

УДК 339.5
JEL Classification F18

Dmytro Tsakhlo
Olena Zhytkevych

Formation of Marketing Program in International Business for the Domestic Enterprise (based on PRJSC MMWF Oskar)

Nowadays domestic enterprises operations are challenging due to exposure to potential transition risks related to changing market conditions such as demand, prices (energy prices) and contingent factors. In order to eliminate or mitigate these factors, effective approaches to marketing planning are needed since they can guide managers properly toward solving arose problems. The marketing program, studied in the article, is that universal tool for the use by enterprises. It allows to analyze the state of the external environment of organizations qualitatively. At the same time it is a strategically important plan for enterprises, which prepares production, marketing, scientific and technical activity for a certain period of time, designed to provide the best option for a company. The purpose of the paper is to analyze the marketing activity of the domestic enterprise, in particular the Private Joint Stock Company "Morshin mineral water factory "Oskar"" (PRJSC MMWF "Oskar") in order to develop its marketing program in international business. The following tasks have been formed and successfully accomplished: conduct the justification analysis of marketing program for the Private Joint Stock Company "Morshin mineral water factory "Oskar""; propose the algorithm of developing a marketing plan and recommendations toward the international business of the PRJSC MMWF "Oskar" and prove the feasibility of the proposed marketing program for the company.

We should mention, that proposed plan of marketing program in the international business activities for the PRJSC MMWF "Oskar" has been developed in 2021, and due to significant shifts and changes in economy and domestic markets of Ukraine, which happened in 2022, the plan requires reconsiderations and adjustments. Since it is out of the scope of current research, we have decided to utilize this idea for our further studies.

The study's theoretical and methodological basis are statistics, analysis, marketing, management and administration working papers of foreign and domestic researchers, regulatory documents, periodical press materials and practical data analysis of PRJSC MMWF "Oskar".

Keywords: marketing program, international business, sales analysis, financial analysis

DOI 10.37659/2663-5070-2022-8-67-76

The marketing program is aimed at implementation of the enterprise's mission, image creation, competitiveness growth, as well as at forming tasks, which lead to the increase of the enterprise's efficiency through the fullest use of its resources. Thus, it is a whole system, which includes many elements of marketing analysis and tools for its preparation, and allows more accurately and qualitatively assesses the position of a company in a market and plans its further development. This program is not only an element of marketing, but also an element of strategic planning in an organization. It is an important component of management at the highest level, and allows not only to set specific marketing tasks for a company, but also to arrange activities of an entire enterprise as a whole. Therefore the program contributes to improving efficiency, competitiveness and achievement of tactical and strategic goals by an organization [1–7].

The marketing program is complex and requires consideration of many firm's environment influence factors. The developing and implementing this program on large scale companies often associated with such problems: lack of proper understanding about the importance of marketing program and shortage of specialists in developing and leading such programs. However, the program plays very important role for increasing a firm's competitiveness regardless of its size and scope.

The aim of the paper is developing marketing program in international business of the domestic enterprise, in particular the Private Joint Stock Company "Morshin mineral water factory "Oskar"" (PJSC MMWF "Oskar"). In order to achieve the goal, the following **tasks** must be fulfilled:

- conduct the justification analysis of marketing program for the Private Joint Stock Company "Morshin mineral water factory "Oskar"";
- propose the algorithm of developing a marketing plan and recommendations toward the international business of the PJSC MMWF "Oskar";
- prove the feasibility of the proposed marketing program for the company.

The marketing program has been studied by many foreign and Ukrainian academics, such as: F. Kotler [1], I. V. Babii [2], V. A. Mushtay [3], S. V. Karpova [4], Y. V. Sivoplyas [5], I. M. Jadan [6].

Our literature review showed that the existence of many approaches and methods for developing an enterprise' marketing program in international business and unstable market conditions may lead to misunderstanding in choosing a right one, which will suits a company well. Hereby, our paper suggests to use main principles and concepts proposed by researchers and adopt them to current market conditions for one of the domestic enterprises.

