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## INCREASING THE EFFICIENCY OF THE ORGANIZATION OF MARKETING ACTIVITY OF COAL ENTERPRISES

**Problem Statement.** Research suggests that several factors influence the efficiency of the organization of the marketing activity of industrial enterprises, among which are escalation of the competition for the markets, spending spree, severization of requirements of customers for quality of service.

The enterprises of the national coal industry function under complicated mining and geological conditions, having high coal production and cleaning cost, resulting in a low profitability of coal mines.

Inspection of a number of coal-mining enterprises speaks for non-effective organization of the marketing activity due to imperfect system of contractual relations with consumers, with no regard for the peculiarities of servicing various categories thereof. At the same time, performance of the coalmining enterprises depends on the impact of such financial and economic conditions as debts for coal products sold, change of contractual relations between consumers, restriction of financial resources, irregular demand for coal (profit or deficit). In this regard, there is observed a tendency of spending spree for the organization of the marketing activity and reduction of volume of sales of coal products.

Thence, in the present environment of economic management problems of improving the efficiency of the organization of the marketing activity of coal-mining enterprises become increasingly important, taking into account the consequences of the irregular demand for coal products.

**Analysis of recent research and publications.** In the scientific literature, there are many definitions of the terms «sales» and «marketing activity of the industrial enterprise». On the basis of analysis and generalization of approaches of various scientific schools, the term «sales» is systematized according to 7 classification criteria: marketing communication; type of commercial activity of the enterprise; distribution; the process of wholesale trade organization; selling goods; organization of market relations between market participants; process of direct communication between the seller and the buyer.

Most researchers argue that the marketing activity appropriately identified with the concept of «sales» in its broad sense. A number of scholars point out that sales activities are carried out in order to obtain maximum profits through a system of forecasting, analytical, or-

ganizational, marketing, information, control and other measures, etc.

Scientific approaches to the definition of «marketing activity of the enterprise» is classified in 6 groups: the process of organizing trade activities; distribution; process of marketing activity; a system for organizing the sale of goods, its delivery to the consumer and after-sales service; the type of organizational and economic activity aimed at increasing the efficiency of product sales; system of formation of demand, stimulation of sales and organization of commodity exchange.

Thus, based on the analysis of scientific sources revealed that, as a rule, sales activity is identified with the term «sales» and is understood as a combination of processes of demand formation and effective distribution channels, organization of marketing communications, distribution, sale of finished products for the purpose of profit and satisfaction needs of consumers.

Research shows that various factors affect the sales activity of the company. Scientists include such factors as «... the internal environment: the competence of workers; financial position of the enterprise; feature of goods and services; the scale of production; external environment: legislative framework; competitors, solvency of buyers; resource support; distribution channels; the nature of demand» [1, p. 466].

There is the assertion that «... the orientation of production to meet consumer demand requires improved management of sales of products, taking into account the development of the domestic economy, on the one hand, and the characteristics of a particular production – on the other» [2, p. 34].

In the work [3] it is suggested in the management of sales policy of the enterprise to consider the factors of the macro environment, immediate environment, the internal environment and assess the marketing risks.

Scientists distinguish two groups of factors of influence on the marketing policy of the enterprise: endogenous – the characteristics of the goods, sales potential of the enterprise, the strategy of the enterprise; exogenous – elements of the market, political, socio-cultural, economic, legal [4].

On the basis of generalization of approaches of domestic and foreign scientists, it is established that the main directions of improvement of management of marketing activity of an industrial enterprise are as follows:

- formation of a sales and intermediary network [5; 6, p. 147];
- creation of a rational structure of distribution channels of products [7; 8, p. 79; 9, p. 77];
- development of sales policy of the enterprise, creation and implementation of an effective marketing policy of distribution at the enterprise [8, p. 80; 10, p. 92].

As a result of a research it is revealed that scholars have scholar disputes about the forms of public-private partnership that are practical for coal mining industry. As a rule, scientists refer concession and corporate development of the mine field to public-private partnership in the coal mining industry [11-14].

