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Master Thesis


Strategy and tactics of marketing activity of the enterprise with foreign capital

(on the basis of International Organization for Migration)

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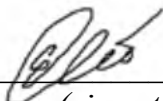

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***Strategy and tactics of marketing activity of the enterprise with
foreign capital
(on the basis of International Organization for Migration)***

This paper is concerned with resolving the issue with foreign capital investment into the International Organization for migration. The goal was to research, investigate, draw on the example to finally provide suggestions and recommendations for the International Organization for Migration Ukraine on how to be more attractive for the donors to consequentially obtain more funding. IOM Ukraine was advised on which marketing strategies shall be adopted and are the most suitable for the long term strategic developmental plan.

Organization was advised to adopt media related developmental goals, programs, budget, and sources of support. By creating marketing and tactical strategies, management should seek to establish the main directions of its efforts and decision making, which will ensure a common goal for all members of the organization and attraction of the foreign capital.

The methods used in writing this paper are statistical, economic, grouping method, graphical method, SWOT analysis, PEST analysis.

This work consists of a title page, table of contents, introduction, main part comprising of 3 chapters and 9 subchapters, conclusion, 80 references, 10 tables, 20 figures, and 101 pages.

Keywords: International Organization for Migration, marketing, foreign capital, strategic development, strategy, tactics, analysis, theory

Дана робота присвячена вирішенню питання інвестицій іноземного капіталу в Міжнародну організацію з міграції. Мета полягає в тому, щоб дослідити найкращу стратегію залучення іноземного капіталу, з метою надати пропозиції та рекомендації для Міжнародної організації з міграції в Україні щодо того, як стати більш привабливими для донорів, щоб, як наслідок, отримати більше фінансування. MOM в Україні було рекомєндовано, які маркетингові стратегії мають бути прийняті та є найбільш придатними для довгострокового стратегічного плану розвитку.

Організації було рекомєндовано прийняти цілі розвитку, програми, бюджет та джерела підтримки, пов'язані із ЗМІ. Розробляючи маркетингову і тактичну стратегії, керівництво має прагнути визначити основні напрямки своїх зусиль і прийняття рішень, які забезпечуватимуть спільну мету для всіх учасників організації та залучення іноземного капіталу.

Методи, використані для написання цієї статті: статистичні, економічні, метод групування, графічний метод, SWOT-аналіз, PEST-аналіз.

Робота складається з титульного аркуша, змісту, вступу, основної частини, що складається з 3 розділів і 9 підрозділів, висновку, 80 посилань, 10 таблиць, 20 рисунків і 101 сторінки.

Ключові слова: Міжнародна організація з міграції, маркетинг, іноземний капітал, стратегічний розвиток, стратегія, тактика, аналіз, теорія

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**TASK
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1. Topic of the work

Strategy and tactics of marketing activity of the enterprise with foreign capital (on the basis of International Organization for Migration)

Consultant of the master thesis Bielova Olena, PhD in Economics, Associate professor

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materials from the official reporting of financial and economic activities of the enterprise, including the international aspect, were taken from internship and open access on the Internet

4. Contents of the explanatory note (list of issues to be developed) There are three main aspects, that need to be developed by a student. First - theoretical and methodical bases for strategy and tactics of marketing activity of the enterprise with foreign capital. Second - practical aspects of strategy and tactics of marketing activity of the enterprise with foreign capital on the example of the company. Third - propositions of improvement for strategy and tactics of marketing activity of the enterprise with foreign capital on the example of the company.

5. List of graphic material (with exact indication of any mandatory drawings)

Graphs and figures for analysis of economical and statistical information on the company and its development, characteristic of organizational structure of the company, visualization of mechanism of development etc.

6. Consultants for parts of the work

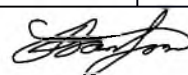
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		Given	Accepted
1	Bielova Olena		
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Time Schedule

№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	07.10.2022	<i>in time</i>
2.	II chapter	28.10.2022	<i>in time</i>
3.	III chapter	18.11.2022	<i>in time</i>
4.	Introduction, conclusions, summary	05.12.2022	<i>in time</i>
5.	Pre-defense	13.12.2022	<i>in time</i>

Student _____



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Supervisor _____



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Conclusions: Master thesis is designed in accordance with the requirements. The thesis contains theoretical aspects of the research topic, practical aspects and recommendations for improvement, including the international aspect. In terms of content and design, the work complies with the rules and is recommended for defense

Supervisor _____



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INTRODUCTION

The chosen topic's relevance is that with heightened competitiveness, rising costs, falling levels of output, and diminishing product quality, expanding numbers of businesses with foreign capital are starting to demonstrate an interest in adapting their marketing strategy and tactics to meet global demands. The sustainable nature of bolstering marketing techniques is demonstrated by the worldwide experience of business development and the requirement for better marketing activity management and more practical use of development complexes.

The integration of national economies into the global economy, which is based on the interaction of many nations in a range of economic activity fields, characterizes the present stage of the development of market relations. Prior to a few years ago, the goal of strategic marketing was to establish the overall course of the business and create choices for adapting to shifting external conditions. The current task of strategic marketing is developing an efficient, market-focused organizational and management system, as well as allocating resources in accordance with this system, which entails developing a single system of organization for the entire business.

The company will be able to identify the objectives to which it must aspire, develop and respond quickly in an environment that is becoming more competitive by creating a strategy that best takes into account the specifics of the market conditions, opportunities, and resources of the company. The firm will be able to give long-term competitive advantages in the global economy by developing and implementing a marketing plan to join the international market.

The corporation has more significant uncertainty while developing an international business plan. There are many approaches to forming an international strategy in the scientific literature, but these approaches are focused on something other than small entrepreneurial structures. Creating marketing strategies and tactics would enable firms

to adopt strategic management methods to boost competitiveness and run more efficiently in international markets.

It is becoming less possible for businesses to avoid the impact of the internationalization of the national economy, the globalization of world markets, and the growth of new emerging markets. As competition in global markets intensifies, the number of companies operating exclusively in the domestic market will decrease.

It seems unpretending to assert that the more developed and highly competitive the market is, the more effective marketing and international marketing criteria of entrepreneurial behavior become. Confidently asserting the following: the issue under consideration affects promising and pressing life problems of market participants in industrially developed countries and states that only seek to establish effective economic mechanisms based on the principles of freedom of supply and demand, regulation by inverse relationships.

The research was conducted using the studies of marketologists and analytics such as Ansoff [1], Arthur A. Thompson, Alonzo J. Strickland. [2], Balabanova L.V. [3], Chernev, A. [7], Cohen, W.A. [8], Kicova [11], Gluck, F.W., Kaufman, S.P. and Walleck, A.S. [12], Golubkov E.P [13], Jean-Jacques Lambin [30], Korinev, V.L. [31], Kotler, P. [32], Kudenko N.V. [33], Išoraitė M. [34], McDuffee, B. [38], Mohsin, M. [41], Peterdy, K. [42], R. K. Wichmann, J., Uppal, A., Sharma, A. and Dekimpe, M.G. [43], Romanenko K. M. [50], Starostina A.A., Goncharova N.P., Krikavskiy E.V. [54]. Also, the base for the course paper is using annual reports, statements and news from the International Organization of Migration in Ukraine.

The **purpose of the master thesis** is the analysis of strategies and tactics of marketing for the organization with foreign capital, the proposal to develop methods based on the example of the International Organization for Migration in Ukraine, and, more precisely, the development of a program of strategies and tactics for effective marketing.

Tasks of the master thesis are the next:

- 1) Describing the essence and characteristics of strategy and tactics of marketing activity;
- 2) Interpreting features of strategy and tactics of marketing activity;
- 3) Investigating the methodical approaches to the formulation of strategy and tactics of marketing activity of the enterprise with foreign capital;
- 4) Elaborating the organizational and economical characteristic of International Organization of Migration in Ukraine;
- 5) Discovering marketing activity strategy and tactics of International Organization of Migration in Ukraine;
- 6) Evaluating of marketing strategy and tactics efficacy of international activity of the International Organization of Migration in Ukraine;
- 7) Discovering ways of overcoming weaknesses and threats in the strategy and tactics of marketing activities of the International Organization for Migration;
- 8) Forming a program of improving the effectiveness of strategy and tactics of marketing activities of the International Organization for Migration in Ukraine
- 9) Forecasting of effectiveness and efficiency of strategy and tactics of marketing activity

The methods used in writing the master thesis are statistical, economic, grouping method, graphical method, SWOT analysis, PEST analysis.

This work consists of title page, table of contents, introduction, main part comprising of 3 chapters and 9 subchapters, conclusion, 46 references, 10 tables, 20 figures, and 102 pages.

The International Organization for Migration (IOM) is part of the United Nations System as the leading inter-governmental organization promoting since 1951 humane and orderly migration for the benefit of all, with 175 member states and a presence in over 100 countries [19].

The International Organization for Migration's (IOM) Mission in Ukraine was established in 1996, when Ukraine became an observer state of IOM. In 2001, Ukraine

requested membership in IOM, which was formalized with the Ukrainian Parliament's ratification of the IOM Constitution in 2002 [64].

Currently Ukraine is on the frontlines and IOM, operating in Ukraine is generally attractive for the donors as "The IOM Mission in Ukraine provides assistance to internally displaced persons (IDPs) and conflict-affected people, fights trafficking in human beings, assists the Government in dealing with irregular migration, improving its migration management system, and creating migrant-inclusive health practices and policies. At the same time, IOM Ukraine engages in harnessing the development potential of migration, disseminating migration information, supporting integration of migrants, promoting the benefits of cultural diversity, and counteracting xenophobia and intolerance." [40]

It is IOM's global strategy and correspondingly IOM's Ukraine to aim at expanding the understanding of the opportunities and issues of migration in the world and Ukrainian context.

Maximizing opportunities and minimizing the risks presented by movements of migrants is one of the guiding principles of all actions and programme's operation the Mission is involved in.

Additionally, IOM Ukraine shows incredible productivity, as During 25 years of operation in Ukraine, IOM has helped over 800,000 migrants (Ukrainians and other nationalities), IDPs, potential migrants, victims of trafficking and other vulnerable groups, directly or through its project partners. [47]

IOM Ukraine is dedicated to maintaining the most ecological standards of, accountability, transparency, and ethical conduct in all its actions.

What is foreign capital? The governments of every country around the world look forward to attracting a sufficient amount of foreign capital as it plays a constructive role in the economic development of the country. Here, foreign capital is defined as the inflow of capital into the home country from international countries [64].

The reason, as to which we are in need of the foreign capital is that in some cases domestic capital fails to be adequate for economic growth. Foreign capital is considered as a medium utilizing which the distance between the domestically present supply of government revenue, foreign exchange, savings, and the planned investment can be acknowledged to achieve the countries' and organization's developmental goals further.

In the context of the International Organization for Migration foreign capital comes in a form of foreign investment from countries' governments into the programs operated by IOM Ukraine and by the donations contributions. The mechanisms of such accountings are complex in nature and implementation and requires a system of so called checks and balances, which is basically auditing in nature, through which donors hold organization accountable. However, this paper will primarily focus on the mechanisms of marketing and attraction of the foreign capital.

CHAPTER 1. THE THEORETICAL ASPECTS OF STRATEGY AND TACTICS MARKETING ACTIVITY OF THE ENTERPRISE WITH FOREIGN CAPITAL

1.1 Essence and characteristics of strategy and tactics of marketing activity

Despite being subject to the corporate plan, the marketing strategy does not, strictly speaking, replicate it. The enterprise's strategic goal is to maximize profit from its economic and production activities. By balancing the interests of the producer and the customer, the strategic goal of marketing is to as fully support this as possible.

Regardless of the notion employed, the consumer's behavior is of utmost significance when developing a marketing strategy. The primary target of the marketing plan is the consumer.

Marketing strategies' primary goals are actions with the products or services, which is why marketing approaches are used.

While the tactics involve identifying and seizing development opportunities by creating and putting into place short-term (sometimes referred to as operational) solutions, the strategy considers approaches to accomplish long-term goals.

Consumer needs, production resources that are accessible, and market conditions that are currently in place for the relevant items are all taken into consideration by the company's marketing strategy. It is dependent on two factors: the ability of businesses to renew their output and the market saturation with products having a particular life cycle. Marketing strategy helps in discovering the areas affected by organizational growth and thereby helps in creating an organizational plan to cater to the customer needs [56].

The theory distinguishes between existing and new markets and the products supplied there, and the methods it suggests take into account combinations of these components.

The firm can increase its market share in the current market for its current products, which some sources refer to as "cash cows" or "dogs," by lowering pricing, upgrading packaging, and occasionally purposefully lowering quality. Often, cutting costs is the main priority.

Increased sales of the same products in new markets typically result in higher revenue.

Success is achieved with a plan based on the creation and development of novel items, particularly those with exceptional qualities for clients. These items are seen as promising ones that have the potential to dominate their respective industries and are frequently referred to as "star products." The least hazardous approach is one that has low implementation costs.

The role of marketing strategy is to study the evolution of a given market and to identify potential segments based on the analysis of needs, the satisfaction of which will provide the potential for growth and profitability of the company. The modern world, in which there is high competition in almost all markets of goods and services, dictates such conditions that each organization needs to pay special attention to the development and improvement of its marketing strategy regardless of the size of the company marketing strategy is one of the most critical elements of the management of the organization. From the 1960s to the present, the term has been the object of various interpretations by various experts.

Many authors interpret the concept of marketing strategy as a set of interrelated activities with the help of which a firm hopes to achieve its objectives. From the 1960s to the present, the term has been the object of various interpretations by various experts. Many authors interpret the concept of marketing strategy as a set of interrelated activities with the help of which a firm hopes to achieve its objectives.

Jean-Jacques Lambin notes that strategic marketing is a systematic and continuous analysis of the needs and demands of the main groups of consumers, as well as the development and production of goods or services that will allow the company to serve selected groups or segments more effectively than competitors. The company provides a sustainable competitive advantage in achieving these goals [30].

O. Walker shows marketing strategy from the other side, or rather it is effectively distributed and coordinated market resources and activities to meet the needs of consumers in a particular product market [36].

According to the definition of Ukrainian scientists A.O. Starostina, N.P. Goncharova, E.V. Krykavsky "marketing strategy is a policy of market activity of the enterprise for the long term; a set of strategic marketing decisions. Marketing strategy includes market and product strategies, positioning strategy (which combines market and product strategies), brand strategy, pricing strategy, marketing communications strategy, sales and promotion strategies." [54]

Philip Kotler defines marketing strategy as a rational, logical structure guided by which an organizational unit expects to solve its marketing problems. It includes specific measures for target markets, marketing mix, and cost level [32].

Many authors view a marketing strategy as a way to use a marketing complex to influence the customer and meet their demands. According to the analysis, the marketing strategy is the company's primary long-term plan of marketing efforts to choose target customer groups. It includes components of the marketing complex on which the business bases the practical marketing actions it takes to meet marketing objectives.

If marketing strategy defines only the contours, the goal, and the mission, then marketing tactics are associated with a system of specific activities within a particular period. Therefore, it is possible to give the following definition of tactical marketing.

Tactical marketing is an active process with a short-term planning horizon aimed at holding the existing market and using all means of marketing, e.g., product, price, distribution, and communication, to achieve the goals as it shown in Figure 1.1.



Fig. 1.1. Examples of setting tactical marketing objectives.

Source: created by the author using [13]

According to the information from the Figure 1.1 it can be concluded that each company prepares the specific tactical marketing objectives according to the implemented strategy. These might be carrying out staff incentive measures; constructively improving the product following the requirements of the specific market; increasing market share as competitors reduces sales; expanding the product range based on revised data on consumer needs; expanding the range of services provided by the service departments to attract new customers; conducting an increased advertising campaign due to a drop in demand.

The role of tactical marketing is to organize sales, sales themselves, and communications policies to inform potential customers and demonstrate the distinctive qualities of the product while reducing the cost of finding customers. Tactical marketing

directly affects the short-term profitability of an enterprise. However, to ensure profitability, tactical marketing must be based on strategic thinking, which in turn is based on market needs and expected market trends. Thus, tactical and strategic marketing complement each other and are implemented in the marketing policy of the enterprise.

Email marketing campaigns are important to start the communication process. You may stay in touch with prospective consumers who have shown interest early on thanks to emails. Mailings' informative content helps the business maintain its brand awareness while also demonstrating its degree of expertise to potential customers. When a potential customer is ready to make a purchase, he/she will favor the business he trusts the most.

The marketing complex, of which advertising is a crucial component, can only be skillfully designed and presented after extensive research and the identification of the buyer's profile. After all, advertising is an art form that can only be appreciated if the person who created it put genuine effort into it rather than simply flooding the media with a call to buy [53].

The primary purpose of marketing strategies is to reconcile the goals of the firm with its capabilities, with the requirements of consumers, to use the weak positions of competitors and their competitive advantages, see the Figure 1.2.