In order to formalize the marketing program in international business for the PJSC MMWF "Oskar", firstly we have conducted the analysis of its marketing activities. The PJSC MMWF "Oskar" is a member of the IDS Group Ukraine, which also includes such companies as: "Mirgorod", "Alaska", "Truskavetskaya" and also mineral water "Borjomi" imported from Georgia. The main market for "Mirgorod" (99.9%) is the Ukrainian market. At the same time, there is some seasonality in production, which falls on the summer period [8–9].

Formalization the marketing program in international business of the PJSC MMWF "Oscar" requires its justification. For this purpose we conducted analysis of the marketing program in international business in order to identify possible advantages and disadvantages of its adaptation in the firm.

Domestic producers of mineral water, in particular PJSC MMWF "Oscar", work mainly on the domestic market. The mineral water industry in Ukraine is characterized by weak export orientation. The main export destinations for mineral water sales are Moldova and Russia. In the geographical structure of mineral water imports, Georgia, Russia, Italy, France and Bulgaria account for the largest share. In the structure of foreign trade, as well as in the structure of production, carbonated mineral water prevails [10, p. 3].

The export capabilities of the firm has been barely exploited yet, although it is quite significant. The firm's entry into international marketing activities implies that it is ready to comply with the five basic rules of doing business in another cultural environment:

1. To be ready for the perception of foreign culture: the study of the history of the country, its culture, business etiquette, folklore, the system of political system, the daily interests of buyers.

- 2. To understand the rhythm of life. Remember that not all countries are equally attentive to time, and consider lateness as disrespect to the partner.
- 3. Be willing and able to establish personal long-term and trusting relationships with foreign partners.
- 4. Master the language of the foreign partner.
- 5. Respect the traditions of the country; observe the accepted norms and rules of conduct [11, p. 26]. The proposed structure of marketing program in international business for the domestic enterprise has been followed by these five rules.

The closest potential market for export is the market of European Union (EU), where the average consumption of minerals per inhabitant is 3–4 times higher than in Ukraine. However, in order to enter Europe with their products, Ukrainian producers need to certify them accordingly. In the Europe Union market, only natural mineral waters recognized in the EU may be sold. The list of recognized mineral waters is published in the List of Natural Mineral Water Recognized by Member States. The recognition of natural mineral water is conducted by the competent institutions of the EU countries and includes:

- assessment of conformity (certification) of mineral water, conditions of its extraction and bottling to the requirements of EU regulations;
- registration in an EU country;
- notification to the European Commission of registered natural mineral water;
- inclusion of mineral water in the list of natural mineral waters recognized in the EU [12].

Specific labeling requirements are set for individual foodstuffs, such as mineral water. Natural mineral water recognized in any of the EU countries can be freely distributed throughout the EU.

The process of development and implementation of marketing decisions require adaptation to the changing foreign environment based on the formation of the international marketing activity program of the enterprise. The component, which is the analysis of internal capabilities of the enterprise in the context of its general scientific and technical, industrial, social and financial-economic activities. The decision to enter a foreign market involves the development of the concept and strategy of its foreign economic activity and international marketing [13, p. 5].

Marketing plan of PJSC MHMF "Oscar" is like a roadmap: it should show where the enterprise is at the moment, where it is going and how it is going to get there. To conduct the analysis of the marketing plan, we have considered the potential problems that might arise at PJSC MHMF "Oscar" in the absence of a marketing plan. At the same time we have collected the potential results that the company might get after its development and improvement of the process of marketing planning. These outcomes of possible arguments of implementing the plan (advantages) and disadvantages — potential problems arise from the absence of it, have been collected and represented in Tables 1 and 2.