Despite a wide range of scientific research and developments on the use of public-private partnership in the national coal mining industry, the problem of sales development of the coal-mining enterprises with due account for current trends of development of institutional environment is rather neglected. Considering special

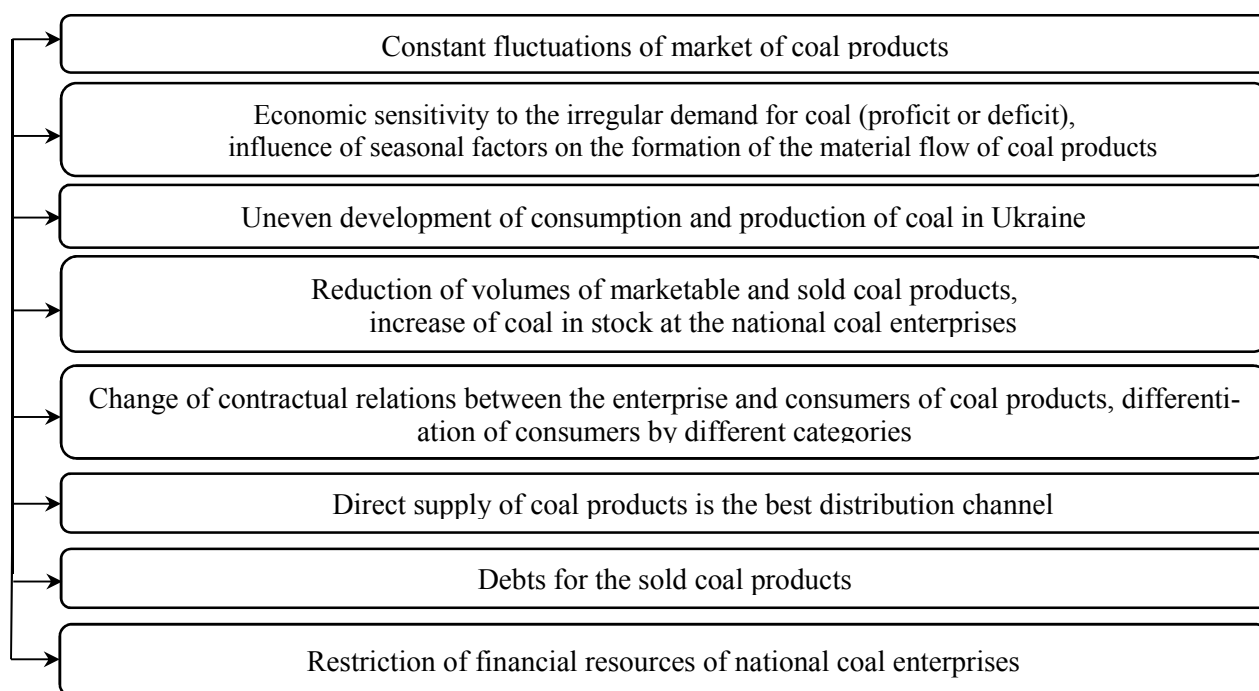
urgent character of such problem under modern conditions of managing coal-mining enterprises, it requires further scientific research. All of this considerably determined the choice of the topic of this research and its objective.

**Research objective** is the development of theoretic aspects, scientific and methodological approaches and practical guidelines for the improving of the marketing activity of coal-mining enterprises in the conditions of irregular demand.

*The object of the research* is the procedure of organization of the marketing activity of coal-mining enterprises under modern conditions of economic development. *The subject of the study* is theoretical, scientific-methodical and practical principles for improvement of the marketing activity of coal-mining enterprises in the conditions of irregular demand.

**Presentation of basic material of the research.**

The performance features of coal mining enterprises in terms organization of the marketing activity were studied (Fig. 1).