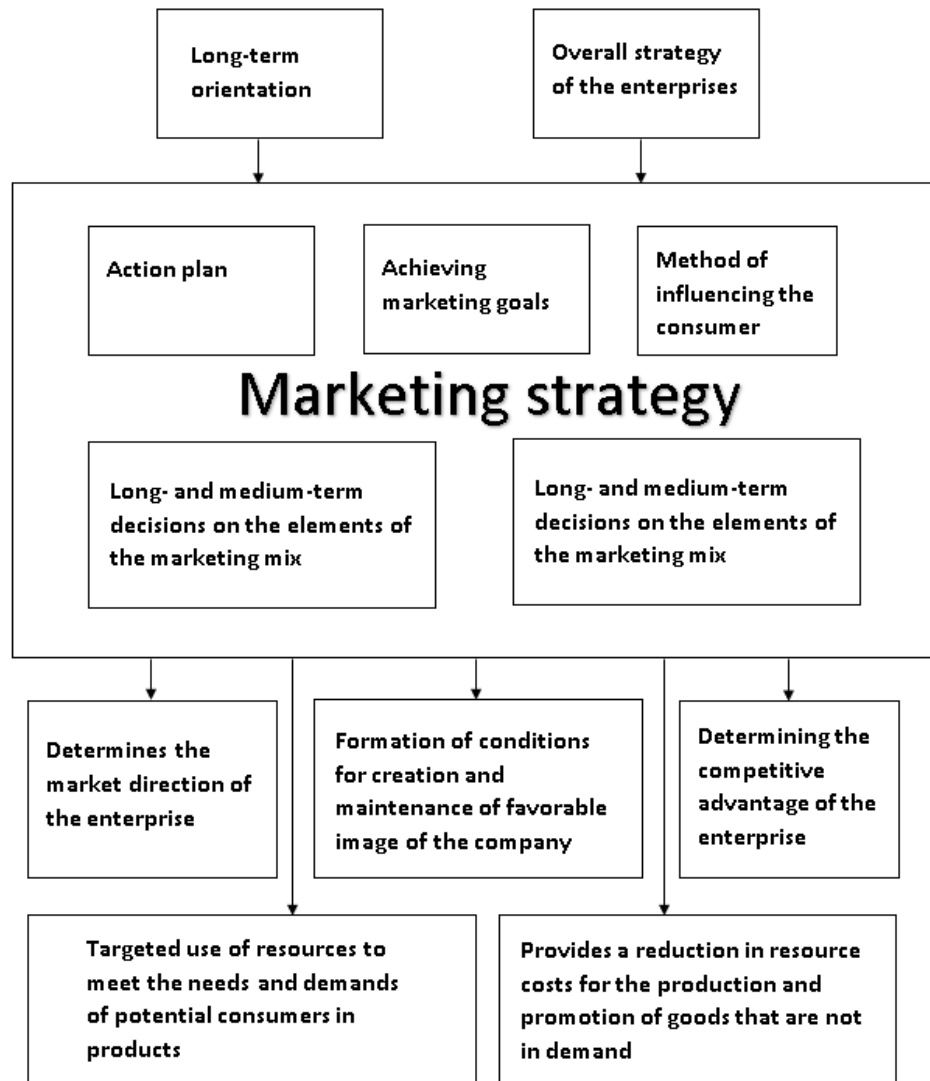


Fig. 1.2. The marketing strategy process components, factors that impact and differentiation of results after implementing.

Source: Created by author using [6].

According to the information from the Figure 1.2 it can be concluded that marketing strategy is a complex process. This process is generated using company's long-term orientation and overall strategy. The essence of marketing strategy is that it systematizes and helps evaluate the company's resources to redistribute them to more effective channels.

A firm conducting marketing activities in more than one country must perform a set of environmental controls in each market. Such control is necessary to make decisions regarding the selection and penetration of foreign markets and the development of marketing strategies for them [35].

A portion of this research will examine the relationship between organizational marketing techniques and the supplied foreign capital as the International Organization for Migration is a non-commercial, non-governmental institution that yet functions inside it.

Assessment of the marketing campaign in comparison to the promotional campaign comes next. When it involves marketing, it can be difficult to tell the difference between a marketing strategy and a marketing campaign. Correct, they both refer to the same item. In a word, no. The foundation for your marketing strategy is more comparable to an all-encompassing, high-level strategic plan that is connected to the objectives of your company and the complete brand. Unlike marketing campaigns, which are far wider in nature, short-term initiatives have a very particular goal in mind. Your marketing plan should form the basis of some of your promotional activities. A marketing strategy considers the big picture. A marketing campaign, on the other hand, provides practical details for each distinct endeavor.

It may be necessary to make frequent changes or adjustments to the marketing strategy, but having one as a preliminary step enables it to see equivalent or stronger outcomes from each promotion without having to completely reconsider how things are done. Additionally, it promotes uniformity and dependability within the marketing division.

Christopher Penn makes a brilliant comparison between a marketing strategy and a menu; a menu is a structure and a systematic procedure. For instance, it is generally reasonable to predict that your Thanksgiving set menu, which traditionally consists of turkey, dressing, cherry sauce, rice, and sweet potato pie, will remain largely same year after year.

The significance of a flexible marketing plan will be further highlighted. Now that you have a solid, repeatable strategy in place, you may increase your marketing activities. In other circumstances, you can assign it to a different team, agency, or worker inside the company. Then, all the products and services your company offers may utilize the same marketing strategy. This will maintain alignment and create regularity across all of company marketing initiatives.

Consider if during the weeks preceding up to Thanksgiving, individuals were so occupied that you lacked the time to thoroughly prepare the feast; as a result, a neighbor offered to share theirs with everyone. It might be really helpful and reduce a significant amount of time and worry. Instead of needing to consider the reasons and what, one can now only focus on the process. If this menu had been a success, perhaps may decide to enjoy it among your own relatives and neighbors. It one menu is currently being used to make delectable dinners in a huge number of houses.

Rather than just spending a bunch of time that individuals don't have on strategy-thinking. As entrepreneurs, the quarterly "menu" certainly seems identical. As we employ a range of "delicacies," such as email campaigns, SEO (search engine optimization), PPC (pay-per-click advertising), and other strategies, we strive to achieve a similar result of brand exposure or lead generation. While the dishes are flexible and customizable, the menu is often the same, giving us more free time to work on perfecting our meals rather than having to change the menu weekly basis, monthly, quarterly, annual [4].

Let me first define in words. Let's learn more about how the IOM functions. IOM collaborates extensively with political, multinational, and non-governmental entities and is the top intergovernmental body in the subject of immigration. IOM is committed to supporting humane and organized migration for everyone's benefit. It achieves this by offering assistance and guidance to both governments and immigrants.

IOM strives to maintain the humane and orderly administration of migration in order to encourage global collaboration on migration-related challenges. Additionally,

it helps in the effort to find workable solutions to issues related to migration and strives to help migrants who distress it, especially refugees and internally displaced individuals. The IOM Constitution acknowledges the relationship connecting mobility and the freedom of movement rights as well as with economical, sociological, and cultural activities.

The four main areas of migration management that IOM focuses on are:

- Migration and growth
- Enabling migration
- Controlling migration
- Migration under duress.

The advancement of global migration legislation, policy discussion and advice, the defense of migrants' rights, migration wellness, and the gender aspect of migration are only a few IOM initiatives that intersect various fields [18].

To assist it achieve its objective in the industry, the company creates marketing strategies and tactics. The promotional strategy takes into account the market in which the company operates, the particulars of its conduct there, the makeup and number of goods to be made available on the industry, the launch of new technologies, the formats and techniques of advertising, the delivery and sale of products, and the prices for them. Executing a marketing approach necessitates specific operational choices—also referred to as marketing tactics—on a range of issues.

The basis for marketing approach and tactics is the research of the industry, as well as its continuing organization and evaluation. From the perspective of marketing strategies, the market is seen as a gathering of both existing and future buyers of commodities.

The merchant's main market indication is the citizenry's real purchasing power, which determines the demand for his goods. During the assessment, demand is divided into the following permissible levels: limitless (demand drastically exceeds supply),

reasonable (compatible with the enterprise's capabilities, mainly stable), inconsistent (varies over time as a result of certain conditions), and no demand.

The demand for commodities changes throughout time. Determining the variables that it relies on is indeed essential while examining it. Prior to assessing an item's competitiveness, it is necessary to compare it to competing goods that have comparable consumer qualities with the one under consideration.

Assessments of demand and competition are simply one component of industry analysis. In furthermore, the preceding business features are described: the industry's geographic location and the sections in which the business is run; the industry's strength and the relative market share that the business can grow in both advantageous and undesirable conditions; the item features and marketing tactics of the major rivals; a predicted appraisal of the industry's condition for the forthcoming year and the subsequent two to five years; and possible improvements to the sector [12].

The industry can be segmented, or structured, into groups of buyers known as segments depending on particular characteristics. A particular industry sector consists of consumers who purchase these items for equivalent purposes and who often respond identically to the business's marketing initiatives (product options, advertising, price, etc.). According to division, it is possible for businesses to select business areas (target segments) they find interesting and to focus on them.

The mission of IOM Ukraine is to inform the public about the benefits and drawbacks of migration in the framework of Ukraine. Every one of the project's objectives and initiatives are guided by the dual imperatives of exploiting these potential and reducing the issues brought on by migrant flows.

IOM Ukraine assists the state in addressing the requirements of displaced people, combating human exploitation, and stopping unauthorized mobility by enhancing migration administration and creating healthcare programs that take migrant populations into account. IOM Ukraine opposes discrimination and hate in addition to encouraging cultural diversity and immigrant inclusion.

These programs reinforce the connections between growth and migration. Over the history of its 25 years of operation in Ukraine, IOM has assisted more than 800,000 migrants (Ukrainians and people of other ethnicities) who have been dislocated, sufferers of exploitation, and people of other fragile communities, whether explicitly or via its relevant parties.

In Ukraine, IOM's supervision and assessment program is managed by a professional M&E group. It offers direction and guarantees that initiatives are run in accordance with accepted norms and greatest principles. Additionally, the group measures recipient experience, follows strict grievance procedures, and upholds anti-corruption and disclosure standards.

The main goals of IOM are to improve migrant safety, help with nationwide minorities' integration, and increase the commitment of migrants to the prosperity including both guest and native nations. The IOM assists the Ukrainian state in maximizing the opportunity for work migrant development for the good of the migrants themselves, their communities, and all Ukrainians.

Internally displaced persons (IDPs) and groups impacted by war get general shelter aid from IOM Ukraine, as well as specialized assistance for those who have been victims of exploitation, servitude, or gender-based violence (GBV), or those who have been at elevated danger of becoming victims. About 20,000 sufferers of human trafficking have received thorough, individualized reintegration help from IOM and a system of associate NGOs since 2000. Among other things, transportation, safe housing or shelter, legal aid, non-food assistance or financial support to meet basic needs, lobbying to enhance access to services, promotion of skills courses [61].

IOM Ukraine is dedicated to upholding the greatest principles of responsibility, openness, and morality in all of its actions. IOM Ukraine has established a mechanism for answering enquiries by setting up a mobile hotline, the IOM Ukraine Transparency Hotline, in order to guarantee the openness of its activities.

The IOM Ukraine Transparency Hotline aims to achieve a number of objectives, such as upholding transparency by offering a point of contact for IOM interested parties, private contractors, and grantees; guaranteeing that IOM collaborators, customers, and service companies have a method for reporting job applicant wrongdoing; and acting as a vital source of information for improving IOM Ukraine's initiatives and services [29].

Any business, regardless of size or industry, has to have a detailed development strategy. A detailed plan for promoting a company and boosting sales is known as a marketing strategy. Depending on the size of the firm and the complexity of the market niche, it is developed over a period of one to five years.

The plan outlines the broad course of brand development, the brand's real market position, and the availability of essential resources. Another document, the marketing strategy, outlines the specific actions that must be followed to achieve the stated goals.

As the economy shifts, new regulations emerge, and competition intensifies, marketing strategies are routinely revised and modified.

The positioning of a company and its USP have a significant impact on the market value of services and products. A business must specify the category of commodities to which its product belongs and explain its pricing strategy to the buyer.

It's critical that the target market has a complete perception of the brand. Customers start to question his honesty and dependability if he speaks about some principles in social networks and others on his website. As a result, marketers will match the company's formal posture with all of its actions.

International firms have different perspectives and opportunities in global markets. This is caused both by the internal resources or potential of the firm as well as by market opportunities. The types of international marketing implementation can be determined based on the market orientation and goals of the firms due to which there are different ways of marketing strategies, see Table 1.1.

Table 1.1

Classification of marketing strategies

Classification characteristic	Types of strategies
Depending on the implementation period	long-term medium-term short-term
Depending on the strategy of the life cycle	at the stage of product introduction to the market in the growth stage at the stage of market saturation at the stage of decline
Depending on general economic condition of the enterprise and its marketing orientations	survival stabilization growth
Depending on the elements marketing mix	product price place promotion
Depending on the type of differentiation	commodity service image personnel
Depending on the method of selection target market	product specialization segment specialization single-segment concentration selective specialization full coverage
Depending on the degree of segmentation of the enterprise's sales markets	undifferentiated marketing differentiated marketing concentrated marketing

Source: Created by author using [34].

According to the data from Table 1.1 it can be concluded that there are a lot of different marketing strategies. The company has to choose itself the particular strategy according to its mission, vision and goals. However, it will also be a good decision to choose several strategies and differentiate the way of company's development.

Marketers recognize that it is impossible to meet every consumer's specific needs and requirements. It is necessary to deal with groups of consumers or clusters of individuals with similar consumer habits, similar behavior, and similar economic characteristics. However, knowing the classifications and using different marketing strategies that best fit a particular type of company will help them achieve their goals.

To conclude, the marketing strategy process is generated using company's long-term orientation and overall strategy. The essence of marketing strategy is that it systematizes and helps evaluate the company's resources to redistribute them to more effective channels. There are a lot of different marketing strategies. The company has to choose itself the particular strategy or strategies according to its mission, vision and goals. Tactical marketing is an active process with a short-term planning horizon aimed at holding the existing market and using all means of marketing, e.g., product, price, distribution, and communication.

1.2 Features of strategy and tactics of marketing activity

Since the marketing strategy is a constituent element in the overall strategy of the company, with its help, the main directions of activity of the organization in the market space concerning consumers and competitors are outlined. The development of the marketing strategy will be influenced by the company's main objectives, its current market position, the resource potential available to the organization, the assessment of its market prospects, and the possible actions of competitors. Tactics in marketing mean specific actions aimed at implementing the developed marketing strategy. Tactical marketing activity is based on tactical planning with tactical marketing features as it shown in a Figure 1.3.

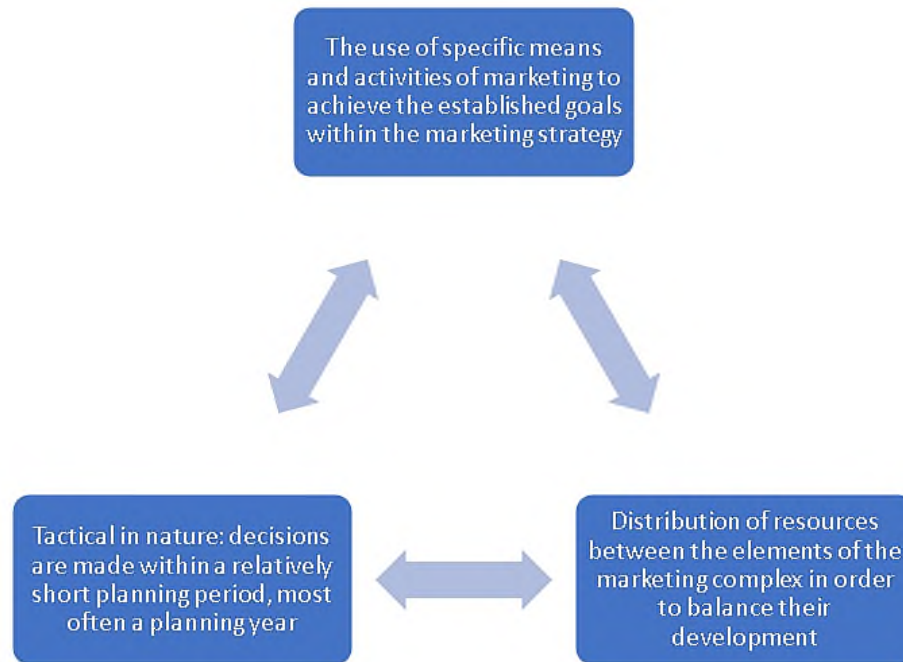


Fig. 1.3. Features of tactical marketing

Source: Created by author using [8].

According to the data from Figure 1.3 it can be concluded that there are three pillar features of tactical marketing such as the use of specific means and activities of marketing to achieve the established goals within the marketing strategy; tactical in nature; decisions are made within a relatively short planning period, most often a planning year; distribution of resources between the elements of the marketing complex in order to balance their development.

Tactical marketing is often referred to as marketing planning because it should result in a marketing plan. A tactical marketing plan in many companies acts as an integrated plan - a unified complex of measures coordinated by terms, responsible executors, and financial resources to achieve the company's main goals and market stability.

A key aspect of tactical marketing is forecasting sales of the company's products. The sales forecast assesses future sales of the company's products in natural and costs terms for a certain period. It can be said that it is a starting point of intra-company planning and budgeting; on its basis, the production volume and level of production

capacity utilization, needs in material resources are determined, and financial indicators of the company's activity are forecasted. Besides, one of the tactical marketing tasks is to maintain the planned sales volume with the help of complex marketing tools (goods, price, promotion, and distribution) [38].

Marketing tactics provide for consideration of market opportunities while creating a specific action plan step-by-step there is a possibility to grow the company, as it shown in Figure 1.4.