Thus, the marketing program of the PJSC MHMW "Oscar" might contribute to:

- the systematization and communication to all employees of the enterprise of the ideas that were exclusively in the head of the manager before it was drafted;

Table 1. Problems and results of developing a marketing program of PJSC MHMF "Oscar"

Problems caused by the lack of a program	Results of marketing program development
The company has several options for development, but it is not decided which of them is the best to invest in;	A list of attractive areas of development is defined, unattractive areas are discarded;
It is unknown which customers should be targeted in the first place	The group of target consumers is defined and their description is obtained
It is unknown which types of products should be developed, which should be improved, and which should be abandoned.	Strengths and weaknesses of the enterprise are identified — it is clear which problems need to be solved first
The company is developing "jerkily," there are no clear perspectives for development	A clear plan of action has been established, which should lead to the intended objectives

- the clear establishment of goals and the control of their achievement;
- organizing the work of the whole enterprise;
- avoiding unnecessary actions that do not lead to the intended goals;
- appropriately distributing time and other resources;
- mobilization of the company's employees.

Here we will summarize the above and consider all the arguments "pros" and "cons" of developing a marketing program for the enterprise PJSC "MHMW "Oscar".

Evaluation of sales promotion in PJSC MHMW "Oskar" allowed us to identify the relevant aspects of the direction of sales promotion. One of the promising areas of sales promotion is the development of marketing relations. Its task — establish long-term relationships of the enterprise with consumers and suppliers. At the same time, the attention should be paid to:

- establishment of mutual reliability, stability of relations of formal (business) character;
- implementation of direct contacts, development of partnership, etc. in the sphere of relations of informal character.

Table 2 shows arguments of program development at PJSC MHMW "Oskar" , which can be considered as proof of the potential advantages of the marketing program.

We considered that the well prepared marketing program can help to obtain significant profits, increase sales of products, as well as expand the number of potential customers and other benefits. Hence, the PJSC MHMF "Oscar"

needs to develop a marketing program for export activities in order to increase their effectiveness and profitability.

According to the current market situation and other firm's operating activities factors, we offered to start with the short-term development plan. Since the enterprise plans to export mineral water, and this type of production i seasonal, therefore it is reasonable to develop the program only for the period of time up to one year. In addition, the enterprise should develop small programs that cover the issues of subdivisions' activities, improvement of assortment, sales channels, advertising, etc.

Based on studied materials [1–15], we have proposed the following algorithm for developing a marketing plan of PJSC MHMW "Oskar", which consists of five consecutive steps

Step 1. Defining the mission of the enterprise. This step defines the mission of the enterprise (its purpose in the market).

Step 2: The SWOT analysis is an analysis of the strengths, weaknesses, opportunities and threats of the company's immediate surroundings (external environment). This analysis gives a very clear idea of where the enterprise is and what it is all about.

Step 3. Defining the goals and strategy of the organization as a whole. This section provides the basis for developing a specific marketing action program.

Step 4: Defining and setting tasks and the program of actions on their realization. At this stage, the tasks of marketing department are defined within the framework of the general

Table 2. Problems and results of developing a marketing program of PJSC MHMF "Oskar"

Arguments "against" the development of a marketing program	Arguments "for" the development of a marketing program
Lack of time to develop a marketing plan	• Developing an abbreviated version of a marketing plan using the algorithm suggested in this series of articles will take a few days. • The developed marketing plan will save time by avoiding unnecessary actions that do not lead you to the goals set in the marketing plan
We work successfully without a marketing plan	In this case, if you have a marketing plan, your company will be even more successful
It is unknown how to develop a marketing plan	There are companies in the market for services professionally engaged in providing services for the development of marketing plans

plan of the enterprise, and the program of actions directed on the decision of these tasks is developed.

Step 5: Create a marketing plan and monitor its implementation. At this step, the document itself is compiled and the values of the parameters by which the implementation of the marketing plan will be monitored later are determined.

We started with the step 1. The choice of a growth strategy is very important for the company. The types of growth strategies of the PJSC MHMF "Oscar" represented in Table 3.

