the strategies are analyzed and systematized. This allowed to synthesize the most suitable for today's global market situation management solutions.

The authors proposed a theoretical and methodical approach to the development of a market strategy, which includes 12 stages: analysis of the internal and external situation of the enterprise; market analysis; choice of entrepreneurial idea; identification and evaluation of risks; definition of strategy; formulation of goals; defining tasks; consumer segmentation; choice of methods, methods and tools; verification of compliance strategy; development of strategic plans; control over strategy implementation. The essence of each of the stages of development of a market strategy is revealed.

In contrast to existing approaches, this approach involves in-depth details of the components of developing a market strategy in terms of market and consumer analysis, risk assessment and assessment. The implementation of this approach is aimed at expanding the analytical base of this business process, improving its constructiveness

and improving the efficiency of management activities. The fulfillment of these stages of the development of a market strategy will provide a sufficient level of economic security for the emergence of new markets and, as a result, will contribute to increasing the competitiveness of the enterprise.

The risks of market strategies at the place of origin are classified: country, political, economic, legal, technological, market, organizational, innovative. The author's definitions of the selected groups of types of risks are provided, it contributes to deepening the understanding of their structural and logical essence. Lists of risks to each of the groups are given, their contents are disclosed.

The scheme of coordination of actions of organizational and marketing structural subdivisions of the enterprise in the development of a market strategy is proposed. The relationships between the actions of these structural units, which must be agreed upon within the organizational management system of the enterprise, are determined, it will allow to further formalize these business processes.

The author's suggestions in the article can be used in the development of specific market strategies by industrial enterprises and as the basis for developing mechanisms for their strategic market-oriented activities.