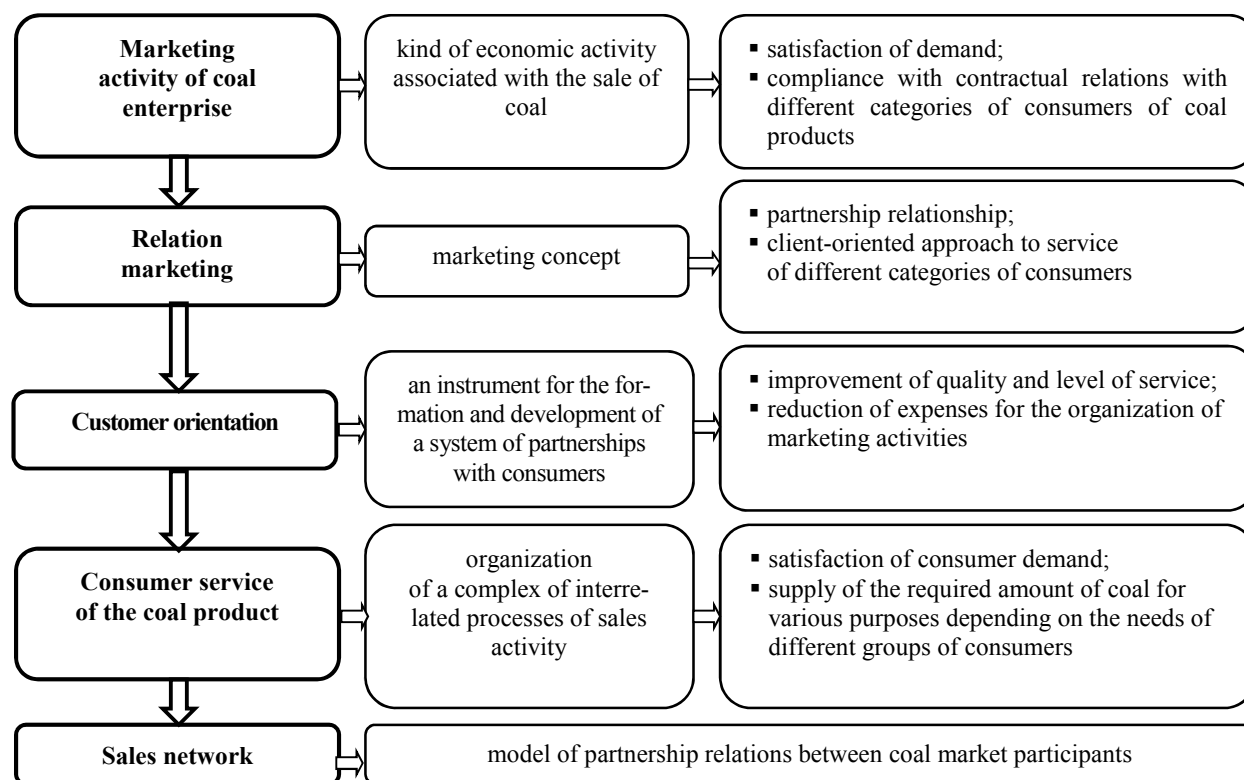


**Fig. 1. Specific features of the organization of marketing activities of coal enterprises**  
(compiled by the authors)

The essence of the concept «marketing activity of coal-mining enterprise» is specified, taking into account the specifics of its performance and detected changes and development trends of the institutional environment. It is determined that the fundamental components of the concept «marketing activity of a coal-mining enterprise» is the conclusion of contracts with different categories of consumers of coal products, based on the

specifics of their service and observance of terms of contractual relations (Fig. 2).

The author's interpretation of the term «relation marketing» as a marketing concept is given, content of which is shaping partnership relations when organizing of the marketing activity of coal mining enterprise based on client-oriented approach to servicing different categories of consumers of coal products.



**Fig. 2. Conceptual apparatus concerning the content of terms** (author's development)

The content of the term «customer orientation» as an instrument for shaping and development of partnership relations between coal mining enterprises and consumers in the context of the concept relation marketing has been improved, what raises quality and level of service, reduction of expenses for the organization of the marketing activity.

It is offered author's definition of the concept «consumer service of the coal product» meaning organization of a complex of interrelated, consistently carried out processes of the marketing activity and transportation aimed to satisfy through the delivery of coal required for production (wholesale) further sale of coal in order to make profit (average wholesale) and household needs (small-scale wholesale). It is offered a customer-oriented approach to servicing consumers of coal products based on differentiation thereof, which unlike the existing one, considers annual demand level of different groups of consumers and determine their peculiarities. This shall facilitate prompt response to changing consumer demand and market conditions, improve quality and service level, reduce handling time of coal products, increase in volume of product shipment to consumers.

The meaning of the term «sales network» is specified meaning a model of partnership relations between the participants of coal market (coal producers and different categories of coal consumers: thermal power plants, middleman etc.) during organizations of the marketing activity.

Scientific and methodological provisions are developed, according to which the necessity of improving the organization of sales activities of coal mining enterprises was substantiated. It is proved that the organization of sales activity of the coal mining enterprise should be carried out through the implementation of a complex of such measures:

- analysis of the market conditions for coal;
- SWOT-analysis of competitors and consumers;
- formation of a base of potential consumers and a portfolio of orders;
- forecasting volumes of coal shipment to different categories of consumers;
- development of sales plans for coal products and strategic marketing programs;
- registration of applications for the supply of coal and determination of payment terms;
- the conclusion of contracts for the supply of coal products to large, medium and small-scale consumers;
- development of a method for selecting efficient sales channels;
- organization of customs procedures at the shipment of coal products for export and registration of relevant documentation with the use of information technologies;
- accounting and analysis of sales costs;
- control of payment by consumers for shipment of coal.

Network approach to organization of the marketing activity of coal mining enterprises is proposed, which main point is the development of three models of sales networks (Table 1).

The first model is based on the achievement of agreements between coal-mining enterprises and thermal power plants. At the same time, the latter control the supply of coal products, forming the price of coal, which can be considered as an investment resource in the development of coal-mining enterprises.

The second model of the distribution network is the formation of an electronic exchange platform, the main purpose of which is to provide services for the centralized conclusion of exchange contracts through the conduct of electronic exchange trading in coal products.

