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**METHODS OF ANALYSIS OF COMMUNICATION  
AND COMMODITY POLICY OF THE  
ORGANIZATION**

**МЕТОДЫ АНАЛИЗА КОММУНИКАЦИОННОЙ И  
ТОВАРНОЙ ПОЛИТИКИ ОРГАНИЗАЦИИ**

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*Ключевые слова: товарная политика, коммуникационная политика, анализ деятельности организации, методы анализа, оценка эффективности коммуникационной деятельности.*

*Abstract. During the analysis of directions of activity of any organization it is important to choose methods that largely take into account the specifics of the organization. Along with traditional methods of analysis it's using various mathematical, graphic, and functional-cost methods. This article offers economic-mathematical methods of analysis of commodity and communication policy of the organization.*

*Аннотация. При проведении анализа направлений деятельности любой организации важно выбрать методы, позволяющие в большей степени учесть специфику организации. Наряду с традиционными методами анализа используются различные экономико-математические, графические и функционально-стоимостные методы. В данной статье предлагаются экономико-математические методики анализа товарной и коммуникационной политики организации.*

When assessing the effectiveness of communication a number of parameters are taken into account: the object and purpose of promotion, the time interval between exposure and reaction, the activities of competitors, etc. An evaluation of the effectiveness of marketing communications uses qualitative and quantitative criteria.

Qualitative assessment of efficiency of marketing communications is to achieve a certain level of indicators such as awareness about the organization (product, goods, services) as well as the organization's image / brand.

Quantitative assessment of marketing communications expressed through sales, awareness, market share, etc. Belarusian companies often focus on sales.

The authors propose to calculate the Cost Efficiency Index (CEI) for evaluation of the effectiveness of the communication tools and when its value is close to one to calculate the ROI (Return of Investments) keeping into account the discount factor.

This approach allows to correlate the results of the communication campaign of the company against competitors and to consider it as investment for communication.

The Cost Efficiency Index is calculated based on the comparison of own expenses for communication with the relevant expenses of competitors and, accordingly, the volume of sales [1]:

$$CEI = (Q1 : V1) / (Q2 : V2), \quad (1)$$

$Q1, Q2$  – volume of sales respectively over a period of time;

$V1, V2$  – expenses for marketing communication of these companies during the same period.

The Return of Investments (ROI) reflects the return of funds invested in communication activities [1]:

$$ROI = (Z_1 - Z_0) / I, \quad (2)$$

$Z_1, Z_0$  – profit at the end and beginning of the analyzed period;

$I$  – the cost (expenses) promotions.

To represent the cost of communication as an investment for profit the discount factor ( $\alpha$ ) is included in the formula of ROI [1]:

$$ROI = (Z_1 - Z_0) / \alpha I. \quad (3)$$

According to this method it was conducted the analysis of the effectiveness of the communication policy of the enterprises of light industry of the Republic of Belarus. At the first stage of analysis it was calculated the Cost Efficiency Index indicator. As a result of his calculation it's revealed that optimal size of budget for communication policy is in RUPTE "Orsha Linen Mill" in the textile industry, in knitting industry – JSC "Polesie", and in sewing industry – JSC "Elema".

At the second stage it was calculated the Return of Investments indicator. The results of this calculations, found that only RUPTE "Orsha Linen Mill" is the positive effect from the investment of funds in activities conducted communication policy.

The next important problem for the domestic industry is the building of commodity policy based on the methodological positions of the effective product policy.

Currently, most scientists agree that domestic enterprises will have a difficult transition from planning of the commodity assortment to development of their commodity policy. It should be based on fundamentally new approaches during the process of its formation such as strategic and tactical management, taking into account changes of factors of external environment and real commercial production capacity.

Analysis of the economic literature allowed us to classify the methods of an estimation of a commodity policy of the enterprises [2]. These methods are schematically presented in figure 1.