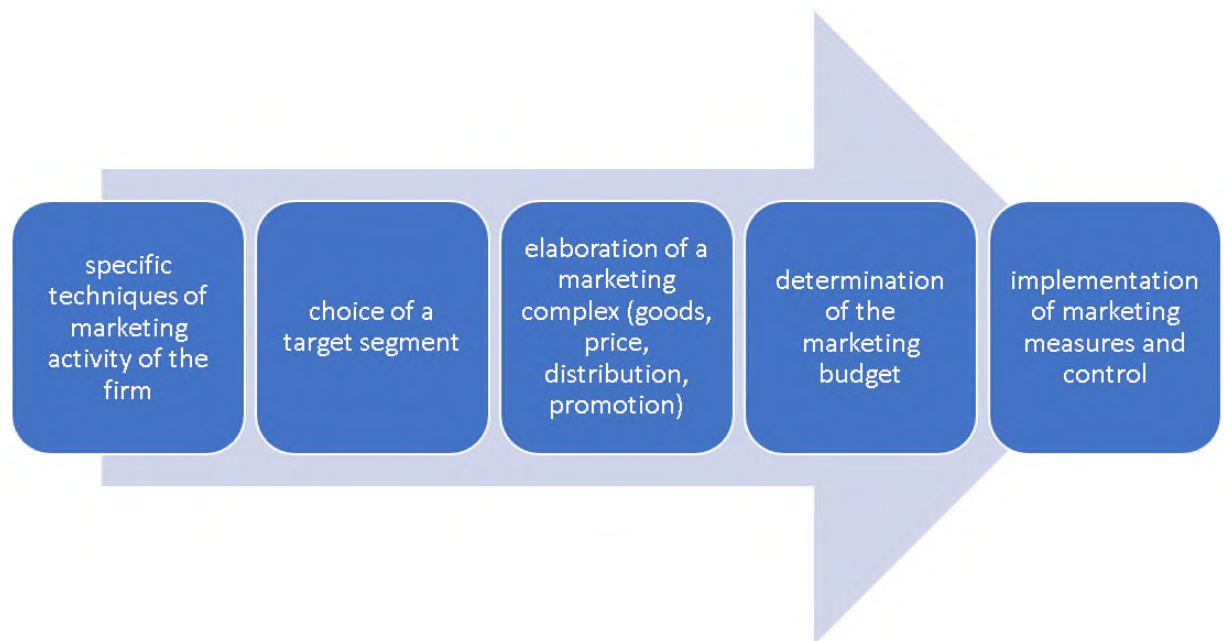


Fig. 1.4. General marketing tactics step-by-step.

Source: Created by author using [43].

According to the data from Figure 1.4 it can be concluded that there are six general steps in marketing tactics which every company should not forget about. Each point coincide with the next and might create the perfect tactics for implementation. These steps are specific techniques of marketing activity of the firm; choice of a target segment; elaboration of a marketing complex (goods, price, distribution, promotion); determination of the marketing budget; implementation of marketing measures and control.

The growing focus on the strategic components of management and strategic planning is a defining facet of contemporary organizational management. Despite the fact that increasingly more managers are using strategic tools in their managerial activities, the mechanism of strategic management is still developing in economic practice. This is because most development goals are still unreached and the procedures for converting strategic plans into concrete business results have not yet been completely developed.

Planning is crucial for many reasons than just the end product. The planning process itself is crucial since it aids in determining the organization's present financial situation, the outcomes and circumstances of its operations, and the best way to attain its objectives given the available resources.

The variety of perspectives on the purpose of the company is predetermined by the multiplicity of corporate objectives. In the course of operating, a business may set a wide range of objectives, the relative importance of which may be supported by the philosophy of the firm in a variety of different ways. In any event, the business must be run to provide its owners with the highest possible revenue. Sales, earnings, the pace of asset growth, plus, as obviously, shareholder wealth may all be areas of maximizing.

After determining the major business objective, go on to the following phase, which is to establish specific objectives that will help you achieve your main objective. There is no general set of objectives that will be effective in every situation since every firm is unique. However, there are a number of overarching business objectives that any company's operations may be linked to in some manner.

If a company tries to fulfill its business objectives solely with the help of strategy, it will achieve nothing because tactics, that is, concrete actions, will lead to where it needs to be. When a company uses only strategy, it only plans activities to achieve goals instead of doing specific work. Therefore, it is essential to understand what features strategy and tactics have, see Table 1.2.

Table 1.2.

Features of marketing strategy and tactics

The aspects of marketing	Strategic	Tactical
Subject matter	Strategic trading space or product line	Separate product
Market	Prospective	Existing
Potential	Complex of enterprise capabilities	Elements of the structure marketing complex
Term planning	More than 5 years	Up to 5 years
Role of marketing	Integrating	As one of the functions of management enterprise
Object	Consumer needs	Existing demand
The main task	Identification of attractive economic opportunities that provide growth potential	Generation of revenues from sales

Source: Created by author using [7].

According to the data from Table 1.2 it can be concluded that strategies help define long-term goals and how to achieve them. And tactics are specific actions teams take to implement the initiatives outlined in the strategy. They complement each other.

Phillip Kotler's typology of competitive strategies is one of the most famous marketing models. Within this typology, Philip Kotler classifies companies according to their role in the target market: leader, newcomer, follower or niche player. To each of them the marketing maestro prescribes a particular style of behavior in the market.

1) Market Leader Strategies. The market leader, as a rule, is a guide for other companies in questions of pricing, release of new goods, entering new territories of

distribution and intensity of promotion. The market leader should never let his guard down as other companies try to challenge his position or profit from his weakness.

In order to maintain a leading position, dominant companies must look for ways to:

- increasing overall demand in the market;
- defending their existing market share through defensive and offensive activities;
- increasing their market share even more, even if the size of the market does not change.

2) Market Challenger Strategies. In the pursuit of increasing their market share, newcomers may attack leaders and other competitors. The strategic goal of most leadership contenders is to increase their market share. The aggressor may begin to attack the market leader, companies the same size as the market leader that are underperforming or underfunded, or small local or regional companies that are underperforming or underfunded. Offensive strategies include:

- frontal attack (targeting a competitor's strengths rather than weaknesses and going in several directions at once);

- flank attack (by identifying the weakest points of a competitor); encirclement (attacking from all directions at once so that a competitor has to defend from the front, the flanks and the rear at the same time; usually involving resources which are beyond the competitor's capacity)

- hit from behind (a strategy of maneuvering in which the competitor company bypasses the competitor by choosing easier markets - for example, by establishing distribution in new territories or trying to displace existing products by offering their modifications)

- technological leapfrogging (a strategy characteristic of the IT sector when, instead of copying competitors' products, the challenger company painstakingly develops superior technologies);

- guerrilla attacks (periodic forays characteristic of challengers with modest resources) [66].

3) Market Follower Strategies. Slaves are generally unwilling to poach other people's customers, and instead offer customers standard terms and conditions, usually copied from the leader. The market share of the slave is characterized by high consistency. Each slave tries to convey pronounced advantages to its target market and is the main target of challengers' attacks. Therefore, slaves must maintain high product and service quality at low production costs. This does not mean that the slave is passive or an exact copy of the leader. Characteristic slave strategies are:

- cloning and parasitic existence at the expense of the leader;
- imitation, a certain imitation of the leader while maintaining individually designed advertising, independent pricing, etc.;
- opportunities, a borrowing of the leader's goods, perhaps with its subsequent improvement.

4) Market Niche Strategies. The alternative to a driven large market is leadership in a small market or niche. Small businesses usually avoid competition with larger companies and seek to occupy markets of little or no interest to larger businesses. Companies that occupy a small market share within small niches can be highly profitable. Eventually, the niche maker gets to know the needs of its target customers so well that it can meet them better than any other company supplying that niche. The high profit margin is contrasted with the high turnover of wholesale suppliers. Narrow specialization is key. Niche vendors need to create niches, expand, and protect them [57].

A.A. Thompson and A.J. Strickland describe the strategies of firms in sufficient detail and argumentatively. They distinguish the following strategies: offensive, defensive, and vertical integration strategies.

1) Offensive strategies are strategies used by contenders for leadership, based on the use of miscalculations of companies already operating in the market. The market strategy of the leader is finally determined when the first signs of aggressive actions of its main competitor appear - in the early or late phase of market development. An attack

on the leader must be carefully prepared. The challenger must take advantage of the weakness and inevitable mistakes of the pioneers. The most common miscalculations of pioneers include the following.

+Marketing mistakes. Usually, the pioneer is not able to identify the most attractive target market segments in advance and the challenger must take advantage of its positioning mistakes.

+Product mistakes. Often the initial version of a new product has technical defects. The main competitor can identify these flaws and eliminate them in its products, offering a more advanced product.

+Use of outdated technologies. The modern market is characterized by rapid technological changes. Using more modern technologies, the main competitor can negate all the advantages of the pioneer and become a leader.

+Limited resources. Usually, pioneers are small companies with limited financial resources and little marketing experience, unable to really compete with large, experienced in competition followers that provide promotion of their products.

2) Defensive strategies are pioneer strategies because they have to fend off newcomers and followers, and which include both defensive and offensive actions. The defensive actions of a company seeking to maintain a leading position can be summarized as follows.

+Positional defense. A company that uses this purely defensive strategy, defending the won positions, seeks to erect insurmountable obstacles in the most likely directions of attacking strikes. In marketing terms, positional defense involves finding means to protect the goods produced and the technologies used. In fact, it is a form of "marketing myopia". The fact is that the company's goods were, are and will be vulnerable to changes in technology and consumer needs. Therefore, passive protection will not protect products from inevitable obsolescence due to market development.

+Flank protection. Flank protection is an effective complement to the positional defense strategy. To prevent competitors' attacks on the most vulnerable parts of the

front line (flanks), the leader builds additional outposts. In economic terms, this means launching a special competitive brand (e.g., with lower prices in a price competition).

+Preemptive defensive actions. Whereas a flank defense strategy involves retaliatory strikes after an enemy attack, an aggressive defensive strategy aims to strike at a potential competitor before it becomes a serious threat to your company.

+Repulsing the attack. As a rule, the leader always strikes back at the attacking competitor, and most often - in its most vulnerable place.

3) Vertical integration is the merger of firms that operate in the same field of activity, but at different stages of the production cycle. Such integration can be either direct, aimed at expanding the market, or reverse, aimed at subordinating the supplier of raw materials or components. This strategy means that the company expands in the areas of activity related to the promotion of goods to the market, its sale to the final buyer (direct vertical integration) and related to the receipt of raw materials or services (reverse).

+Forward vertical integration protects customers or the distribution network and guarantees the purchase of products. Reverse vertical integration is aimed at securing suppliers who supply products at lower prices than competitors.

+Vertical integration has a number of advantages, which are associated with the emergence of new sources of cost savings, with the emergence of great opportunities for the company to implement a differentiation strategy. However, vertical integration has a tendency to increase the share of fixed costs; reduction of flexibility in decision-making; the need to maintain in balance the initial and final stages of the main activity of the company [2].

To conclude, strategic marketing and tactics have different features. Strategic marketing concentrates more on trading space or product line, looking for perspective market. It is created for more than 5 years. Strategic marketing is paying more attention on customer future needs. Its main task is identification of attractive economic opportunities that provide growth potential. Tactical marketing concentrates more on

separate product and existing market. It is created up to 5 years. Tactical marketing is paying more attention on existing demand. Its main task is generation of revenues from sales.

1.3. Methodological approaches to formulation of strategy and tactics of marketing activity of enterprise with foreign capital and organization of enterprise including marketing department

Foreign commerce is facilitated by changes in the external business environment in Ukraine, the country's development trajectory toward European integration, and import/export operations. Modern approaches to strategic management and strategic diagnostics should be created in accordance with global standards, Ukrainian managers' needs, and those of partners overseas. Therefore, it is critical and required to validate innovation trends for firm development strategies on a global scale as a component of a stable economy. This article's goal is to describe novel ways to strategy planning, development, and implementation as well as to create a thorough assessment of the strategic potential of international business activity.

There are four basic methods to marketing strategy planning:

- Ansoff's matrix or product-market matrix;
- Market share growth matrix;
- STEP/PEST - analysis;
- SWOT - analysis.

The use of these approaches allows an enterprise to assess all its opportunities and, based on these assessments, to develop appropriate strategies.

A less well-known strategic planning framework for business growth strategies is the Ansoff Matrix. It focuses on whether new products, new markets, or both are what generate growth and provides information on how hazardous a particular strategy might

be. The Ansoff Matrix's fundamentals, including what it is, when to use it, and how to utilize it, will be covered in this article.

Ansoff's matrix or product-market matrix is an analytical tool for strategic management developed by Igor Ansoff. Ansoff's matrix is a field formed by two axes - the horizontal axis of the company's goods divided into existing and new and the vertical axis of the company's markets, which are also divided into existing and new. At the intersection of these two axes, four quadrants are formed, see Figure 1.5.

	Existing product	New product
Existing market	Market penetration	Product development
New market	Market development	Diversification

Fig. 1.5. The Ansoff's matrix or product-market mix.

Source: [42]

According to the data from Figure 1.5 it can be concluded that Ansoff's matrix suggests the ways of strategy growing where according to the feature of market and product a strategy may be used (market penetration, product development, market development, diversification). The choice of an alternative is determined by the degree of market saturation and the company's capacity to renew output continuously. It is possible to combine two or more tactics.

Market penetration strategy entails increasing marketing activity to improve and reinforce the company's market position. Market development strategy includes creating new markets by selling existing items in new regional, national, or worldwide markets. Product development strategy entails selling new items in existing markets to gain market share. Diversification strategy entails the corporation entering new markets to mitigate risks in existing areas. The manufacturing program contains goods that have not yet been introduced by the firm. The biggest risk of this method is force dispersion.

A market penetration approach is successful when the market is expanding or not yet saturated. A company can increase sales of current items in existing areas through aggressive advertising and competitive pricing.

This raises revenue by enrolling clients who have never used the firm's products before, as well as competition customers, and stimulates demand from existing customers. A market development plan is beneficial if the firm aims to boost sales of everyday items. It can enter new geographic areas, enter new market categories where demand has yet to be satisfied, provide everyday items in new ways, employ new distribution and sales systems, and undertake more extensive promotional efforts.

A product development plan is beneficial when a company has many successful brands and consumer loyalty. The company creates new or improved goods for current markets. It emphasizes new models, quality enhancements, and other modest advancements closely tied to previously presented items and sells them to customers who support the firm and its brands [1].

The BCG matrix is a method for doing strategic analysis and setting marketing positions in businesses, divisions, and goods. In order to evaluate the significance of a firm's goods based on their market standing in connection to the rise in demand for those products and market share occupied by that corporation, Bruce D. Henderson, creator of the Boston Consulting Group, designed this matrix. The product life cycle curve and the market expansion matrix share many similarities. One of its benefits, or a way in which it differs from the simple model of the product life cycle, is the complex analysis of a group of products, some of which may be at different stages of their life cycles, and the formulation of suggestions for the redistribution of financial flows between products.

The market leaders are the "stars," typically at the height of their product cycle. They generate enough revenue to keep a sizable portion of the quickly expanding market. However, despite the product's advantageous strategic location, its net cash return is relatively poor since it needs a sizable investment to guarantee rapid

development rates to benefit from the encounter curve. Managers may be inclined to cut down on investments to boost current profitability, but doing so might have unintended repercussions, given that this product may eventually become a cash cow. In this perspective, the star product's expected revenue is more significant than its existing ones. Star goods become cash cows once the industry's growth pace decreases. In a market with a slow growth rate, they are the goods or company divisions that command the top positions. Those business divisions not only make a profit, but they also give the company money to invest in new initiatives that will fuel its expansion in the future. Because companies do not require sizable investments and generate sizable positive cash flows depending on the experience curve, they are appealing. Proficient product management is required to exploit the cash cow phenomena in firm investment policy fully.

"Dog" products are those that are in unappealing businesses, particularly those where there is a lot of rivalry, and hence have little market share and limited room for development. In these business units, the net cash flows are either zero or negative. These business divisions ought to be eliminated unless there are exceptional situations, such as when the product is a complementing one to a cash cow or star goods. Large markets in mature sectors are somewhat insulated against sudden changes in demand and significant breakthroughs that fundamentally alter customers' needs, which keeps products competitive even when their market share is tiny.

As a result, analysis using the BCG matrix enables:

- Determining the potential strategy of business units or products;
- Analyzing their financial requirements and profitability prospects
- Determine whether the company portfolio is in balance.

PEST-analysis is the term used in global economic research to describe the study of the primary external macroenvironmental elements. PEST-analysis, sometimes known as STEP, is a marketing strategy used to pinpoint the political, economic, social,

and technical components of the outside environment that have an impact on an organization's operations.

The goal of this study is to determine the environmental elements that have the biggest effects on the organization and to forecast the characteristics of those effects (favorable or unfavorable) [31].

Political considerations have a direct impact on the environment in which businesses operate, thus the research identifies the variables that determine how economic activity, the investment climate, stability, and development prospects are impacted by politics. The primary component for evaluating investment chances, market development prospects, buying power, and other factors is the economic system. It is also investigated how economic resources are distributed across the country. The social element affects how consumer preferences change over time, how social groupings are distributed and organized, and how age and gender are distributed. The technology aspect is the final element. Which involves identifying technical development patterns, which frequently result in market shifts and losses as well as the introduction of new goods.

SWOT analysis, which stands for "strength," "weakness," "opportunities," and "threats," is one of the most popular techniques for analyzing the environment. It involves grouping environmental factors into internal and external categories and analyzing them from the perspective of determining whether they will have a positive or negative impact on the operations of the organization. In the SWOT analysis, the organization analyzes its own strengths and weaknesses while also identifying and evaluating opportunities and threats in the external environment[3], see Figure 1.6.

		External environment	
		Opportunities	Threats
Internal environment	Strengths	<i>the state of financial and economic security</i> strategy	<i>the state of financial and economic threat</i> strategy
	Weaknesses	<i>the state of financial and economic risk</i> strategy	<i>the state of financial and economic danger</i> strategy

Fig. 1.6. The figure shows schematic matrix of SWOT analysis.