The third model of the distribution network is the creation of a syndicate based on the agreement of coal-mining enterprises of different forms of ownership with the aim of organizing, controlling and regulating joint marketing activities on the basis of public-private partnership.

The volumes and structure of coal consumption in Ukraine are analyzed, the patterns of instability of demand for coal are investigated. The expediency of differentiation of consumers of coal products in large-scale (metallurgical, coke-chemical plants, thermal power plants), medium (intermediary organizations) and small-scale (boiler-houses heat supply of social sphere of cities and population) is grounded on the volume of their annual demand.

Table 1

**Advantages and disadvantages of the proposed models of sales networks**

Models of sales networks	Advantages	disadvantages
<i>Direct Sales Channel</i> – formation of partnership relations between the coal mining enterprise and a thermal power station on the basis of contracts for the supply of coal products	The optimal level of coal prices through the organization of direct deliveries	<ul style="list-style-type: none"> <li>• narrow-mindedness of coal grade;</li> <li>• possible disruptions in the shipment of coal to the TPP due to unforeseen force majeure (for example, an accident at a coal-mining enterprise);</li> <li>• high level of influence on this model of partner relations of crisis phenomena in the national and global economy, the unstable political situation and the deterioration of the financial and economic state</li> </ul>
<i>The second model</i> – the formation of an electronic exchange platform for the sale of coal products.	Establishing an optimal price based on the real balance of demand and supply for coal products based on market conditions	<ul style="list-style-type: none"> <li>• inconsistency of commodity exchange trade in Ukraine with generally accepted international standards;</li> <li>• absence of interest of coal market participants in conducting transparent business and guarantees from the stock exchange</li> </ul>
<i>The third model</i> – the creation of a syndicate as a form of partnership between coal-mining enterprises of different types forms of ownership	organization of the continuous process of purchasing coal in coal-mining enterprises and its deliveries to the TPP; establishing long-term relationships with regular consumers of coal	<ul style="list-style-type: none"> <li>• the syndicate may set prices on the coal market;</li> <li>• insufficiently effective control over prices for coal;</li> <li>• high level of risk in the organization of production and sales activity of coal-mining enterprises (no coal supply at the TPP – no flow of financial flows between the syndicate and coal-mining enterprises);</li> <li>• occurrence of unforeseen force majeure circumstances;</li> <li>• constant fluctuations of the market situation for coal</li> </ul>

*Offered by authors.*

The coal industry in Ukraine is characterized by uneven shipping of coal products to consumers in days and months. Different regularities of demand for coal for each group of consumers are revealed. At the same time, the peculiarity of the organization of sales activity of domestic coal-mining enterprises is constant fluctuations, that is instability of demand of large and middle-

average consumers for coal production. The calculations show a high level of seasonal fluctuations in the demand of medium-sized consumers for coal. Demand for coal products of large-scale consumers has weak seasonal fluctuations. The results should be taken into account when developing the programs and plans for the sales activity of the coal-mining enterprise.

The client-oriented approach to servicing consumers of coal products is improved on the basis of their differentiation, which, unlike existing ones, is based on taking into account the volumes of annual demand of different groups of consumers and their specific features. Implementation of this approach will allow to establish long-term economically advantageous relations of coal-mining enterprise with consumers, reduce the level of risks and losses due to timely response to the occurrence of possible force majeure during transportation and sale of products and expenses for sales activity in general, as a result of a decrease in the number of downtime.

The necessity of combining system, functional and process approaches to service of consumers of coal products in the context of the concept of marketing of mutual relations, the introduction of which will promote synergistic effect through improving the quality of service, reducing the time for delivery of coal, increase of sales volumes, is substantiated.

As a result of the statistical analysis of the dynamics of the main indicators of sales activity of the enterprises of the coal industry (*Table 2*), the main trends of its development were identified:

- reduction of consumption and production of coal;
- increase in the level of consumption over extraction, that is, shortage of coal, as a rule, coking and anthracite;
- reduction of volumes of extraction, finished, commodity and sold coal products of state coal-mining enterprises;
- coal gas surplus of gas mark;
- increase in the level of unprofitableness of coal mining in Ukraine;
- the implementation of export-import operations on the sale of coal products, which leads to a negative balance.