In the step 2, on the basis of the results of the analysis (competitive analysis, market analysis, SWOT-analysis) the marketing plan has been developed for the company to expand its market activities beyond Ukrainian market. Having conducted the research, Romania was chosen as a new importer of PJSC MHMF "Oscar" products, since the company's products are not yet represented in this country. Experts characterized Romania's market as one where there is a fairly high level of demand for soft drinks, and national manufacturers are unable to fully satisfy it. Based on conducted research, the company "Rainbow" Ltd. was proposed as a partner, which is engaged in wholesale and retail trade and has been operating in the Romanian market for several years. To start exporting the products it is planned to sell 50.000 liters "Slightly carbonated" and 60.000 liters "Highly carbonated" products.

In the step 3, we decided that the strategy of deep penetration in the market is an appropriate strategy for PJSC MHMW "Oscar". The company can obtain significant profits, increase sales of products, as well as expand the number of potential customers due to the following this strategy.

The main objectives of the step 4 have been achieved via a well-developed program of actions, specifically:

- offer to customers goods and services of appropriate quality;
- desired assortment;
- provision of goods in the required time and on more favorable terms than those of competitors.

Evaluation of sales promotion in the PJSC MHMW "Oscar" has allowed us to identify the relevant aspects of the direction of sales promotion. We noted, that one of the promising areas of sales promotion was the development of marketing relations, which can establish long-term relations of the enterprise with consumers and suppliers. At the same time, attention should be paid to:

- establishment of mutual reliability, stability of relations of formal (business) character;
- implementation of direct contacts, development of partnership, etc. in the sphere of relations of informal character.

At the present time, marketing communications are considered by scientists as a component of marketing strategies to stimulate sales activities, but in practice, they are not used in the sales activities of the enterprise. Such approach to marketing communications does not give an opportunity to utilize capabilities of marketing efficiently. In other words, one of the ways to improve the management of sales activity is the integration of marketing communications in the distribution systems of the enterprise [1–8].

We have analyzed seasonality of sales of the studied enterprise's products for 2018–2021

Table 3. Key areas of growth opportunities for the PJSC MHMF "Oscar" (intensive growth strategies)

Deep penetration	Expanding market boundaries	Product Development
Mineral water price reduction	Entering the Polish market	Launch of new apple-flavored products on the market
Improving the service of product delivery to the consumer	Entering the market of Belarus	Introduction of new products on the market with the volume of 3 litters
Placing large quantities of advertising in stores or expanding the network of television channels	Close cooperation with a network of private enterprises	Creation of a new logo and corporate identity of products
Periodically update the corporate website and regularly fill it with useful information		
Hire merchandisers to improve shelving in shops and supermarkets		

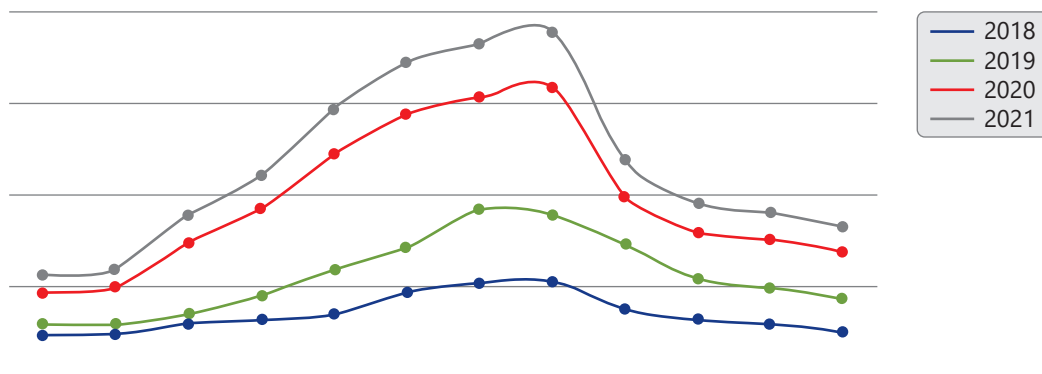


Fig. 1. Seasonality of sales of packaged water PJSC MHMW "Oskar" by months for 2018–2021, in thousands, UAH

period per month (see Figure 1). The analysis showed that products have a clearly expressed seasonal nature of sales. Thus, the demand for mineral water was naturally high in the warm season, because the consumption of this product to quench thirst was increasing. In winter there was a low demand for packaged water, and the spring and fall were, respectively, periods of growth and decline in sales.