Source: [63].

According to the data from Figure 1.6 it can be concluded that performing the SWOT analysis a company may conduct the strategy for strengthening positions, using opportunities for development, transforming weaknesses into strengths and decrease the risks of threats.

SWOT analysis ensures the establishment of a link between the strengths and weaknesses of the organization; does not require an extensive database for its implementation; allows you to find options for the successful existence of the organization; allows you to determine the prospects for the development of the organization; makes it possible to assess the profitability of the organization and compare them with the performance of competitors; creates conditions for assessing the internal resources of the organization; gives management the opportunity to expand and strengthen competitive advantages; prevents the occurrence of possible problems; provides a clearer picture of the situation on the market; allows you to choose the optimal way of development of the organization; helps to avoid dangers; allows you to formulate in the form of a logically consistent scheme the interaction of forces, weaknesses, opportunities and threats accompanying the functioning of the enterprise [33].

To be successful, a marketing strategy has to be evaluated and adjusted. The "why?, when?, where?, and how? for analysis of the problems" generates the questioning "when?, where?, and how? in terms of advertising strategies and the usage of segments

of the market." Answering the following questions about marketing strategy in relation to competitors is appropriate:

- Who the competitors are?
- The number?
- How powerful are they?
- Which goals are they?
- How do things look?
- What are the market shares, in relation?

Focuses on the complex assessment area's marketing strategy-related components. It is crucial to evaluate these intricate marketing features using the essential adjectives in order to apply that strategy: The first three elements are the anticipated value of earnings, risk, compliance with the overall marketing plan, and market reaction.

These criteria give the business the ability to look for additional information and decide on the strategic market occupancy positions. The evaluation criteria mentioned include internal firm variables such as vision, values, competence, image resources, other products, and risk propensity ingrained in corporate culture, strengths, and weaknesses.

The company must first comprehend the demands and wants of its customers. A thorough analysis of the target demographic is necessary for effective marketing. The writers believe it's crucial to concentrate on market segments, the surrounding competitive landscape, and the effectiveness of the company's marketing strategy.

Marketing evaluation of the status of qualitative indicators that can be modified and applied to the company's marketing plan. The following signs are recognized:

1. The company's marketing (strategy).
2. The company's management, divisions, offices, etc. with regards to suggestions for the marketing department's marketing plan.
3. The 123 marketing strategy will be implemented and controlled by the marketing department staff, who will also be held to a high standard of professionalism.

4. Marketing tactics for completing precise duties.
5. Marketing strategy, execution, assessment, and control costs.
6. Company's ability to assess the strategic marketing implications of the decisions.

We can classify the following key areas of marketing strategy and assessment criteria, see Table 1.3.

Table 1.3

Areas and criterias for marketing strategy evaluation

Evaluation area	Evaluation criteria
Evaluation of the effectiveness of basic marketing strategy	Is the marketing strategy present and how to comply with its goals? • Marketing (strategy) at the company <ul style="list-style-type: none"> • Company management, departments, offices, etc. in respect of marketing department recommendations on marketing strategy • Marketing department staff to be responsible for marketing strategy implementation and control, level of professionalism • Marketing strategies in achieving the tasks of precision • Costs of marketing strategy, implementation, evaluation and control • Company's ability to assess the strategic marketing implications of the decisions
Orientation to the target market segment performance evaluation	<ul style="list-style-type: none"> • Who buys and who uses our products? • Who? When? Where? and How? • Target market segments' response
Orientation to evaluation of the effectiveness of competitors	What are the competitors? <ul style="list-style-type: none"> • How many? • What is their power? • What are the objectives? • What are the prospects? • What are the relative market shares? • What are competitors' reactions?
Positioning strategy evaluation	<ul style="list-style-type: none"> • Was the positioning made before the analyzed perspective and, in particular, the strategy of competitors? • Are strategic decisions not made before choosing a target market? • Does the strategy provide for positioning before decisions on specific elements of marketing complex are made? • What are competitors' reactions?
Marketing strategy of the marketing complex elements of the assessment	<ul style="list-style-type: none"> • Discounted profit • Risks • Compliance with the overall marketing strategy • Competitors' reactions

Source: created by the author using [6]

According to the Table 1.3 in an uncertain external environment, improving organizational management and the competitiveness of the trading firm based on a

systematic approach at all levels with a focus on customer satisfaction are key factors in the growth of competition. The ranking technique, which involves giving each criterion a position, is used to identify the priorities and expectations of consumers, identify zones of primary priorities, order priorities, and determine the most significant criteria.

To sum up, control is a crucial component of marketing strategy. Due to the fact that it involves a deliberate influence on the item, systematic observation of the object's activity, and a comparison of the actual consequences of the activity with the anticipated ones. Generally speaking, marketing control is the last phase of the marketing management cycle and the last step in the decision-making and action-taking process. Accounting and reporting are directly tied to control in the management system. For instance, the management of the business may decide what stage of the product's life cycle it is in and what steps should be made to extend that stage using the marketing management system's accounting of sales of items in the dynamics.

To conclude, there are four basic methods to marketing strategy planning: Ansoff's matrix or product-market matrix; Market share growth matrix (BCG); STEP/PEST analysis; and SWOT – analysis. Ansoff's matrix suggests the ways of strategy growing where according to the feature of market and product a strategy may be used (market penetration, product development, market development, diversification). The BCG matrix is a method for doing strategic analysis and setting marketing positions (stars, dogs, cows, question marks) in businesses, divisions, and goods. PEST-analysis is the term used in global economic research to describe the study of the primary external macroenvironmental elements (political, economical, social, and technological). Performing the SWOT analysis (strengths, opportunities, weaknesses and threats) a company may conduct the strategy for strengthening positions, using opportunities for development, transforming weaknesses into strengths and decrease the risks of threats. In this research PEST and SWOT analysis were conducted.

CHAPTER 2. ANALYSIS OF MARKETING STRATEGY AND TACTICS OF INTERNATIONAL ACTIVITY OF THE INTERNATIONAL ORGANIZATION OF MIGRATION IN UKRAINE.

2.1 Organizational and economical characteristic of International Organization of Migration in Ukraine

IOM Ukraine seeks to increase public knowledge of the benefits and drawbacks of migration in the context of Ukraine. The guiding principles of all actions and initiatives carried out by the mission are to maximize these chances and reduce the issues brought on by migrant movements. By enhancing migration management and creating migrant-inclusive health policies, IOM Ukraine fights human trafficking, helps the state fulfill the requirements of displaced people, and counters irregular migration. IOM Ukraine also works to promote cultural diversity and immigrant integration as well as fight bigotry and intolerance. These efforts reinforce the connections between migration and development. Over the course of its 25 years of operation in Ukraine, IOM has assisted more than 800,000 migrants (Ukrainians and members of other nationalities), displaced people, victims of trafficking, and members of other vulnerable groups, either directly or via its key stakeholders.

IOM's monitoring and evaluation system in Ukraine is overseen by a specialized M&E unit, which offers direction and makes sure that programs are implemented in accordance with generally accepted standards and best practices. Additionally, the organization follows anti-corruption and transparency protocols, has a strong complaints procedure, and makes use of beneficiary satisfaction measurement techniques. The overarching goal of IOM is to improve migrant welfare, aid in national minorities' assimilation, and increase the contribution of migrants to the growth of both host and home nations [60]. In order to maximize the potential for growth of labor

migrants for the benefit of individual migrants, their neighborhoods, and Ukrainian overall, IOM also provides assistance to the Government of Ukraine, see Figure 2.1.

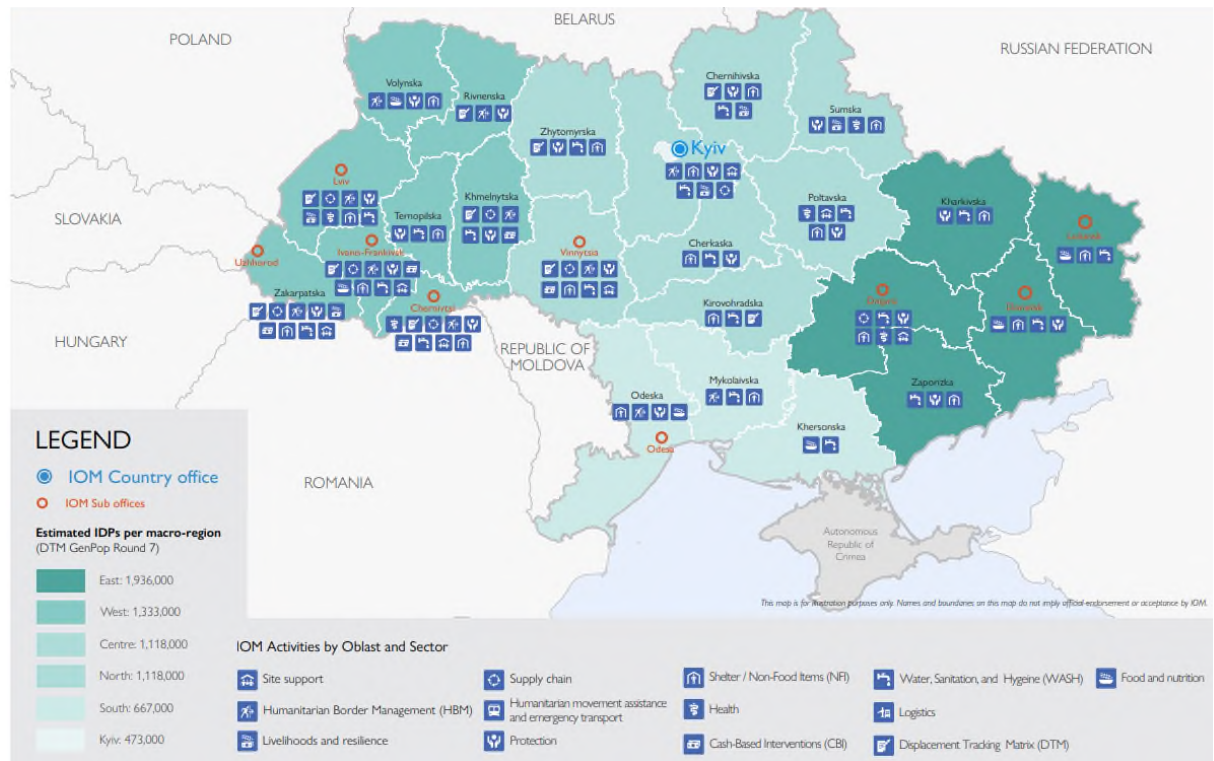


Fig. 2.1. The figure is showing IOM'S operational presence in Ukraine showing the activities by oblast and sector.

Source: [46].

According to the data from Figure 2.1 it can be concluded that IOM performs a lot of activities in different oblast and sector in Ukraine. As it shown the most number of estimated IDPs per macro-region is on the East 1,936,000 and the least number is in Kyiv 473,000.

Internally displaced persons (IDPs) and communities affected by war get general protection help from IOM Ukraine, as well as specialized protection for individuals who have been victims of trafficking, enslavement, or gender-based violence (GBV) or who have been at high risk of becoming victims. Since 2000, IOM and a network of partner NGOs have provided almost 20 thousand trafficking victims with individualized, comprehensive reintegration assistance. Including, but not limited to,

transportation, shelter or safe housing, legal aid, non-food assistance or financial assistance to meet basic needs, campaigning to improve access to services, encouragement of vocational training, and income generating. The Medical Rehabilitation Centre for Victims of Trafficking in Human Beings, the only facility of its kind in Ukraine, has been operating in Kyiv since 2002 with support from IOM. There, patients get free, all-inclusive medical care as well as counseling in a safe setting. After the full-scale invasion of Ukraine in February 2022, IOM improved the Center's technological capacities to offer specialized assistance to survivors of GBV and trauma-related trauma [61].

IOM Ukraine is dedicated to upholding the highest standards of accountability, openness, and moral behavior in all of its operations. IOM Ukraine has established a framework for handling enquiries by setting up a telephone/internet line - IOM Ukraine Transparency Hotline - in order to ensure the transparency of its operations.

The IOM Ukraine Transparency Hotline has several objectives: in order to maintain openness, a contact route for IOM stakeholders, subcontractors, and beneficiaries has been established; ensure that IOM partners, clients, and contractors have a way to report possible instances of employee corruption and misconduct; act as a vital resource for knowledge to enhance the programs and services of IOM Ukraine [58].

A type of marketing management organization that would meet the overall goals and objectives of the enterprise should be chosen in order to implement marketing operations at the company. There are several fundamental types of organizational structures for marketing operations that can be separated based on the priorities and extent of implementation of various marketing sectors.

Small businesses typically have a marketing group within another section of the company that handles all marketing-related tasks. For instance, such a team could be established as a component of the sales department or the department in charge of market and demand research. In these circumstances, the primary responsibility of marketing specialists is the systematic study of sales market data and the creation of

present and future realistic marketing recommendations for management of the company.

All marketing operations must be concentrated in one department when a medium-sized business is organized as a marketing department. Coordination of other business divisions for the purposes of product planning, pricing, and sales is the core responsibility of such a department.

It is advisable to establish a full-fledged marketing department to build the company's marketing strategy from a long-term perspective in large industrial businesses that are focused on working both in the internal and external markets

One or more of these marketing services' primary duties might be

- carrying out a series of forecasts and market research;
- Continuous involvement in the creation of the firm's marketing strategies and tactics through the independent formulation of product, pricing, sales, advertising, and service policies;
- the management and efficient use of the sales system;
- planning advertising campaigns;
- Assuring efficient service for the company's products based on a thorough analysis of customer needs;
- offering advisory support to all areas of the business;
- a review and evaluation of the business's marketing service's effectiveness.

A head unit in the formulation of long-term, complex-target programs of the company's export activities should be this marketing service. Subordinating the marketing section to the deputy director for marketing makes sense.

Functional, commodity, market, regional, and mixed divisional structures are the most prevalent.

This marketing division should take the lead in creating long-term, intricately focused programs for the company's export-related activities. It is advisable to report to the deputy director of marketing from the marketing division.

Functional, commodity, market, regional, and mixed divisional structures are the most prevalent.

The marketing department's functional organizational structure groups employees based on their functional specializations. This structure's benefits include simplicity and a distinct separation of roles for each employee. Coordination of the interests of specialists from various functional groups may present certain challenges within this structure. This organizational structure is typical of small, locally focused businesses that sell single products or a limited number of goods. If they manufacture distinctive products or a family of products, larger companies may also adopt a functional organization.

A product marketing department structure provides for the separation of marketing activities for individual products. The coordinating function for each commodity is performed by the marketing manager for the specific commodity, who becomes the manager of the corresponding marketing programme.

Employees of the department are given the chance to study the particular of the commodity and to satisfy consumer demands as a result of these specifics under a commodity-based marketing organization. However, this structure has some serious drawbacks, such as a lack of functional specialization in depth and high maintenance costs across a wide range of product categories.

Multi-branch companies that operate in moderately varied marketplaces are characterized by a marketing market organization. In this instance, the market manager is in charge of managing the marketing of any branded goods offered in that market, and his staff does the essential marketing tasks for each good.

The regional marketing organization structure, in which a single marketing organization is realized by the marketing department of the regional headquarters of the firm for the entire region, is a further evolution of the market organization for particularly large firms. So, for instance, IBM has a North American headquarters that

is in charge of the same duties in the USA and Canada and a European headquarters in Paris that oversees all marketing of the company's products and services in Europe.

However, it should be mentioned that in their purest forms, regional, market, and product structures are rarely used in the actual business operations of organizations. Organizational structures that combine the advantages and disadvantages of pure and mixed systems are the most prevalent. The following should be highlighted among mixed organizational structures: commodity-functional, functional-regional, and functional-market. A matrix technique can be used as the foundation for such mixed systems.

Product-specific marketing managers carry out co-ordination tasks within the outlined product and function framework. Within the context of the product-specific programs, these staff members communicate with the employees of the functional departments of the enterprise's marketing department.

Future creation and implementation of a "Regulation on the Marketing Department of the Enterprise" is a crucial problem, in addition to choosing the organizational structure of the marketing department at the company. The rights, development, and tasks in the USA and Canada, as well as the marketing of the company's goods and services in Europe, should be governed by such regulations. They should also fix the position of the marketing department's North American employees within the enterprise's organizational structure.

In Ukraine, IOM cooperates with various organizations and partners to achieve its goals and help people, as it shown in Figure 2.2.

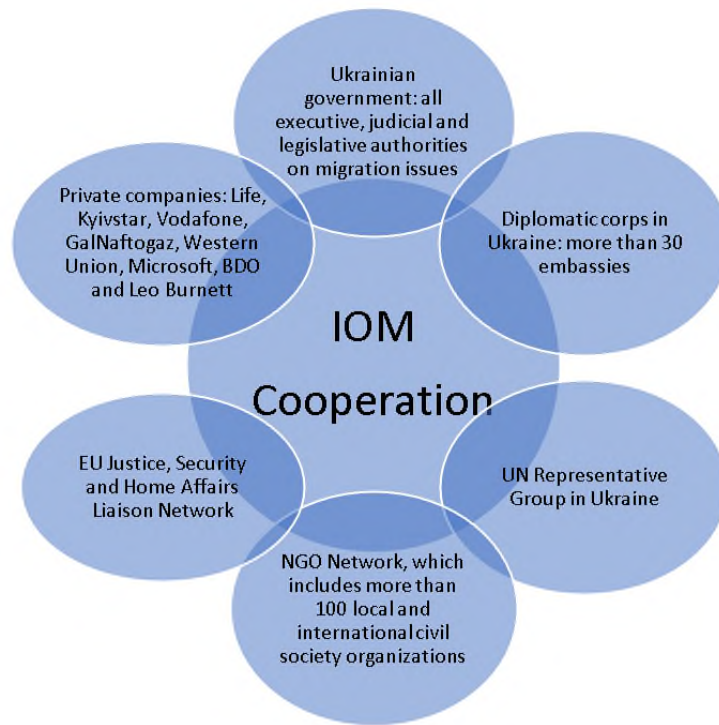


Fig. 2.2. IOM partners.