Table 2

**Dynamics of basic indicators of marketing activity coal enterprises of Ukraine**

Indexes	Years					
	2007	2009	2012	2014	2015	2016
Coal consumption in Ukraine, mil. t	71,0	63,0	73,3	53,9	45,3	43,2
Volume of coal production in Ukraine, mil. t	58,9	55,0	65,7	45,9	29,9	29,5
Volume of export supplies of coal, mil. t	3,7	5,3	6,1	7,1	0,6	0,5
Amount of imported coal supplies, mil. t	13,2	7,9	14,8	14,7	14,6	15,6
<i>Indicators of production and sale of coal products by state coal enterprises</i>						
Coal production, mil. t	42,2	38,4	24,9	12,9	6,7	6,0
Finished coal products, mil. t	28,6	25,4	17,8	9,7	5,0	4,4
Commodity coal production, mil. t	28,2	25,0	17,5	9,5	4,9	4,3
Realized coal production, mil. t	28,1	25,4	17,4	8,4	4,4	3,9
Volume of coal remains in warehouses, ths. t	1188,8	1979,4	2114,8	1968,1	1997,8	2014,2
<i>Economic indicators of state coal enterprises</i>						
Total cost, mil. UAH	17749,1	22083,9	32725,1	28397,0	30234,2	31295,4
Costs of marketing activities, mil. UAH	171,1	261,8	615,1	154,4	138,5	107,6
Expenses on sales of 1 t of commodity coal production, UAH	6,6	8,6	25,3	9,2	8,9	7,1
Cost of 1 ton of commodity coal production, UAH	442,8	728,1	989,4	1713,9	1963,0	2354,7
Price 1 t of commodity coal production, UAH	296,0	441,9	629,7	1009,4	1181,3	1260,7
Unprofitable coal production, %	-33,2	-39,3	-36,4	-41,1	-39,8	-46,5

*Offered by authors.*

Based on the calculation of the correlation coefficients of Pearson, Spearman and Fechner, the density and direction of correlation between volumes: consumption and production of coal in Ukraine are determined; export and import of coal products; full cost and sales costs; the cost price and the price of 1 ton of commodity coal products.

The factors influencing the organization of sales activity of enterprises of the coal industry, which are

systematized into two groups: exogenous (political, institutional, financial, market, economic, informational) and endogenous (financial-economic, informational, technological, marketing), are investigated.

The inertial and optimistic scenarios of the development of sales policy of coal-mining enterprises with the use of statistical methods are developed. The obtained results can be used in the development of strategic guidelines for the formation of sales networks in the domestic coal industry.

In order to evaluate and select the optimal coal distribution channel, it is suggested to use the hierarchy analysis method (T. Saati method), which allows quantifying the importance of the criteria and taking into account the specifics of the functioning of the coal mining enterprises and the institutional environment.

The justification for choosing the optimal distribution channel for coal products should be based on an algorithm that includes 8 steps:

- the definition of the target;
- selection of criteria and their systematization by groups, establishment of parameters of evaluation of sales channels;
- determination of the significance of the selection criteria, matrices of pairwise comparisons according to the criteria;

– the calculation of the efficiency of each of the alternatives – a direct or indirect channel for the sale of coal products;

- analysis of the results of the choice;
- achievement of the set goal.

The implementation of these steps will allow you to determine the number of criteria and parameters for evaluating each channel. The most important criteria for choosing the optimal distribution channel for coal products, which are systematized into groups, are determined:

- economic ones: throughput of the sales channel
- the volume of sales of coal products; reduction of the costs of organization of sales activities;

– organizational: timeliness of payment for coal shipped; establishment of long-term partnerships with consumers due to increase of the level and quality of service, reliability of deliveries; flexibility of payment; the possibility of control over the processes of sales activities;

– market: the possibility of adaptation to constant changes in the market situation for coal and institutional environment;

– information: the possibility of obtaining the necessary information and the use of modern information and communication technologies.

The direct channel for the sale of coal is the optimal channel, since it has the highest efficiency (0.661) compared to the indirect one. This is confirmed by the results of calculations using the expert method on the basis of the ballroom and the analytical and evaluation method.

According to the analysis of the sales system of the coal enterprise, it is proved that the direct channel of coal production is given the greatest advantage. This is due to one of the differences in the operation of coal-mining enterprises – almost 90% of sales are direct deliveries to large-scale consumers, with whom are long-term contracts. The algorithm for solving the problem of choosing the optimal coal distribution channel is implemented using the MS Excel software toolkit.

It is proved that in calculating the optimum volume of supply of coal products to large-scale consumers it is expedient to consider the following factors: annual demand for coal; the price of 1 ton of commodity coal production; expenses for the organization of sales activities (expenses for servicing consumers and transportation of coal); inflation rate; Risk factor for marketing activities.