To obtain detailed results, it is necessary to analyze the sales volumes of carbonated and non-carbonated packaged water, because these products have different seasonal dynamics of demand due to their purpose.

The seasonality of sales of non-carbonated packaged water can be seen quite well (see Figure 2). Peak sales volumes were in the summer months, and there was a little demand in winter. However, decline in sales were gradual, and the change in volumes is relatively small. Due to the fact that, non-carbonated water is used more in everyday life, so it is less subject to seasonal fluctuations. The situation with the demand for carbonated mineral water was quite different (see Figure 3).

The analysis of the graph shows significant changes in sales volumes during the year (see Figure 3). This is most clearly seen in 2021, when the demand for the "Morshinska" carbonated mineral water in the summer season exceeded the winter sales volumes by more than 4 times. Such situation is logical and comes from the nature of the product itself, which in most cases is used to quench thirst.

Thus, the PJSC MHMW "Oskar" production has seasonal demand. In this case, the researched enterprise should implement measures to mitigate the impact of fluctuations in sales volumes on production. It has offered two options:

- adjust to the seasonality of demand;
- stimulate demand by smoothing out its seasonality.

The conducted researches indicated practically the same tendencies in sales volumes for both carbonated and non-carbonated packaged water (Table 4).

Therefore, the joint-stock company should make maximum use of its production capaci-

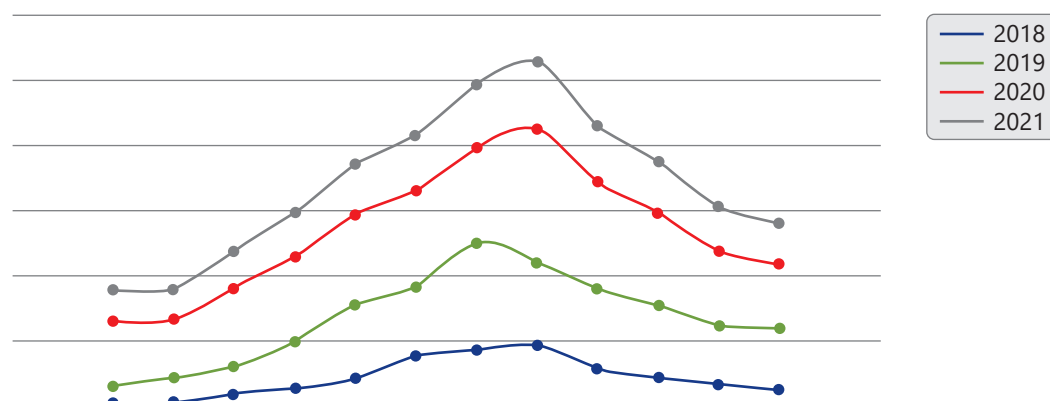


Fig. 2. Seasonality of sales of non-carbonated packaged water of PJSC MHMW "Oskar" by months for 2018–2021, in thousands, UAH

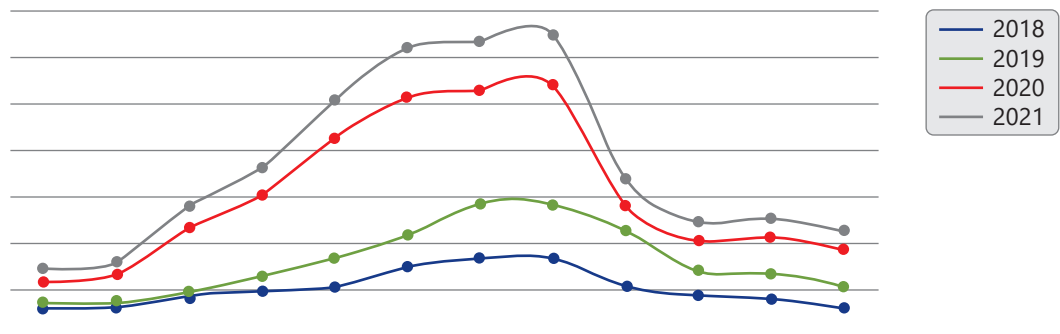


Fig. 3. Seasonality of sales of carbonated packaged water PJSC MHMW "Oscar" by months for 2018–2021, in thousands, UAH