Source: created by author using [59]

According to the data from Figure 2.2 it can be concluded that IOM works not only with government representatives but also with foreign partners, the United Nations, civil society organizations and private companies. Such cooperation makes it possible to achieve the set goals and make projects more effective and of high quality.

Since Russia's attack on Ukraine on February 24, 2022, the migration process has become very active. The number of refugees to different countries has increased, as the data presented in Figure 2.3.

	Number of Refugees*	Refugees as a % of the Population**	Active Sectors		Number of Refugees*	Refugees as a % of the Population**	Active Sectors
POLAND	1,449,214	3.84%		CZECH REPUBLIC	448,807	4.19%	
ROMANIA	83,748	0.44%		BULGARIA	54,878	0.80%	
HUNGARY	30,000	0.31%		WESTERN BALKANS***	51,396	0.37%	
SLOVAKIA	97,935	1.80%		AZERBAIJAN	3,925	0.04%	
REPUBLIC OF MOLDOVA	94,535	3.67%		TÜRKIYE	145,000	0.17%	
BELARUS	15,853	0.17%		IRELAND	51,904	1.03%	
LATVIA	39,584	2.10%		GERMANY	1,002,668	1.21%	
LITHUANIA	68,396	2.45%		BELGIUM	58,019	0.50%	
ESTONIA	60,302	4.54%					

* Refugees from Ukraine recorded in Country. *(IOM/ICR Operational Data Period (24 October 2022))*
** Refugee percentage calculated using country population data from *World Bank*.
*** Western Balkans include: Albania, Bosnia and Herzegovina, Montenegro North Macedonia, Serbia, and Kosovo (References to Kosovo shall be understood to be in the context of United Nations Security Council resolution 1244 - 1999)

Fig. 2.3. This figure is showing the overview by IOM country operations.

Source: [44]

According to the data from Figure 2.3 it can be concluded that the countries that have received the largest number of refugees are Poland, Czech Republic, Germany, Slovakia, Romania and Turkey.

IOM tries to help not only internally displaced people (IDPs) but also those who have migrated abroad. The main help is going to people who are in the neighboring countries, see Figure 2.4.



Fig. 2.4. This figure is showing the overview of IOM's achievements in selected counties: Belarus, Poland, Slovakia, Hungary, Moldova, Romania.

Source: [48]

According to the data from Figure 2.4 it can be concluded that the overview of international achievements in terms of neighboring countries like Moldova, Romania, Hungary, Slovakia, Poland, and Belarus. The total number of individuals reached with IOM support is 248 875. Also, this figure shows the non-food items, humanitarian movement, health, food security, livelihoods, resilience, multi-purpose cash assistance shelter, protection, mental and psychological support, site management support, and water, sanitation, and hygiene that individuals reached.

Key figures since February 22, 2022 till April 27, 2022 for IOM's performance:

- The National Toll-Free Migrant Advice and Counter-Trafficking Hotline responded to 7,381 calls with 31,800 consultations.
- Support that is specifically tailored for the most susceptible internally displaced people (IDPs) and conflict-affected population, for whom protection issues have been noted, and who face several obstacles to accessing services. NGOs that are partners with IOM helped.

- Details, counseling, and advocacy for foreign nationals with family members living in Ukraine (individually or in groups) have been provided to more than 3,300 people.

- IOM received 84 instances with protection issues, which were thoroughly evaluated, counseled, referred to, and aided whenever feasible [62].

The IOM has a fund responsible for funding projectors, programs, and assistance not only with migration but since Covid-19, the fund has expanded the boundaries for implementing necessary assistance initiatives, see Figure 2.5.

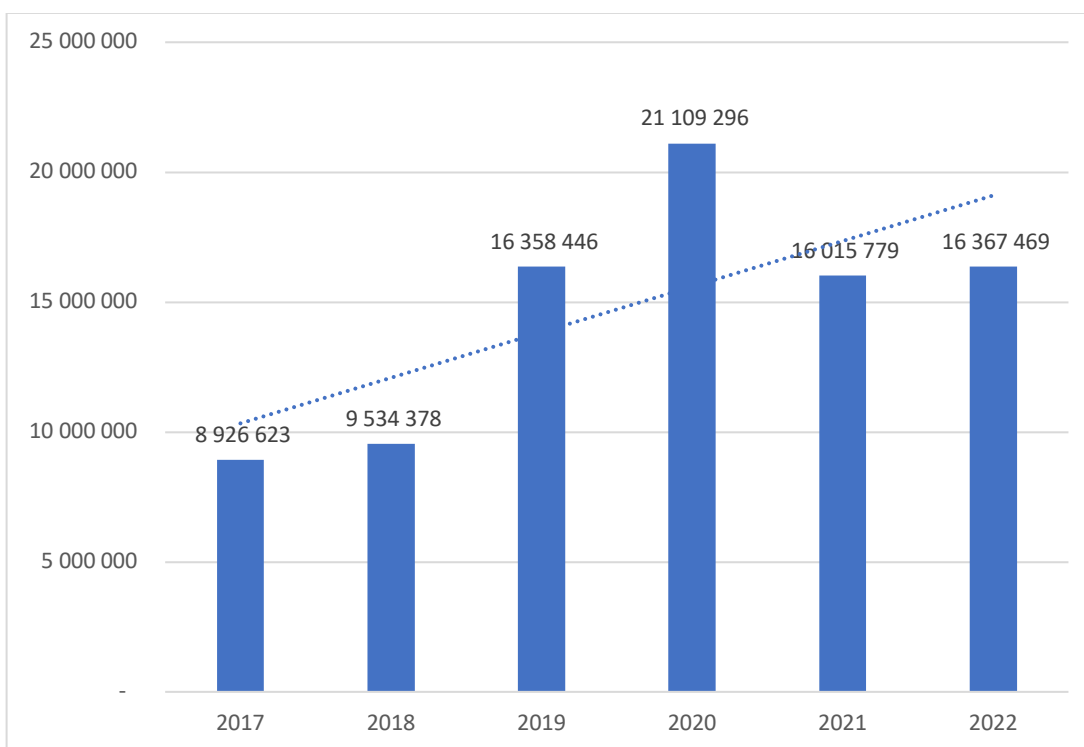


Fig. 2.5. IOM Fund Administration expenses in 2017-2022, in dollars.

Source: created by the author using [21, 22, 23, 24, 25, 26].

According to the data from Figure 2.5 it can be concluded that the significant impact of the money was in the 2020 project of \$21,109,926, which is related to the Post-Pandemic. The fund did projects not only to combat illegal migration but also the effects of Covid-19.

Different amount of money was invested in various projects, but every year the number of projects changes due to macro factors or postponement of projects to the following year, as it shown in Figure 2.6.

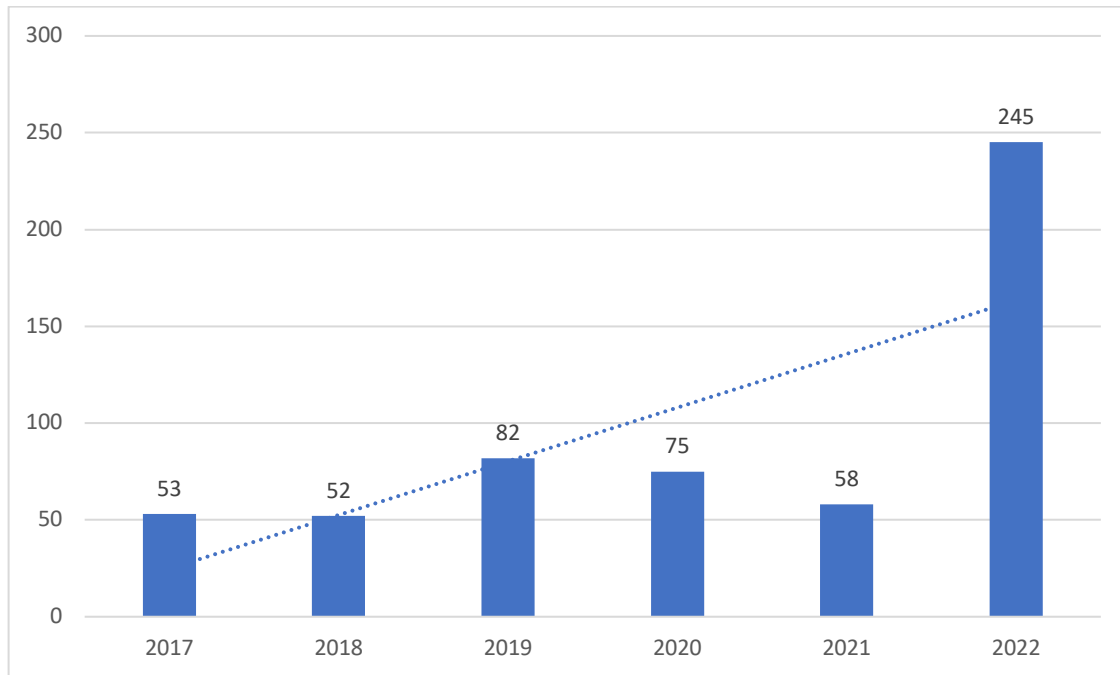


Fig. 2.6. IOM number of projects each year from 2017 to 2022.

Source: created by the author using [21, 22, 23, 24, 25, 26].

According to the data from Figure 2.6 it can be concluded that the number of projects in 2019 is much higher than in other years before due to the Coronavirus-19 pandemic. Not only has the organization launched projects to control migration, but it has also launched projects to help fight the coronavirus. So far, the most significant number of projects is in 2022, when the war in Ukraine began, and that's 245 projects. Even though IOM offices came up with inventive solutions to carry out some tasks during lockdowns, the majority of projects have remained been hampered by earlier constraints.

The United Nations projects that both the number of migrants and their proportion of the global population will continue to rise. The continued population increase, demographic issues, technological advancements, climate change, and other factors

will all contribute to this. There will probably be more migration-related projects in the upcoming years.

To conclude, IOM tries to help not only internally displaced people (IDPs) but also those who have migrated abroad. IOM Ukraine seeks to increase public knowledge of the benefits and drawbacks of migration in the context of Ukraine. The guiding principles of all actions and initiatives carried out by the mission are to maximize these chances and reduce the issues brought on by migrant movements. By enhancing migration management and creating migrant-inclusive health policies, IOM Ukraine fights human trafficking, helps the state fulfill the requirements of displaced people, and counters irregular migration. The significant impact of the money was in the 2020 project of \$21,109,926, which is related to the Post-Pandemic. The fund did projects not only to combat illegal migration but also the effects of Covid-19. So far, the most significant number of projects is in 2022, when the war in Ukraine began, and that's 245 projects.

2.2 Discovering marketing activity strategy and tactics of International Organization of Migration in Ukraine

The marketing discovery process consists of three steps. Together, they provide a solid response to these two crucial questions that is based on qualitative research. The Brand Pyramid served as the foundation for our brand value map's development, which we used to extract the early working hypotheses about the issues of who the most natural client is and what they value. Here is a description of the Brand Value Map. It helps us to consider possible personas for deeper research evaluation as we choose them.

Persona interviews aid in the task of identifying which potential customers are the most natural and what that customer actually appreciates. In order to acquire a clear understanding of what they value and what is most likely to influence their behavior,

we conduct these with many members of the ideal client profile. Each candidate persona competing for the title of "ideal customer" receives a Competitive Advantage Diagram as a result of this work. Once we have identified the ideal client, we can return to the Why Level (Level 3 of the Brand Pyramid) by describing them and identifying the motivations behind their action.

The culmination of this approach is the development of a Marketing Targets Diagram, a reminder and simplified picture of where you should focus your marketing efforts for the most strategic impact.

Such pressing issues as environmental degradation, poverty, migration and internally displaced persons, human trafficking and others have become global and need to be addressed at the international/global level. That is why partnerships between donors, government, and civil society at the international level should create an effective mechanism to counter these negative phenomena.

In terms of marketing, trust in current conditions is a non-commercial product of international NGOs, the promotion of which requires different tools in different international markets. To gain trust on the part of donors, foundations and government agencies, international NGOs, in turn, require national NGOs-recipients of grants to ensure a high level of quality of projects and management of the non-profit organization, in particular, to conduct marketing research, measurements of social effectiveness of programs, communication activities, etc.

The main marketing tools for the International Organization of Migration in Ukraine are an advertisement and public relations. Advertising requires significant costs. Therefore, when developing a program of advertising activities, it is necessary to make some decisions regarding the identification of the target market (establishing the main groups of people to whom the advertising will be addressed), defining the goals of advertising, calculating the advertising budget, developing the text part of the advertising, choosing advertising media (print media, television, presentation events,

etc.), drawing up a schedule of advertising, testing advertising, direct advertising, evaluating the advertising campaign and making adjustments, see Table 2.1.

Table 2.1

Classification of advertising used by the International Organization of Migration in Ukraine

Type of advertising	Objectives and functions of advertising
Informative	<ul style="list-style-type: none"> - provides people with information about available programs, their types, purpose, features, principles of operation, etc. - informs about the location of sites and contact numbers
Persuasive	<ul style="list-style-type: none"> - encourages people to participate in the programs themselves and help others - changes the perception of the work of programs from international organizations - convinces of the need not to be apathetic
Reminding	- reminds about the availability of programs, place and conditions
The face of the organization	- its solidity, help to people emphasizes company status of the company, its reliability, stability - forms the image, image of the enterprise

Source: created by the author using [55]

According to the data from Table 2.1 it can be concluded that IOM is using diversified ways of advertising. The main goals are to inform, persuade, remind and increase the awareness of the organization.

Where shall organization advertise itself if not on self web-site?

People are four times more likely to click ads on Google (63%) than any other advertisement network [16].

Google Ads has an 8:1 ROI (Return on Investment) [49].

Over 1.2 million businesses rely on Google Ads to market their products and services [14].

Paid campaigns drive 65% of clicks received by Google Ads [20].

Finally - More than 80% of global businesses trust Google Ads for PPC campaigns [15].

Thus promoting self in Google may be considered beneficial for the organization's strategic marketing goals and it might be something to consider for the organization's strategic developmental goals.

The actualization of a particular move can be differentiated in terms of the interests and needs of target markets, which should be taken into account when segmenting. It is effective market segmentation that helps to form effective marketing activities purposefully. The target markets of the International Organization for Migration in Ukraine can be as follows:

- existing volunteers and members of the organization
- the Board of Directors;
- existing donors and potential donors (individual patrons and donors, corporations, foundations)
- society in general;
- special interest groups (e.g., ethnocultural, youth, senior citizens);
- community leaders and opinion makers;
- MASS MEDIA;
- local business structures and corporations;
- chambers of commerce and commercial structures;
- unions and professional associations;
- other volunteer organizations and groups;
- representatives of public authorities [45].

The value proposition of the International Organization for Migration is the focus and direction of all efforts to achieve social impact in society.

Quality of life acts as an integral goal and result of the organization's activity. It is directly influenced by the sociocentric marketing characteristics of the directions and systems of public administration. The main influences on the quality of life are:

reorientation of management, orientation of market objects, marketing optimization, formation of a feedback system, and support for the activities of social actors [50].

An essential component of the enterprise's activity is determining the impact of external environment elements. The ability of managers to discover production reserves quickly, defend management choices, and draw logical conclusions about the outcomes of the company all have a significant role in the degree to which these elements have an impact. It is essential to conduct a thorough analysis while taking into account each aspect of the organization in order to ensure that it operates effectively and continues to grow in a changing environment. [52].

Special tools are often used for long-term strategic planning to facilitate the process. One of them is PEST analysis. The primary purpose of a PEST analysis is to determine what macro-environmental factors can affect the success of a business. Which of them will prevent the achievement of long-term goals, and which, on the contrary, will provide opportunities for growth and scaling, see Table 2.2.

Table 2.2

IOM's PEST analysis

Political	Economic	Social	Technological
1) Migrants rate 2) Orientation to market regulation of the economy. 3) Creation of groups in the state authorities. 4) State policy in training personnel for the industry 5) Level of political and legislative stability	1) Unemployment rate 2) Inflation rate 3) Reduction of consumer income 4) State budget deficit 5) Changes in the exchange rate of the national currency (UAH);	1) Attitude to labor activity 2) The growth of social requirements of the population 3) Decrease in the level of education 4) The size of the population of working age	1) Development and implementation of new technologies 2) Degree of innovation development 3) Areas of concentration of technological efforts

Source: created by the author in accordance to the investigation of the company

According to the data from Table 2.2 it can be concluded that the study of factors is necessary in order to prepare for possible changes in advance. This will minimize

their negative impact or, on the contrary, increase the efficiency of the enterprise. There are a lot of political, economic, social and technological factors that may influence IOM performance. However, the most significant ones were chosen for further analysis.

There are several elements that make up both an organization's internal and external environment. For the organization to operate at its best, a variety of different and unique elements and components—including people with their own unique values and characteristics—must be combined into a single system. These elements and components include business ideas, strategies, technologies, and working methods. In order to achieve the established goals, organizational parts must interact in a coordinated manner. Additionally, new conflicts must be continually resolved, and the system must be modified to meet changing needs.