The volume of the supply of coal products to large-scale consumers is proposed to be calculated according to the formula:

$$Q = \sqrt{\frac{2 \times V \times (1 - \frac{\delta}{100\%}) \times (C_1 + C_2)}{C_3 + (U \times (1 + \frac{i}{100}) \times \beta)}}, \quad (1)$$

where:

$V$  – annual demand for coal products, t;

$\delta$  – price discounts in cases of increase in the volume of the batch of delivery, %;

$C_1$  – expenses for the organization of consumer service processes, UAH;

$C_2$  – expenses for transportation of coal products, UAH;

$C_3$  – storage costs of coal reserves in warehouses, UAH;

$U$  – the price of 1 t of commodity coal production, UAH;

$i$  – inflation rate, %;

$\beta$  – risk factor for marketing activities.

Taking into account the specifics of the organization of sales activity of coal mining enterprises, contractual relations are an effective form of public-private partnership. The system of contractual relations is considered as a set of interrelated elements (objects, subjects, functions, methods, principles, tools) for organizing a continuous process of concluding and fulfilling the terms of contracts for the supply of coal products.

In the organization of contract activities of a coal-mining enterprise with consumers of coal products, there is a certain specificity that needs to be taken into account. It is established that when making contracts for the supply of coal products to large-scale consumers it is expedient to include such an item as 30-50% prepayment or postponement of payments for coal shipped for a certain period. At the same time, account should be taken of the fact that consumers' payment for coal shipped may not be timely. In this case, the consumer company must pay a fine

The amount of payment to be paid by large-scale consumer for coal shipped is increased by the amount of fine for late execution of its monetary obligations and calculated by the formula:

$$M = S \cdot (1 + \chi + t \cdot \delta), \quad (2)$$

where:

$S$  – the amount of debt that the consumer is obliged to pay for the coal shipped;

$\chi$  – index of inflation for all time of delay;

$t$  – the number of days for which overdue payment;

$\delta$  – penalty calculated as a percentage of the amount of debt for each day of delay.

Due to the fact that large-scale consumers require significant volumes of coal, railway transport is used for shipment. Formation of schedules of transportation is carried out taking into account the time in the road and time of unloading of cars.

Differences in the contract for the supply of coal products to medium-sized consumers should be 100% prepayment as a payment condition and the choice of the type of vehicle, depending on the volumes of shipment. The peculiarity of the contract for the supply of coal to small-scale consumers is a 100% prepayment for the services provided «coal plus delivery» or «coal without supply».

It is substantiated that it is expedient to include the following points in the stages of preparation of contracts for the supply of coal products:

- forecasting volumes of shipment of coal products to consumers;
- collection of applications for coal;
- coordination of terms of delivery, payment terms for coal;
- formation of transportation schedules taking into account the time in the road and time of unloading of cars or motor transport;
- the choice of the type of transport, the conclusion of contracts for transport services with the cargo transport department or a motor transport enterprise;
- concluding contracts for the supply of coal products to consumers;
- application of penalties from large-scale consumers in cases of their untimely refusal of delivery or delay of payment for the coal shipped.

These contractual work processes should be implemented through the entire complex of management functions: forecasting, planning, organization, accounting, control, analysis, regulation.

It is established that the issue of formation of a business association on the example of a syndicate aimed at minimizing the risk associated with the instability of demand for the public and private sectors of the coal industry is relevant.

Within public-private partnership in the field of mining industry and development of pits syndicate shall be an effective form of partnership between large vertically integrated companies which at the same time act as producers and consumers of coal products, and state coal-mining enterprises for the purpose of organization, control and regulation of joint sales. It doesn't contradict

current legislation of Ukraine where possibility of merging of the enterprises by the industry principle is pointed out.

Considering that state coal enterprises is under the management of the Ministry of Energy and Coal Mining of Ukraine, the relations between them shall be governed by the agreement on estate administration. It complies with the Regulations on the Ministry of Fuel and Energy of Ukraine, Art. 1029 of the Civil code of Ukraine, Art. 5 of the Law of Ukraine «On public-private partnership».

According to the Article 1029 of the Civil code of Ukraine under the agreement on estate administration one party (administrator – in this case the Ministry of Energy and Coal Mining of Ukraine) transfers to the other party (to the executive manager of created coal syndicate with the participation of DTEK) the management of estate of state enterprise for a definite period, and the second party shall provide management of this estate at a charge in its own name for the benefit of the trust or indicated person (beneficiary).

According to the Article 5 of the Law of Ukraine «On public-private partnership» income shall be distributed between the participants of the syndicate under the terms of joint venture agreement. In Article 1130 of chapter 77 of the Civil code of Ukraine it is agreed that that under the joint venture agreement the parties (participants) undertake to work jointly without creation of the legal entity in the furtherance of the goal. In this case (through the example of syndicate) without consolidation of deposits of participants for the purpose of the organization joint sales. Terms of joint venture agreement, including coordination of working partnership of the participants, coverings of expenses and loss thereof, contribution to the results of joint venture and so on are specified in the agreement between the parties.