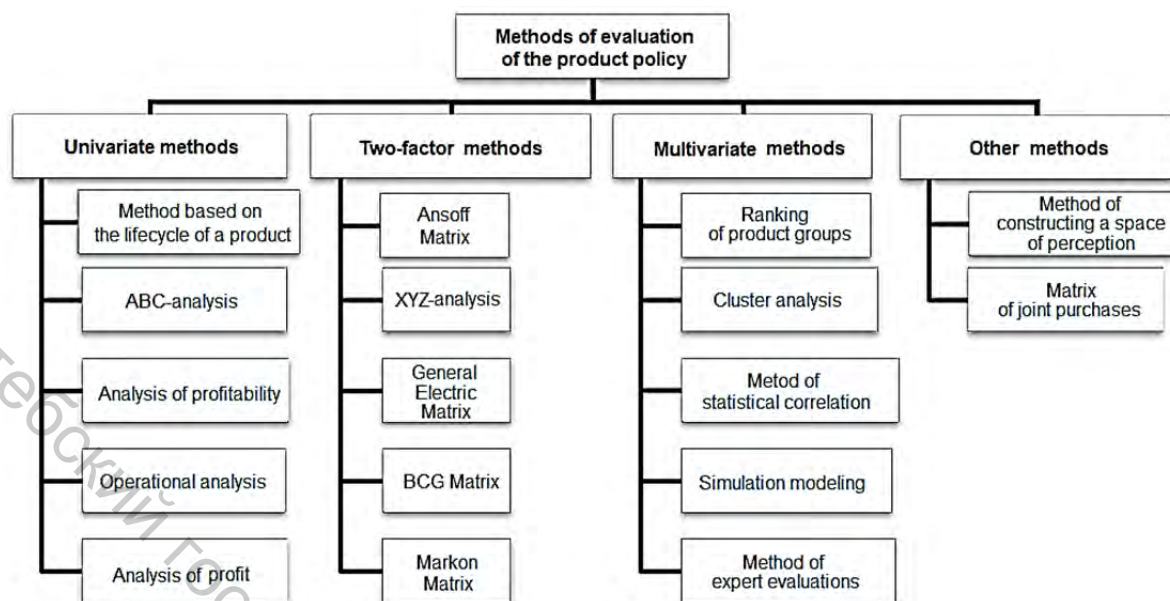


Figure 1 – Classification of methods of an estimation of a commodity policy of the enterprise

Thus in the economic literature the evaluation of the trade policy of the enterprises is performed according to the methods, which are characterized by the general and special characteristics.

With the aim of improving the commodity policy it's offered the following direction:

- to carry out a comprehensive analysis of the existing and future commodity markets with the objective of quick orientation with the general increased mobility of production;
- to change the trend of updating of assortment in the direction of increasing the rate of renewal of sub-groups, differentiated pricing policy;
- on the basis of detailed internal study of the life cycle to identify and remove from production the obsolete goods, to consider modification of the manufactured goods and to make proposals for the development of new products;
- to maximize the production programs according to market requirements;
- to control the lifecycle management to support products in the maturity stage (to study the market and promptly remove it from production if necessary);
- to assess the actual and future situation of the company on the selected market and gradually increase economic and financial image of the enterprise;
- to analyze the competitiveness of products and to compare it with the real possibilities of production.

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**DEVELOPMENT OF FUTURE BUSINESS  
COMPETENCES  
РАЗВИТИЕ БУДУЩИХ БИЗНЕС  
КОМПЕТЕНЦИЙ**

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*Key words: system thinking, critical thinking, creative thinking, business competencies.*

*Ключевые слова: системное мышление, критическое мышление, креативное мышление, бизнес компетенции*

*Abstract. New challenges determine the problems that face higher education today. The main of them is the change in approaches to learning and development. The article assesses what competencies the leaders need today to achieve high results. The author examined in more detail the leading competences from the World Economic Report - how they adapt to the business environment.*

*Аннотация. Новые изменения определяют сегодняшние вызовы, стоящие перед системой высшего образования. Главными являются изменения в обучении и развитии. В статье дана оценка, какие компетенции необходимы сегодня бизнес лидерам для достижения высоких результатов. Автор исследует ключевые бизнес компетенции, предложенные Всемирным Экономическим Форумом в Давосе, как они позволяют адаптироваться в бизнес среде.*

New challenges determine the problems that face higher education today. The main of them is the change in approaches to learning and development. The article assesses what competencies the leaders need today to achieve high results. The author examined in more detail the leading competences from the World Economic Report - how they adapt to the business environment. These changes will increasingly manifest themselves as the generations change in the labor market: the thinking and motivation of representatives of the "generation Y" are seriously different from both the prevailing generation X, the baby boomer generation, and the "silent generation".