Table 4. Seasonality of demand for the PJSC MHMW "Oscar" products

Products	Month											
	1	2	3	4	5	6	7	8	9	10	11	12
Carbonated water	min	min				max	max	max				min

ties during the sales season. Particular attention should be paid to the production of carbonated mineral water in the summer season. When the demand for products drops, it is difficult to store products. This situation requires the development of warehousing, which involves significant additional costs in short run.

Another option, which can be used by the PJSC MHMW "Oscar" — demand management techniques. Enterprises can smooth seasonal fluctuations with the help of sales stimulation measures. For this purpose in the month of minimum demand for goods the enterprise can widely use discounts, bonuses, prizes, organize promotions using lotteries, etc.

It is reasonable to start taking measures to stimulate sales during the periods when demand starts to fall, until the moment when it reaches its critical natural level. In this case in the month with potentially low demand the researched enterprise will sell a larger volume of products. The increase in sales volume will occur due to:

- decrease in sales of inactive competitors;
- replacement by consumers of other products in this category in their consumer basket.

In the step 5 we have developed the detailed organizational plan, specified deadlines, responsible persons, and other characteristics of the marketing program activities. Problems linked

to the organizational, economic plan and information support of the developed marketing measures have been solved. The marketing program finalized with the control section and estimated expenses on realization of the program as a whole, on separate items and on possible increase of its efficiency.

The proposed marketing program for the PJSC MHMW "Oskar" is presented (see Table 5).

Implementation of marketing communications involves determining the effect of their realization.

Evaluation of the developed marketing program allows to improve the efficiency of the enterprise due to the clear definition of goals and methods of their achievement, elimination of ambiguities and superfluous actions that do not lead to the planned results.

The following stage is the evaluation of the economic efficiency of the developed program in order to prove its proficiency. It has been proposed, that delivery of the goods should be carried out by road transport on DAF — Diakovo, Ukraine (according to Incoterms 2000). Payment for the goods supplied must be made in the form of a subscription by transferring 100% of the lot price to the Seller's currency account. The analysis of efficiency of the proposed measures under the marketing program showed that export to Romania was proved to be economically expedient (profitable).

Table 5. Marketing program of PJSC MHMW "Oskar".
Source: compiled by the author

Goal	Enter a new foreign market by May 2022				
Analysis	Task	Dedline	Responsible	Document	Preliminary budget
	Comprehensive market analysis	30–60 days	Contractor, outsource marketer	Report	90000
Tools for Achievement	Task	Dedline	Responsible	Document	Preliminary budget
	Development and implementation of advertising strategy	30-90 days	Contractor, outsource marketer	Report	250000
	Development of the PPM	10 days	Marketer	Document	
	Selection of advertising channels	10 days	Marketer	Document	
	Development of creative	10 days	Designer, Marketer	Template	20000
	Updating the site	5–15 days	Marketer		20000
	Connecting coltracking	5 days	Marketer	Report	10000
	Product line placement	5 days	Contractor	Report	5000
	Banner creation	5 days	Marketer	Template	5000
	Defining marketing communications	5 days	Marketer	Document	
	Contacts collection system	indefinitely	Marketing Department	Document	
	Creating promotion strategy in social networks	indefinitely	SMM	Group sales	25000
	Merchandising at retail outlets	5 days	Marketer	Document	
Other	Task	Dedline	Responsible	Document	Preliminary budget
	Budget reserve			Report	
	Sales tracking			Report	
Budget					425000

Conclusion

This study of the theoretical and practical foundations of the development of a marketing program in international business allowed to formulate the following main conclusions. The marketing program — the most important part of the plan of business entities. The purpose of the marketing program and its main idea is to find and create competitive advantages. The process of marketing planning — a logical sequence of actions, lead to the determination of the marketing goal and formulation of plans to achieve them.