So, mechanism of implementation of public-private partnership is improved during control over sales of coal mining enterprises of different forms of ownership based on syndicate as a form of business, what shall contribute to prompt response to changes in demand for coal, distribution of risks between coal enterprises of public and private sectors and their minimization, organization of continuous supply and secured channels of distribution of coal products for national coal-mining enterprises.

The methodical approach to the estimation of the economic effect from the implementation of measures to improve the marketing activities of coal mining enterprises is proposed, which is based on saving of sales expenses as a result of the increase of the level of coordination between the coal mining enterprise and the cargo handling department at the conclusion of agreements on the provision of transport services, the formation of optimal schedules the movement of wagons, the rational use of wagons by load capacity, reducing the

time for servicing consumers of ears efficient innovation infrastructure products.

**Conclusion.** The scientific novelty of the obtained results lies in the further development of theoretical aspects, scientific and methodological approaches and practical guidelines for the improvement of the marketing activity organization of coal-mining enterprises in the conditions of irregular demand.

The main provisions that contain scientific novelty include the following:

proposals on the application of a network approach to the organization of sales activities of coal mining enterprises on the basis of development of three possible models of sales networks;

improved client-oriented approach to customer service of coal products, which allows forming a system of contractual relations between a coal-mining enterprise and different groups of consumers;

the principles of the combination within the framework of the concept of marketing the relationship of system, process and functional approaches in order to improve the service of consumers of coal products;

an improved methodical approach to choosing the optimal channel of coal production, which allows using the hierarchy analysis method to determine the most important criteria and to calculate the volume of the supply of coal to large-scale consumers taking into account the set of factors;

mechanism of realization of public-private partnership in the management of sales activities of coal-mining enterprises on the basis of the legal form of the syndicate.

The practical implication of the research results is that the proposed recommendations for the improvement of the marketing activity organization can be used for coal-mining enterprises of Ukraine.

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### Залознова Ю. С., Трушкіна Н. В. Підвищення ефективності організації збутової діяльності вугільних підприємств

Досліджено особливості функціонування вугледобувних підприємств з точки зору організації збутової діяльності. Уточнено суть і зміст понять «збутова діяльність вугледобувного підприємства», «маркетинг взаємовідносин», «клієнтоорієнтованість», «обслуговування споживачів вугільної продукції», «збутова мережа». Доведено доцільність за-



стосування мережевого підходу до організації збутової діяльності вугледобувних підприємств.

У результаті аналізу обсягів і структури споживання вугілля в Україні виявлено закономірності нестабільності попиту на вугільну продукцію різних категорій споживачів. Запропоновано застосування клієнтоорієнтованого підходу до обслуговування споживачів вугільної продукції на основі їх диференціації, який, на відміну від існуючих, базується на врахуванні обсягів щорічного попиту різних груп споживачів та їх специфічних особливостей.

Встановлено, що для вдосконалення обслуговування споживачів вугільної продукції доцільним є поєднання системного, процесного і функціонального підходів. Досліджено та систематизовано чинники впливу на організацію збутової діяльності підприємств вугільної промисловості. Розроблено інерційний та оптимістичний сценарії розвитку збутової політики вугледобувних підприємств за допомогою різних методів прогнозування.

Удосконалено методичний підхід до вибору оптимального каналу збуту вугільної продукції з використанням методу аналізу ієрархій, експертного й аналітично-оціночного методів. Розроблено механізм реалізації державно-приватного партнерства при управлінні збутовою діяльністю вугледобувних підприємств різних форм власності у вигляді синдикату.

Сформовано систему контрактних взаємовідносин вугледобувного підприємства з різними категоріями споживачів вугільної продукції. Дістав подальшого розвитку методичний підхід до оцінки економічного ефекту від реалізації заходів щодо вдосконалення організації збутової діяльності вугледобувних підприємств, який апробовано на вітчизняних підприємствах вугільної промисловості.

*Ключові слова:* вугільне підприємство, збутова діяльність, організація, нестабільність попиту, теоретичні положення, науково-методичні засади, практичні рекомендації, клієнтоорієнтований підхід, канал збуту, синдикат.

### **Залознова Ю. С., Трушкіна Н. В. Повышение эффективности организации сбытовой деятельности угольных предприятий**

Исследованы особенности функционирования угледобывающих предприятий с точки зрения организации сбытовой деятельности. Уточнены сущность и содержание терминов «сбытовая деятельность угледобывающего предприятия», «маркетинг взаимоотношений», «клиентоориентированность», «обслуживание потребителей угольной продукции», «сбытовая сеть». Доказана целесообразность применения сетевого подхода к организации сбытовой деятельности угледобывающих предприятий.