The company's current inner services do the internal examination. Because it uses a range of information that is disseminated inside the company, this sort of analysis has a considerably bigger information base than its other varieties. The fundamental components of the internal financial analysis can be augmented with other elements that are crucial for management optimization, including a study of the effectiveness of capital advance or the relationships between expenses, revenue, and profit. The goal of internal financial analysis is to offer projected cash inflow and distribution of equity and loan capital to establish circumstances for normal operation of the business, maximizing profit, and eliminating bankruptcy risk.

A comprehensive study of the internal factors aims to pinpoint organizational advantages that support the growth of critical skills, boost the durability of competitiveness, and help the company maintain its competitive edge in an unsteady surrounding factors.

Before analyzing and proposing how to overcome the weaknesses and threats in the strategy and tactics of marketing activities of the International Organization for Migration in Chapter 3, the SWOT analysis should be done, see Table 2.3.

Table 2.3

International Organization for Migration SWOT analysis

Strengths	Weaknesses
<p>All employees of the organization have experience in their specialty</p> <p>Clear distribution of duties and responsibilities among employees</p> <p>Targeted assistance to clients</p> <p>Involvement of volunteers in its work</p> <p>Cooperation with different organizations in the city</p> <p>The flexibility of nonprofit organizations</p> <p>Flexible work schedule</p> <p>NPO employees are interested in the final results of their work</p> <p>Orientation to high-quality services and increased attention to clients</p> <p>Recognition and popularity of the organization</p> <p>High level of trust</p>	<p>The risk of inadequate staffing during the initial phase of operations</p> <p>At the present time, during combat operations, the implementation of any measures requires large financial expenses</p> <p>Low awareness of the population about the activities</p> <p>Lack of people to conduct the interviews</p> <p>Small number of channels for attracting people</p> <p>Sufficiency of assessment data and assessment methods</p>
Opportunities	Threats
<p>Increase in the number of major grantmakers in the organization's area of focus</p> <p>Changes in supportive legislation</p> <p>Readiness of foreign partners to cooperate</p> <p>Increased public interest</p> <p>Increase of democratization of the society</p> <p>Emergence of new technical capacities</p> <p>Greater interaction with all branches of government</p> <p>Strengthening of international ties</p> <p>Tax incentives for individuals making voluntary donations</p> <p>Exceptional financial resources are available for operations</p> <p>Website Development</p> <p>Improving and adding channels to your marketing strategy</p>	<p>Significant dependence on external factors</p> <p>Completion of funding for a major regional or international program</p> <p>Difficulty of contacts with foreign partners</p>

Source: created by the author in accordance to the investigation of the company

According to the data from Table 2.3 it can be concluded that despite the success and longevity of the organization, it still has not only strengths, but also weaknesses.

Threats that may affect the company's activities are also highlighted. The using of SWOT analysis to create a strategy will be shown in Chapters 3.

How to solve weaknesses in an organization's marketing strategies and tactics and reduce threats: The risk of inadequate staffing during the initial phase of operations - this risk can be reduced if the development of HR risk management policy in the organization, coordination of the daily HR risk management process, creation and maintenance of databases necessary for the purposes of HR risk management in the organization, interaction with internal control services to ensure compliance with the requirements of legislation, regulatory authorities, as well as internal procedures.

The more diverse the sources of funding, the more stable the position of the organization. For an International Organization to work effectively with migration, a stable source of funding for a long-term period of time is needed. Often, a significant part of budgets consists of funds from foreign foundations, membership fees, sponsorship contributions and individual donations and government sources. Since most of it comes from foreign funds, the organization needs to increase its attention to this aspect and launch a marketing company in different countries.

Low awareness of the population about the activities and small number of channels - before the war in Ukraine, the awareness of citizens about the IOM and other civil initiatives was at a very low level, but at the moment there are a lot of organizations that are engaged in volunteer activities. Interaction with the media and use of the media. The full list of specific forms and means of such work contains almost all possible forms and means of working with the media: personal contacts with journalists; placement in the media of publications and stories, sections and thematic headings about the activities of the organization; holding special events for journalists and so on. It is particularly necessary to highlight the need to create interesting informational occasions for holding events for journalists, initiating publications in the media.

Sufficiency of assessment data and assessment methods - before choosing a methodology, it is necessary to make sure that the data are sufficient for evaluation, the

selected quantitative and qualitative indicators should be the most objective and cover all aspects of the activity, as well as be expressed in relative units for calculation. Currently, there are several groups of methods for evaluating the effectiveness of socially oriented activities. The statistical method consists in comparing the goals set with the results obtained, where the indicator is calculated as the ratio of the planned and actual results of the IOM's activities. The dynamic method is based on determining the net cash flows at the disposal of IOM and their movement during the implementation of social projects. This method of evaluating the effectiveness is carried out similarly to the analysis of investment projects of commercial organizations, but differs in the complexity of assessing social activities in monetary terms. Correlation-regression method — a similar analysis allows us to assess the relationship between the activities of IOM and their costs. The built regression models make it possible to make a forecast of the indicators of the effective work of IOM. Optimization method — reveals the relationship of production capabilities with the efficiency indicator, taking into account the cost constraints and the impact on the results of the organization's activities [51].

Significant dependence on external factors - These are often political, economic and social factors. For example, regulatory and legislative mechanisms, the level of corruption in the country, the regulation of activities all relate to political factors. As for the economic ones, these are the inflation rate, unemployment rate, currency exchange, which in turn affects the price increase. And since the organization needs financial support for the implementation of programs, due to the negative factors affecting the development of Ukraine, the demand for different programs may be great, and there may not be enough funding. Therefore, it is necessary to differentiate the sources of income as much as possible and also focus on the international market and the development of marketing there to attract sponsors and volunteers. Social factors are one of the fundamental ones that affect the International Organization for Migration the most, since migration indicators, beliefs in society, the percentage of the population

below the poverty line, the impact of military operations on people, all these are different programs of organization trying to solve.

Completion of funding for a major regional or international program - Raised funding includes charitable, sponsorship, foundation grants, membership fees, fundraising, and the like. Non-profit organizations can offer businesses a fairly wide range of services, acting not as a beggar, but as a full partner. non-profit organizations can act as major service providers, such as: seminars for businesses; formation of joint (government, business, non-profit organizations) boards of trustees, public, expert councils; organization of quality contests, manufacturers of goods and services; development and organization of campaigns to promote bills to support and develop entrepreneurs.

Difficulty of contacts with foreign partners - at the moment, there are a lot of organizations for achieving social goals and volunteering, but you can look for options for cooperation with international organizations and partners. The main thing is that the goals of the organizations coincide and social networks do not get caught, they become an important way to promote and develop non-profit organizations. A very large number of people use social networks every day. Social networks are a great opportunity to inform, attract like-minded people and partners, and organize events. Also, social networks provide great opportunities for establishing direct contact with the audience, which is one of the main advantages of social networks. Non-profit organizations create and develop their own communities to establish contact with the existing audience and attract new ones. Non-profit organizations solve such important issues in social networks as informing about their activities, attracting supporters and volunteers, collecting donations, and promoting events. Many non-profit organizations use social networks for the purpose of further transition from the page on the social network to the organization's website. This increases the number of visitors to the NGO's website.

The most common problem for most NGOs, as well as for the International Organization for Migration, is the lack of financial stability in terms of income, expenditures and reserve levels. These factors tend to focus on external opportunities, such as new grant availability and the development of local business relationships but can also be used to assess internal opportunities, including employees who are rapidly developing. Another difficulty is determining success criteria and evaluating strategies. For a non-profit organization, success is not only difficult to measure, but also to define. Each organization has its own view on the success of its functioning. The criteria for the success of the activity can be the annual budget, the number of clients, the reaction in the media, positive communication, stable, positive image and fame of the organization. For IOM the criteria for success is usually presented in Strategic Results Framework (SRF), see Figure 2.7.

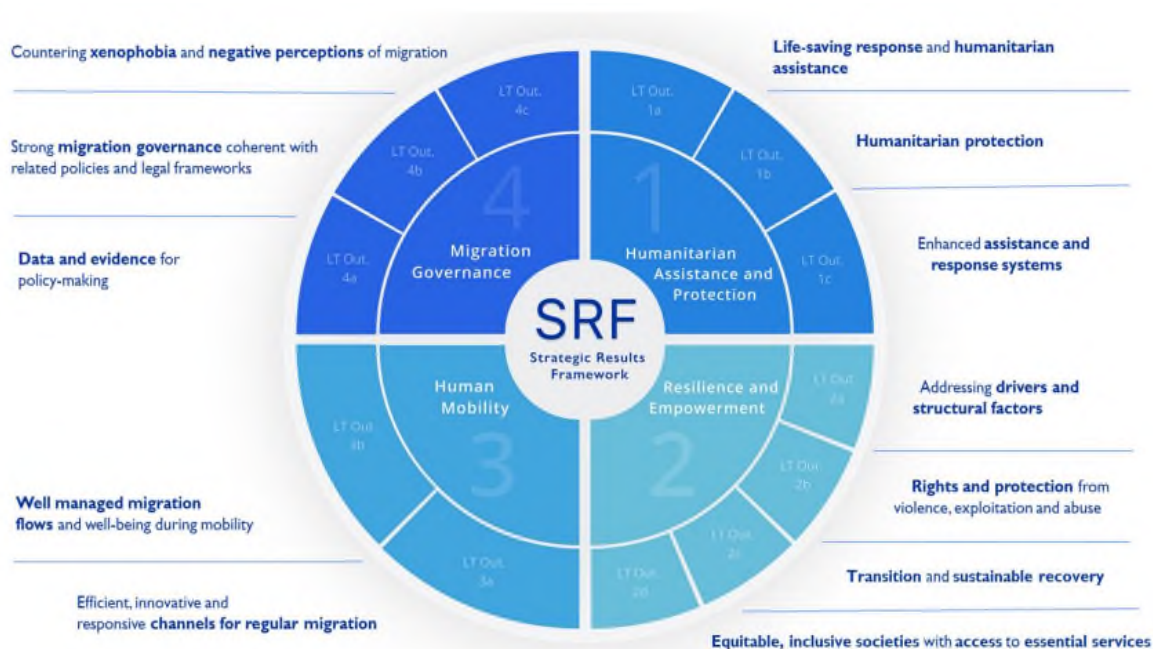


Fig. 2.7. IOM Strategic Result Framework

Source: [27]

According to the data from Figure 2.7 it can be concluded that IOM pays attention to humanitarian assistance and protection; resilience and empowerment; human mobility; migration governance.

IOM migration policy role – IOM, the foremost multilateral mobility organization, will assist States and other stakeholders in creating cutting-edge, rights-based immigration policy. and methods that take into account degradation of the environment, global warming, and cataclysms.

State oversight of immigration procedures is managerial in character and establishes guidelines and enforcement tools for regional levels. The primary goal of actions and execution processes, which includes economic, social, and political strategies, the use of digital technologies, and a number of focused initiatives addressing a variety of issues, is to control external migration.

IOM operational role – IOM would then assist Governments and other participants in operationalizing reactions to mobility as a prominent operational actor and throughout the HDPN, relocation is related to environmental deterioration, global warming, and calamities.

IOM knowledge provider role – IOM, a premier source of information, will support evidence-based policy and practical methods for addressing mobility in the area of natural destruction, global warming, and catastrophes via the generation, examination, and distribution of pertinent data and information in light of natural calamities.

IOM convening role – To normalize the issue of mobility, IOM will serve as a key convener and encourage policy consistency and comprehensive collaborations and implications for relocation in catastrophe, ecological, and other pertinent topics. assisting regional, municipal, and rural authorities in incorporating issues related to relocation, global warming, and the ecology [17].

IOM supports migrants not only by providing support and necessities but also by taking care of their health, see Figure 2.8.

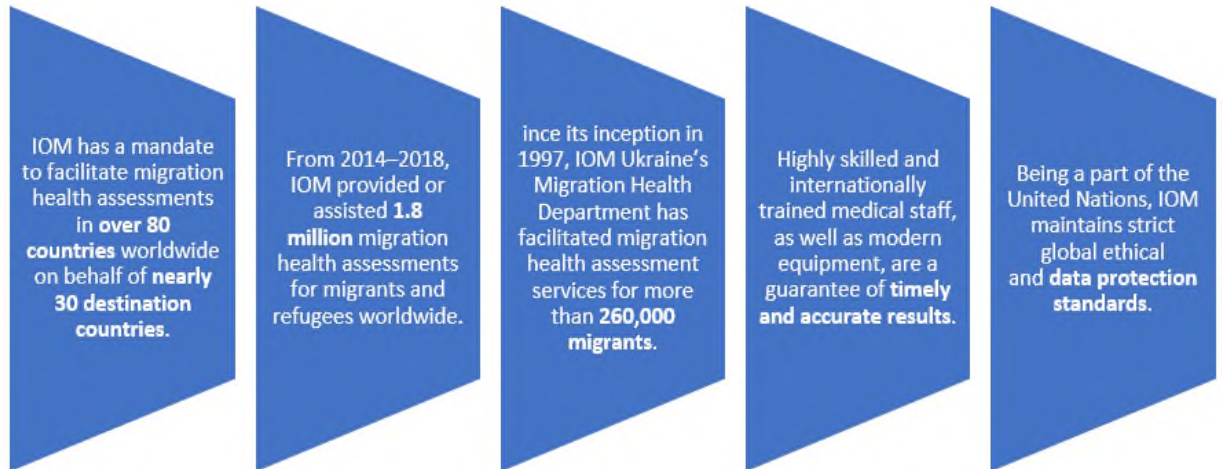


Fig. 2.8. IOM migration health assessments

Source: created by the author using [28]

According to the data from Figure 2.8 it can be concluded that for the purposes of emigration, foreign entrepreneurship, involvement in specific migrant support systems, and acquiring temporary or permanent visas, IOM Ukraine performs health examinations.

To conclude, IOM is implementing strategies to humanitarian assistance and protection; resilience and empowerment; human mobility; migration governance. These four pillars are supported by various projects that have been made through years. The strategies and tactics that were used reorientation of management, orientation of market objects, marketing optimization, formation of a feedback system, and support for the activities of social actors. There are a lot of political, economic, social and technological factors that may influence IOM performance. Despite the success and longevity of the organization, it still has not only strengths, but also weaknesses. Threats that may affect the company's activities are also highlighted.

2.3 Evaluation of marketing strategy and tactics efficacy of international activity of the International Organization of Migration in Ukraine

Evaluation is an essential part of marketing since it enables your company to drop ineffective strategies and develop a thorough plan that will promote business growth. By scheduling regular audits of your marketing approach, you may prevent squandering money on advertisements that fail to connect with your target audience or elicit the desired response. Incorporate methods to monitor the success of each marketing campaign as you design in order to make evaluation more straightforward and economical.

Keep an eye out for changes in sales - Since the bulk of marketing initiatives attempt to boost sales and profits, use the data to evaluate how your campaigns are changing consumer behavior. Review the sales prior to, throughout, and for six months after the beginning of a marketing campaign. To monitor any remaining effects, monitor the long-term response.

Utilize a survey - In-depth customer interviews using a questionnaire are a quick and affordable technique to evaluate the effectiveness of a marketing plan. If you want to determine how well you are presenting new items or services to current customers, speak with long-term customers. Send surveys to a selection of people in your target market to find out how familiar they are with your company so you can assess how a marketing campaign has changed how customers see you. By asking new customers how they first learned about you, you may determine which of your marketing strategies is the most successful.

Observing development - Since marketing may be used to support all of your business objectives, keeping track of your progress towards strategic business goals is beneficial. Conduct ongoing assessments of each goal. If you observe that one target is

being attained more slowly than the others, your marketing strategies might need to be modified or cut back.

Comparing strategy to competitors - Comparing your tactics to those of your rivals will help you identify any discrepancies in frequency, quality, substance, and response. Take note of the amount of locations where competitors' ads appear, their social media following, how their revenues changed following a campaign, or how they have modified their other marketing techniques.

Calculate the investment's return - Even if your marketing initiatives are advancing the objectives of your business, they may become unsustainable if expenses outweigh revenues. Calculate each campaign's expenses and the labor hours required for each project. Then, compare those costs to the campaign's earnings to calculate its return on investment. The campaign might not be worthwhile to maintain running if the profit does not change.

International organizations practice evaluating the effectiveness of communication channels.

For example, the International Organization for Migration - the leading international organization in the field of migration, which, together with its partners from the international community, aims to help address the growing number of pressing migration management issues, is active in Ukraine, helping to solve a number of important national problems. One of the effective communication tools funded by this international NGO is the National Hotline on Combating Trafficking in Human Beings and Illegal Migration of the Migrant Counseling Center.

Determining the effectiveness of an organization can also be established with the help of Marketing Mix 4 P.

Product. In the non-profit market, the products are volunteer organizations, charitable institutions, their leaders, ideology and programs, the image of organizations and their image, loyalty to organizations and foundations, reports, etc. At the same time, the activities of volunteer and charitable organizations are very differentiated and touch

upon such areas as education, social services, health, usefulness to society, ecology, work with youth and assistance to the elderly, culture and art, animal welfare, health care, spiritual sphere, etc.

The following areas of volunteer activities are distinguished: social rehabilitation work, prevention and overcoming of negative phenomena in society; social care and social protection of socially vulnerable groups; social development of youth and its integration into society; corporate volunteering, which corresponds to the concept of "social responsibility" and can be implemented in such forms as the organization of donations at the workplace, personal and professional volunteering, personal assistance, etc.