In our study we have conducted the analysis of marketing program in the international business activities for the PRJSC MMWF "Oskar", which is operating in the domestic market. Hence, according to the analysis we concluded that the marketing activity of the PJSC MHMF "Oscar" is subordinated to solution of two groups of tasks: practical implementation of the plant's strategy of entering new markets with competitiveness, high quality products and creation of mobile and flexible system of interaction of functional services with current customers and potential consumers. This principle was the basis for development of functional responsibilities of the

specialists of marketing structures of the enterprise.

We have proposed the algorithm toward developing the marketing program in the international business for the PJSC MHMF "Oscar", which consists of five steps: Step 1. Defining the mission of the enterprise; Step 2: Conducting the SWOT analysis is an analysis of the strengths, weaknesses, opportunities and threats of the company's immediate surroundings (external environment); Step 3. Defining the goals and strategy of the organization as a whole; Step 4: Defining and setting tasks and the program of actions on their realization and step 5: Creating a marketing plan and monitoring its implementation.

The proposed plan has been represented as well. After carrying out research, Romania company has been chosen as a new importer of the PJSC MHMF "Oscar" products, because the company's products are not yet represented in that country. Experts characterized the Romanian market as one in which there is a fairly high level of demand for soft drinks, and national producers are not able to satisfy it completely.

The analysis of efficiency of the proposed measures under the marketing program showed that export to Romania proved to be profitable.

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Цахло Д. А., Житкевич О. В.

Формування маркетингової програми в міжнародному бізнесі (на базі ПрАТ ММЗФ "Оскар")

На сьогодні, діяльність вітчизняних підприємств знаходиться під постійним впливом потенційних ризиків переходу, пов'язаних зі зміною ринкового попиту, цінами, такими як ціни на енергоносії та іншими факторами. Для того, щоб усунути або зменшити їх негативний вплив, потрібні ефективні підходи до маркетингового планування, оскільки саме вони допоможуть менеджерам правильно курувати підприємствами. Маркетингова програма є тим універсальним інструментом на підприємстві, який дозволяє, з одного боку, при його розвитку якісно аналізувати стан зовнішнього середовища організації, а з іншого боку, це стратегічно важливий план підприємства, який готує виробничу, маркетингову, науково-технічну діяльність фірми на певний період часу, покликаний забезпечити найкращий варіант для компанії. Метою роботи є аналіз доцільності маркетингової програми вітчизняного підприємства, зокрема Приватного акціонерного товариства "Моршинський завод мінеральних вод "Оскар" (ПРАТ "МЗВФ "Оскар") з метою виходу на міжнародний ринок. Зазначена ціль, вимагає виконання наступних завдань, які були успішно сформульовані та вирішені у роботі: провести аналіз маркетингової програми в міжнародній господарській діяльності для Приватного акціонерного товариства "Моршинський завод мінеральних вод "Оскар""; запропонувати алгоритм розробки маркетингового плану, рекомендації щодо формування маркетингової програми в міжнародному бізнесі та обґрунтувати її доцільність.

Зауважимо, що запропонований план маркетингової програми у міжнародній бізнес-діяльності для Приватного акціонерного товариства "Моршинський завод мінеральних вод "Оскар" був розроблений у 2021 році, та у зв'язку зі значними зрушеннями та змінами в економіці та внутрішніх ринках України, які відбулися у 2022 році, отриманий план потребує доопрацювання та коригування. Оскільки це не входило в рамки нашого дослідження, ми вирішили використати цю ідею для подальших досліджень.

Теоретико-методологічною основою дослідження є праці зарубіжних та вітчизняних авторів зі статистики, аналітики, маркетингу, менеджменту, адміністрування, нормативні документи, матеріали періодичної преси та практичного аналізу даних ПрАТ "ММЗФ "Оскар".

Ключові слова: маркетингова програма, міжнародний бізнес, аналіз продажів, фінансовий аналіз