В результате анализа объемов и структуры потребления угля в Украине выявлены закономерно-

сти нестабильности спроса на угольную продукцию различных категорий потребителей. Предложено применение клиентоориентированного подхода к обслуживанию потребителей угольной продукции на основе их дифференциации, который, в отличие от существующих, базируется на учете объемов ежегодного спроса различных групп потребителей и их специфических особенностей.

Установлено, что для совершенствования обслуживания потребителей угольной продукции целесообразно сочетание системного, процессного и функционального подходов. Исследованы и систематизированы факторы влияния на организацию сбытовой деятельности предприятий угольной промышленности. Разработаны инерционный и оптимистический сценарии развития сбытовой политики угледобывающих предприятий с помощью различных методов прогнозирования.

Усовершенствован методический подход к выбору оптимального канала сбыта угольной продукции с использованием метода анализа иерархий, экспертного и аналитико-оценочного методов. Разработан механизм реализации государственно-частного партнерства при управлении сбытовой деятельностью угледобывающих предприятий различных форм собственности на основе создания синдиката.

Сформирована система контрактных взаимоотношений угледобывающего предприятия с различными категориями потребителей угольной продукции. Получил дальнейшее развитие методический подход к оценке экономического эффекта от реализации мероприятий по совершенствованию организации сбытовой деятельности угледобывающих предприятий, который апробирован на отечественных предприятиях угольной промышленности.

*Ключевые слова:* угольное предприятие, сбытовая деятельность, организация, нестабильность спроса, теоретические положения, научно-методические основы, практические рекомендации, клиентоориентированный подход, канал сбыта, синдикат.

### **Zaloznova Yu., Trushkina N. Increasing the efficiency of the organization of marketing activity of coal enterprises**

Performance features of coal mining enterprises in terms of organization of the marketing activity were studied. The essence of the concept «marketing activity of coal-mining enterprise» is specified, taking into account the specifics of its performance and detected changes and development trends of the institutional environment. The author's interpretation of the terms «relation marketing», «customer orientation», «consumer service of the coal product», «sales network» are given. Network approach to organization of the marketing activity of coal mining enterprises is proposed, which

main point is the development of three models of sales networks.

Based on the analysis of scope and pattern of coal consumption in Ukraine, common factors of irregular demand for coal of different categories of consumers are determined. As per calculations of seasonal fluctuations index it is estimated that demand for coal of large-scale consumers is characterized by weak seasonal fluctuations and of middle-scale – by significant. It is offered a customer-oriented approach to servicing consumers of coal products based on differentiation thereof, which unlike the existing one, considers annual demand level of different groups of consumers and determine their peculiarities.

It is established that in order to improve the processes of servicing of coal consumers it is reasonable to use in a single package the system, process and functional approaches. This shall contribute to synergistic effect through the improvement of service quality, reducing handling time of coal, increasing sales, expanding markets as a result of new segments upraise. The factors influencing the organization of sales of coal mining enterprises are investigated and systematized. The inertial and optimistic scenarios for the development of sales policy of coal-mining enterprises through the use of various forecasting methods are developed.

Selection criteria for optimal channel of coal product sale are specified and systematized into four groups: economic, organizational, market and information. Using hierarchy analysis technique (Saaty's method), judgmental method based on point factor and analytical appraisal method the advantages of direct supply of coal to customers are proved, which amounts almost 90% of

sales of coal mining enterprises. When calculating the volume of the delivery of coal products to large-scale consumers it is proposed to take into account such factors as annual demand for coal; price of 1 t of marketable product; expenses for the organization of sales (expenses for consumer service and transportation of coal); inflation rate and risk factor.

Mechanism of implementation of public-private partnership is improved during control over sales of coal mining enterprises of different forms of ownership based on syndicate as a form of business, what shall contribute to prompt response to changes in demand for coal, distribution of risks between coal enterprises of public and private sectors and their minimization, organization of continuous supply and secured channels of distribution of coal products for national coal-mining enterprises.

The system of contractual relationships of coal producers with various categories of coal consumers is built, which is understood as a set of interrelated elements (objects, subjects, functions, methods, principles, tools) for continuous conclusion and fulfillment of the terms of contracts for the delivery of coal products. The methodical approach is being further developed to evaluation of economic potential from implementation of measures on improvement of sales of coal mining enterprises, which has been tested on a number of national coal mining enterprises.

*Keywords:* coal enterprise, marketing activity, organization, irregular demand, theoretical positions, scientific and methodical principles, practical recommendations, client-oriented approach, channel of distribution, syndicate.

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