As a result of military events in Ukraine, the product of volunteer organizations has been modified. The most important areas of activity of the majority of volunteer organizations became the collection and delivery of necessary resources (for the civilian population and Ukrainian military) to the war zone, provision of medical assistance to the victims during the war, assistance to internally displaced persons, search for missing persons and release of prisoners.

In Ukraine, IOM cooperates with various organizations and partners.

- Ukrainian government: all executive, judicial and legislative authorities on migration issues
- Diplomatic corps in Ukraine: more than 30 embassies
- UN Representative Group in Ukraine
- NGO Network, which includes more than 100 local and international civil society organizations
- EU Justice, Security and Home Affairs Liaison Network
- Private companies: Life, Kyivstar, MTS, GalNaftogaz, Western Union, Microsoft, BDO and Leo Burnett [59].

Price. Price is an important element of the NPO marketing mix and can be considered in two aspects: first, the concept of "price" is related to the costs of charitable

institutions and volunteer organizations and touches upon such aspects as fundraising, the cost of campaigns, etc. Secondly, as the cost of efforts (time, emotions, donated blood, physical effort and money) spent by volunteers or philanthropists. Such a price can be differentiated depending on the type of activity of the charitable organization, depending on the level of potential risk to the health and life of volunteers, and it is important to achieve a balance between the expectations of volunteers and benefactors and the efforts spent by them.

For example, volunteering in war zones is perceived as more risky than other areas of volunteering. Also in this case, the price can be considered as payments to help, for example, migrants, victims of war, etc. At the moment, there are a lot of payments for housing assistance to internally displaced persons, compensation to homeowners for the costs of temporary accommodation of internally displaced persons, cash assistance for families with children from UNICEF "Spilno", cash assistance for internally displaced persons from the UN Refugee Agency, cash assistance for internally displaced persons from the UN World Food Program, provision of the population with long-term storage food products, citizens receiving assistance through the eDopomohy platform [9].

Distribution. The element of the marketing complex "distribution" is related to the issues of the place of such activities, the issue of sales channels, that is, where and when the non-profit product of volunteer and charitable organizations can be most useful for target consumers.

The foremost intergovernmental body in the topic of migration is the International Organization for Migration (IOM), which serves as the UN Migration Agency. To encourage humanitarian, security, and orderly migration, IOM collaborates closely with state, intergovernmental, and non-governmental parties. It accomplishes this by offering assistance, suggestions, and policy guidance to both governments and immigrants. IOM now comprises 173 Member States, more than 400 field offices, and about 14,000 employees. The organization of IOM is rather decentralized. The majority

of IOM's team is currently on the ground. There are 19 national offices for IOM across Central Asia, Eastern Europe, and the Middle East. The IOM Mission in Ukraine is one of the biggest in the area with six field offices and over 300 staff members and advisors [OM Ukraine Strategic Approach 2020–2024 Available at: <https://ukr>].

Promotion. It can be argued that the dominant priorities in the marketing communication policy of organizations in the sphere of charity and volunteer development are the following: informing, stimulating interest in volunteering, educating volunteers, encouraging action. Communication efforts will vary depending on the purpose of the International Organization for Migration program.

People can be involved through announcements through social networks, social events, advertising (audio, video, leaflets, etc.), special public events (promotions), announcements in universities, public websites, own websites and Internet projects, addressing the target audience, interviews, involving young people, contests, promotions, charity events, trainings, personal contact, training for volunteers, recruitment announcements for specific events, intangible savings, announcements, pre-planning training, community events, internships, trainings, quests, social events related to charity, work in social networks. At the same time, social advertising on charity and volunteering in the Ukrainian TV and radio space is currently very common.

International Organization of Migration uses two methods to measure the effectiveness of strategies qualitative and quantitative.

Quantitative research conducted in marketing makes it possible to obtain quantified information from a large number of respondents about a limited range of problems. Often such information is subject to statistical processing, and the results of the study are transferred to the entire general population as a whole. The survey is a method of collecting primary information based on a written or oral appeal of researchers to respondents with questions reflecting the essence of the problem under study, and

suggesting the need for registration, statistical processing and interpretation of the answers received from respondents.

The fundamental purpose of conducting all surveys is to find out the subjective opinion of people, their beliefs, attitudes, preferences regarding any object.

The use of this technique is advisable in cases where it is necessary to identify potential consumers, identify their preferences and characteristics, perform market segmentation, track the dynamics of market consumption or evaluate the effectiveness of the impact on consumers of special marketing programs and tools.

Qualitative research conducted in the field of marketing allows you to obtain information about the opinions, views, attitudes and behavior of a relatively small group of people. The data obtained as a result of their implementation, with rare exceptions, cannot be expressed quantitatively, nevertheless, they give a very good idea of the way of consumer thinking.

The main methods of qualitative research in marketing are:

- In-depth interviews - are a poorly structured personal conversation between a professional interviewer and a respondent.
- Focus groups - mean group interviews, which are conducted by a moderator in the form of a group discussion according to a pre-worked scenario.
- Observation is characterized by a focus on achieving a specific goal, directly related to the deliberate receipt of specific information that is necessary for a particular study.
- Protocol analysis - involves placing the respondent in a hypothetical decision-making situation, during which he describes in detail and records all the factors that influenced his decision-making.

IOM MHPSS activities in Ukraine have directly reached 11,972 people February-September 2022:

- 9,127 people reached through psychologists working at IOM mobile clinics
- 1,864 people reached through the IOM MHPSS hotline

- 360 people engaged in trainings conducted by IOM, including psychological first aid and more
- 450 children and parents engaged in community activities in Lviv Region
- 145 Ukrainian mental health professionals supported to participate in training workshops by regional specialists in Lithuania
- 26 volunteers trained on basic helping skills in MHPSS [39]

Performance will be analyzed using the following indicators of relevance, coherence, effectiveness, efficiency, impact and sustainability. Since this is a non-profit organization ROI, ROE, ROA will not be possible, see Table 2.4.

Table 2.4

Evaluation points explanation

Points	Explanation
5(excellent)	Strong contributions that go above and beyond what the approach anticipates are demonstrated.
4 (very good)	There is proof of positive contributions, yet there are still certain things that might be done better.
3 (good)	There is confirmation of acceptable contributions, however there is a need for more development.
2 (adequate)	There is evidence of some contributions, but there is still room for development.
1 (poor)	Only some or no contributions are seen.

Source: created by the author

According to the data from Table 2.4 it can be concluded that for examination it was taken the 5 points scale where 5 is an indicator of an organization excellent performance and 1 is showing the poorest performance.

For the performing the effectiveness analysis of an organization performance, there is a need to evaluate the criterias with sub-criterias and giving points based on the previous analysis of IOM marketing activity, see Table 2.5.

Table 2.5

Evaluation criteria rating and explanation

Criteria	Sub criteria	Explanation	Points
Relevance	1. solving the right-now problems	The projects that IOM is dealing with are extremely relevant at the moment and solve critical problems	5
	2. correlation with the countries/states needs	Projects are created specifically for each country or city depending on their needs	5
	3.intersectional issues	Intersectoral issues are handled well, but because it is not a direct responsibility of the organization, there is less attention.	4,5
<i>Average</i>			4,83
Coherence	1.Government initiatives	Most projects are created in countries with information to the state and clarification on the high demand.	5
	2. IOM mission and vision	The mission and vision of IOM is more about migration, but since Covid 19 there have been projects that are more focused on other goals.	4,3
<i>Average</i>			4,65
Effectiveness	1.whether all targets are achieved	Not all targets are achieved in time because of some external factors (e.g. Covid-19), some projects are postponed.	3.5
	2. involving parties	The number of involving parties are moderate but there could be implemented some incentive mechanisms can be set up to attract	4.2
	3. making people conscious about a problem or issue	The programs and channels of sharing the information about each project are highly distributed from reports on the web-site to social media.	5
<i>Average</i>			4.23
Efficiency	1. financial capacity	In general, there is enough in a fund to perform every project. However, due to rising the inflation not only in Ukraine but in the whole world, there is a possibility to attract more to be sure that each program will be done in time.	4
	2. HR	There are not enough professionals to do a large number of projects, and trainings take a lot of time in creating and going through them.	3,5
	3. monitoring	Monitoring takes a very long time, especially if there are many projects and they are constantly postponed. Hired workers may not do it on time, it is possible to hire freelancers for a specific program and a specific period of time.	3

Ending of Table 2.5

	4. expectancy/reality	Every year the IOM has the strategic plan implementation report where there are different tasks and expectancies of implementing them. Since not all programs are doing in time there is a space for work improvement.	3
<i>Average</i>			3.375
Impact	1. positive/negative	It is obvious that IOM brings the positive impact to the country, people, and economy in general.	5
<i>Average</i>			5
Sustainability	1. Timing	There are a lot of short-term project which brings to the conclusion that in this situation sustainability has to be improved.	2
	2. UN SDG	The IOM has on its core the idea of supporting the SDG which was provided by UN.	5
<i>Average</i>			3.5

Source: created by the author in accordance to the investigation of the company

According to the data from Table 2.5 it can be concluded that taken criteria such as relevance, coherence, effectiveness, efficiency, impact and sustainability showed the analysis of IOM's performance. Due to this Table 2.5 questions about relevance and coherence have received the highest point 5 meaning IOM doing excellent in this area. Effectiveness question has received 4.23 meaning IOM doing very good in this area, however, there are still certain things that might be done better. Efficiency and sustainability questions have got 3.375 and 3.5 respectfully which means that there is confirmation of acceptable contributions, however, there is a need for more development.

To conclude, determining the effectiveness of an organization was established with the help of Marketing Mix 4 P and performance was analyzed using the following indicators of relevance, coherence, effectiveness, efficiency, impact and sustainability. Due to the conducted research IOM is doing excellent in relevance and coherence and poorly in efficiency and sustainability criterias.

CHAPTER 3. IMPROVEMENT OF STRATEGY AND TACTICS OF MARKETING ACTIVITIES OF THE INTERNATIONAL ORGANIZATION FOR MIGRATION IN UKRAINE

3.1 Discovering ways of overcoming weaknesses and threats in the strategy and tactics of marketing activities of the International Organization for Migration

PEST analysis only examines external factors. The organization cannot influence them but it can foresee possible courses of action in advance if something happens.

Environmental variables are a specific collection of circumstances and elements that have a direct impact on the growth of entrepreneurship in a nation. They are independent of the output team's outcomes but quantitatively represent the organization's utilization of its financial and productive resources.

Economic uncertainty in the current world has a detrimental impact on the operation and growth of businesses whose operations take place in an environment where internal and external marketing climate elements are always changing. Factors in the marketing environment have a negative impact on assortment, quality, price, volume of production, and manufacturing realization. They also increase anticompetitive, cause a decline in interest in final results, and result in the absence of clearly defined goals and aims. As nothing more than a result, businesses are interested in improving their financial indicators while taking into account the extent to which these factors have an impact on their activity.

The first step was to determine the factors that can affect the company. Now it is presented calculations of the impact of each factor with its trend, see Table 3.1.

Table 3.1

PEST-analysis with impact and weight of factors

<i>Macro-environmental factors</i>	Impact	Weight	Im* W	Trends in factor development
Political				
1) Migrants rate	5	0,5	2,5	increase due to war and open borders
2) Orientation to market regulation of the economy.	4,5	0,1	0,45	minimal impact of states
3) Creation of groups in the state authorities.	4,3	0,1	0,43	influence of groups on the development of political course and legislation of the state
4) State policy in training personnel for the industry	3	0,1	0,3	increase in the supply specialists in the labor market
5) Level of political and legislative stability	4,7	0,2	0,94	possible stabilization after war(as a recovery stage)
<i>Average</i>		1	<u>4,62</u>	
Economic				
1) Unemployment rate	5	0,3	1,5	increase in a rate due to unstable situation in Ukraine
2) Inflation rate	4	0,1	0,4	possible stabilization after war(as a recovery stage)
3) Reduction of consumer income	2	0,1	0,2	due to inflation some time the reduction will continue
4) State budget deficit	5	0,3	1,5	possibility of increasing due to help from abroad
5) Changes in the exchange rate of the national currency;	4,2	0,2	0,84	exchange rate will fluctuate but not decrease much
<i>Average</i>		1	<u>4,44</u>	
Social				
1) Attitude to labor activity	4,4	0,3	1,32	demand for a job will increase
2) The growth of social requirements of the population	4,6	0,4	1,84	requirements will increase proportionally to the damage of the war
3) Decrease in the level of education	2	0,1	0,2	transformation of the iducational process
4) The size of the population of working age	5	0,2	1	due to migration the size will decrease
<i>Average</i>		1	<u>4,36</u>	
Technological				
1) Development and implementation of new technologies	2	0,33	0,66	further introduction of new technologies due to the demands and needs
2) Degree of innovation development	2	0,33	0,66	increasing in in/d while finding alternatives how to cope with war
3) Areas of concentration of technological efforts	2	0,33	0,66	almost in every sphere technological efforts will increase
<i>Average</i>		1	<u>1,98</u>	

Source: created by the author in accordance to the investigation of the company.

According to the data from Table 3.1 it can be concluded that macro-environmental factors have an influence on IOM's performance. However, some factors have higher impact than others. Political factor has the biggest effect with the indicator of 4.62 out of 5. The second strong sway goes from economic factor with 4.44 result. Next factor is social that puts pressure on IOM with 4.36 indicator. And the least effect goes from technological factor with the result 1.98 out of 5.

SWOT should give a clear picture of the situation and indicate in which directions to act, using strengths to maximize opportunities and minimize threats and weaknesses. With the help of SWOT which was presented in Chapter 2, from which it is possible to conclude in which direction the organization should develop and ultimately determine the allocation of resources to the segments, see Table 3.2.

Table 3.2

SWOT-matrix with proposed strategies

		External Environment	
		Opportunities	Threats
Internal Environment	Strengths	1) To develop methodological recommendations for state support 2) To perform standards for social services on the basis of which their quality, compliance with norms and requirements will be checked 3) Create sub-programs and prescribe activities for them 4) To improve the advertising strategy (to use new vectors) 5) Improve the website with the addition of new functions (all on an intuitive level)	1) Creation of a plan to reduce the risks of external influences on the organization 2) Develop a network of events to raise investment in projects through crowdfunding platforms 3) Participation in profile and thematic communities for contact with foreign partners with common goals 4) Organize distance learning courses for employees and volunteers
	Weaknesses	1) To develop programs for the training of employees or to find effective ones outside the organization 2) Using the improved site for better survey generation 3) Using modern channels to find partners to contribute to projects 4) Creating a regular and structured report on the activities of the organization	1) Attracting more professionals with financial investments from partners for greater coverage of the surveyed people, so that the data were close to the real 2) Development of measures to prevent and reduce risks for each project 3) Increase channels of publicity recognition of the organization to attract partners and respondents.

Source: created by the author in accordance to the investigation of the company.

According to the data from Table 3.2 it can be concluded that external and internal factors work together, one does not work without the other. The analysis of the issue from all sides gets the most objective picture of what is happening and will be used in further work. Strengths and opportunities were correlated, detailing how the strength of the company can realize the opportunities provided. The strengths and threats are analyzed together and described, with the help of which business strengths can be avoided and risks reduced. Weaknesses with opportunities were also taken into consideration and showed the effect of how the organization gets away from the weaknesses of the business and turns them into strengths. The weaknesses and threats are correlated and the table shows how the identified threats can be reduced by eliminating the weaknesses.

To conclude, the weaknesses and threats were highlighted with the help of PEST and SWOT analysis. It turned out that political factor has the biggest effect on IOM performance and technological factor has the lowest impact. During the SWOT analysis continuation there were suggested strategies which were managed using interconnection between strengths, opportunities, weaknesses, and threats.

3.2 Forming a program of improving the effectiveness of strategy and tactics of marketing activities of the International Organization for Migration in Ukraine

The first and main step in the implementation of marketing strategic planning is to define the mission as a generalized goal of the organization that unites all areas of its activities.

The old mission for the International Organization for Migration: “Coordination of international migration policy on the part of states and international organizations, creation of a forum for discussion of topical issues in the field of migration, as well as provision of technical and advisory assistance to states for the implementation of specific projects in the migration sphere.”

Despite the advantages of bringing in workers from overseas, many people and politicians see migration as a financial burden. The drawbacks of migration for the importing nation include: a considerable risk of the spread of harmful diseases, acts of racism or discrimination, social unrest, diseases that spread from place to place, and the possible threat of increasing unemployment.

Regardless of whether international migration is a good or bad phenomena is hard to say with certainty. This is why it's crucial in each situation to make an unbiased appraisal of the situation. However, it is reasonable to say that while exporting highly trained labor can have a very detrimental impact on the national economy, importing highly skilled personnel is a successful economic activity.

Since at the moment the organization is engaged not only in migration processes in Ukraine, but also provides assistance in employment, development of social infrastructure in resettlement and return zones, cash assistance, grants to support small businesses, and psychological assistance. Also, cooperation with Central and local authorities, as well as the public.

The suggestion about a mission for the International Organization for Migration is as follows:

“Coordinate international migration policy by investing in people, improving processes and partnerships through well-informed, coordinated and protection-oriented actions.”

A strategic program is needed to actively increase capacity and efficiency of the organization. Every company needs this kind of planning to keep up with changes in the market situation, to change technologies and implement developments in time, and to constantly raise the level, see Figure 3.1.

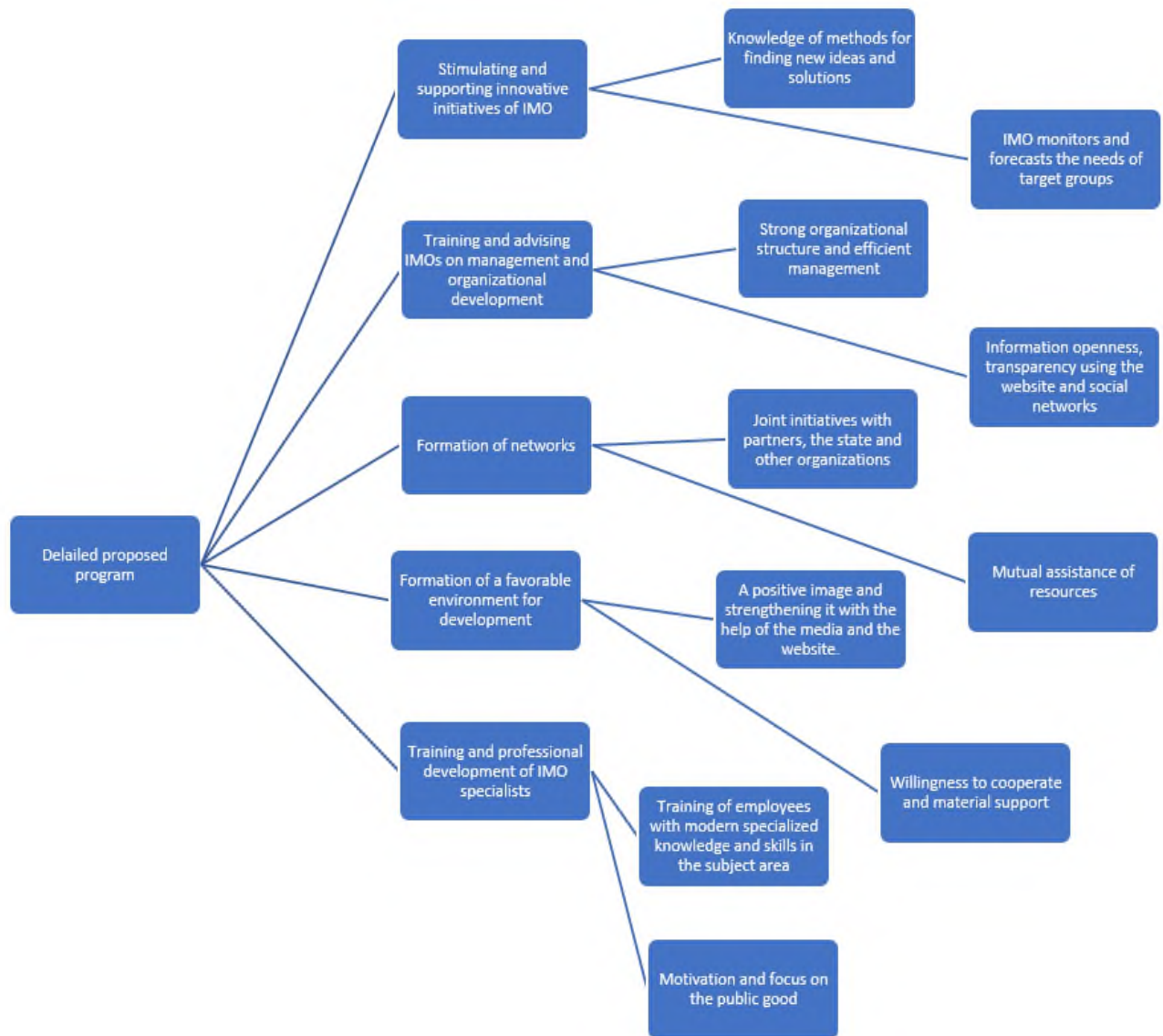


Fig. 3.1. Detailed proposed program using the previous made analysis of IOM's marketing performance.

Source: created by the author in accordance to the investigation of the company

According to the data from Figure 3.1 it can be concluded that the main activities with its sub-activities in new detailed proposed strategy are stimulating and supporting innovative initiatives of IMO; training and advising IMOs on management and organizational development; wormation of networks; formation of a favorable environment for development; training and professional development of IMO specialists.

The proposed program for developing strategy and tactics in marketing activity for International Organization for Migration in Ukraine and abroad the next parties or ways of development will be taken into account, see Figure 3.2.

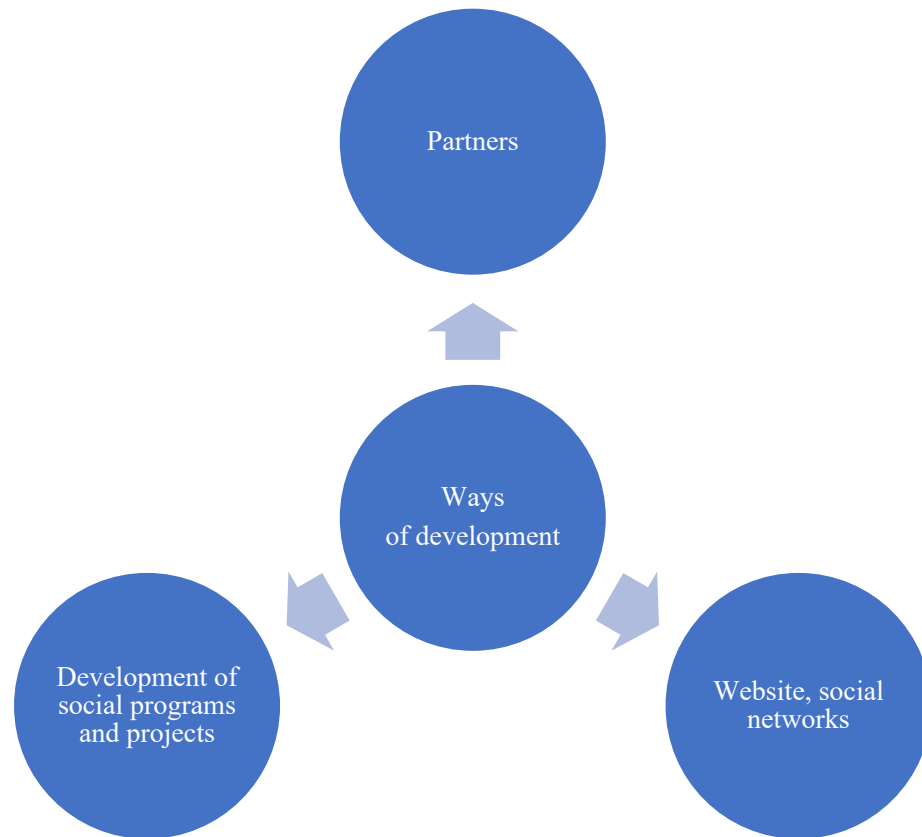


Fig. 3.2. This figure shows the parties and ways of development the strategy and tactics in marketing activity for International Organization for Migration in Ukraine and abroad.

Source: created by the author in accordance to the investigation of the company

According to the data from Figure 3.2 it can be concluded that the proposed ways of development the IOM strategy were highlighted including partners, development of social programs and projects and using website and social networks.

The first point is development of social programs and projects. Since International Organization for Migration in Ukraine because of the war now working not only in the sphere of migration but also in supporting people who suffered from external factor. A

proposition is the next due to increasing people's needs for help in different aspect new programs should be implemented, see Figure 3.3.

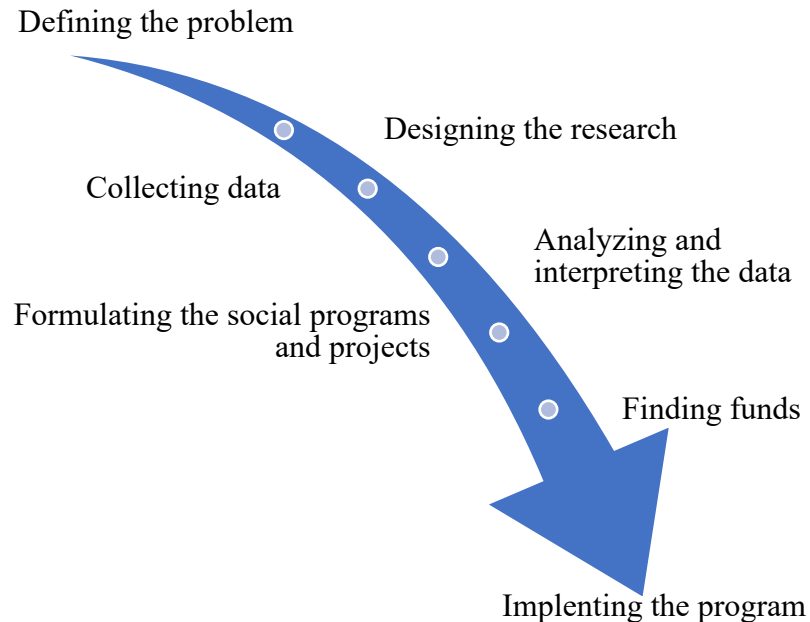


Fig. 3.3. Proposed steps of performing the new social programs and projects

Source: created by the author in accordance to the investigation of the company

According to the data from Figure 3.3 it can be concluded that by using some steps new social programs and projects can be performed:

1) Defining the problem – for providing temporary housing, assistance with job placement, fundraising for the military, assistance to families with many children, etc. It can take up to two days at most to form problems. But you have to understand that it has to correlate with the mission of the organization and have enough funds.

2) Designing the research – this process might take more time than defining a problem part. This might take 2-3 months depending on type of problem, selected audience, and sources of data. It will be a good decision firstly to go through secondary data which the organization already has and then primary data that might be collected from the on-site research or direct communication.

3) Collecting data – this step will be done based on surveys via questionnaire using mail, telephone, personal surveys, collecting info from the site and social media using focus groups. It might take the longest period of time and also it depends on the way of performing that. If it is automatic surveys, it may be during 2-3 months. If this is direct surveys, it might take from 4 months and higher.

4) Analyzing and interpreting the data – this may be done through the statement reports and/or social media and site.

5) Formulating the social programs and projects – based on the interpreted data it is seen who needs help and in what sphere.

6) Finding funds – based on the pricing studies the Organization may show the proposed projects using different sources of marketing (mass media, brochures, PR, events/sponsorships). It usually depends on the brand awareness but since International Organization for Migration is a well-known organization, they should focus than more on marketing channels to reach bigger auditory.

Social networks are a great opportunity to inform, attract like-minded people and partners, and organize events. Also, social networks provide great opportunities for establishing direct contact with the audience, which is one of the main advantages of social networks. Non-profit organizations create and develop their own communities to establish contact with the existing audience and attract new ones.

One of the most relevant tools for promoting non-profit projects and organizations on the web today is social networks. Social problems of society cannot but be discussed in social media, which become both a fundraising tool and an information channel for this organization.

In addition to Internet sites and social networks, the blogosphere has great information potential. As a result, any organization, starting its own blog, gets an open platform to promote its activities, without spending extra money resources and having no restrictions either on the volume of materials or on their content.

According to the analytical research conducted by the public organization Agency of Social Information, the most popular tools for Internet promotion of non-profit organizations are Internet sites and social networks according to the Figure 3.4.

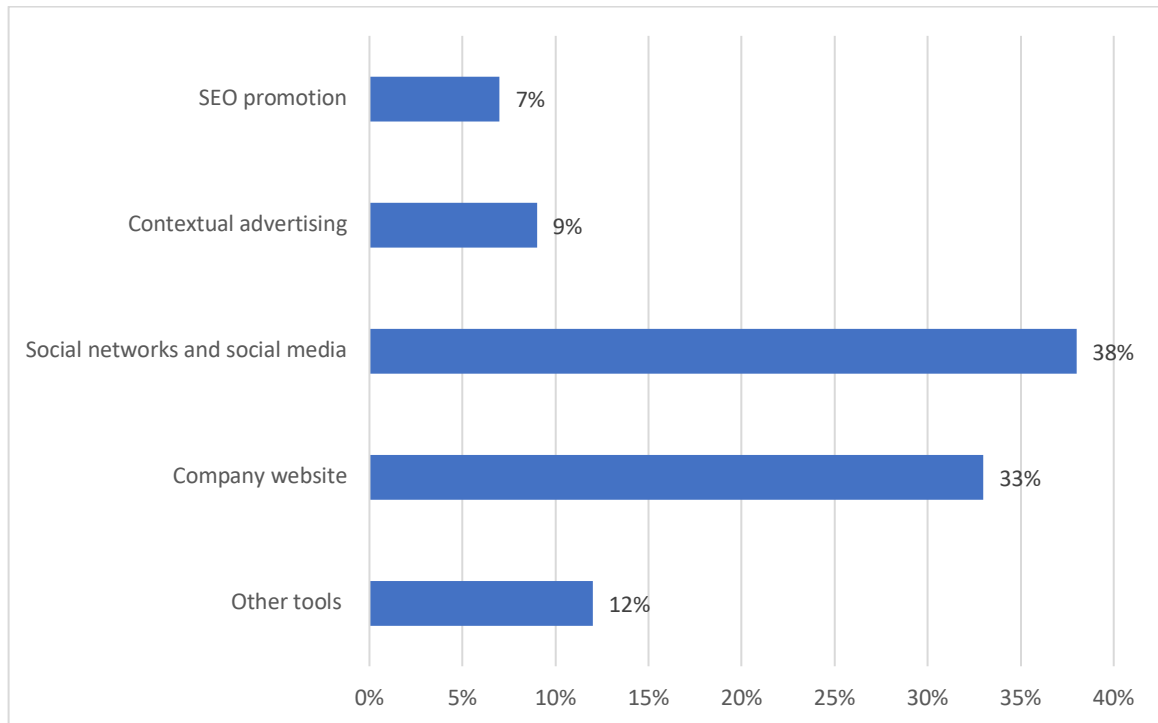


Fig. 3.4. This figure shows the most popular tools for Internet promotion of non-profit organizations.

Source: created by the author using [11]

According to the data from Figure 3.4 it can be concluded that this figure may give a great hint to the International Organization of Migration in Ukraine in terms of promotion and what tools are better to use to attract people. It is shown that the two points on which the organization has to pay attention are social networks and social media and company website having 38% and 33% of people using respectfully. That would be the most efficient tools since it may attract not only people from Ukraine but also abroad such as partners, organizations and/or people who need help and who are willing to help.

People establish an opinion of a page in 0.05 seconds. What therefore can a business do to ensure that their brand's initial impression is flawless? First, the business must take care to pick the right colors, spacing, font, amount of content, and structure. Consider the written material on a website. Otherwise, is there room for development? Is the business satisfied with the way its logo appears or with where it is placed? Perhaps a business might enhance the pictures on the website? Make an effort to ensure that visitors to website are at ease. Make it simple for people to find what a company has to offer. Give them a menu with simple navigation. Ensure that the time they invest on a website is worthwhile [41].

Another essential way to develop an organization is to establish partnerships. Currently, IOM has more than 50 partners, but people's demands are increasing, so there is a need to have as many resources as possible to engage them. Partnerships can be built with for-profit and nonprofit organizations. Other respected for-profits and nonprofit organizations need to be supported. Organizations that are experts in NPO work will help with reporting, organize the legal component of NPO activities, help prepare grant programs, and accomplish many other tasks. It is tough to do this alone. At the very least, it is necessary to have a staff of specialists in various fields - an accountant and a lawyer. By partnering with professionals in the field of working with NGOs, the IOM can bring organization to the next level. Since there are not many professionals in this field, it is necessary to study the potential partner carefully. How many years has the organization, a specialist in working with NPOs, been on the market? Who has already been helped, and who is a partner? How informative is the site - filled with information or is it one page with a list of services and rates?

To conclude, there was proposed a program for improving the effectiveness of strategy and tactics of marketing activities of the International Organization for Migration in Ukraine. The main activities with its sub-activities in new detailed proposed strategy are stimulating and supporting innovative initiatives of IMO; training and advising IMOs on management and organizational development; wormation of

networks; formation of a favorable environment for development; training and professional development of IMO specialists. Also, there were propositions on ways of development the IOM strategy including partners, development of social programs and projects and using website and social networks.

3.3 Forecast of effectiveness and efficiency of strategy and tactics of marketing activity

Thus, the Internet provides ample opportunities to assess the effectiveness of its advertising due to the statistics collected by a large number of servers. Internet advertising does not differ from other types of advertising, but the network provides new opportunities for the creation and distribution of advertising, as well as provides a wide coverage of the consumer audience, which has a fairly high level of purchasing power. Advertising in social networks, especially in Facebook, Instagram and Telegram, is becoming popular.

Campaign Monitor conducted a survey regarding nonprofit marketing. There are the results about nonprofit marketing:

- 36% are inspired to donate after viewing photos and stories of those who have been helped by the organization
- 39% learn about non-profit organizations from Facebook
- 41% consider word of mouth to be the best way to find non-profit organizations
- 42% talk about the benefits of email newsletters from organizations
- 68% are likely to make a donation when they find out what it is aimed at

A study of the effectiveness of the Center's communication activities in IOM was carried out, in particular, the following issues were investigated: - the dynamics of calls (absolute and relative data) in Ukraine; - the dynamics of calls on a quarterly basis in Vinnytsia, Dnipropetrovsk, Lviv, Mykolaiv, Poltava, Rivne, Kharkiv, Kherson,

Chernihiv regions, the Autonomous Republic of Crimea, Sevastopol; - the specifics of all calls; - the specifics of calls from persons preliminarily identified as victims of human trafficking. But this is only about calls sphere, there is no online surveys positioning.

According to proposed plan for marketing activity and shown result of survey, it is possible to forecast the effectiveness and efficiency of strategy and tactics of marketing activity.

First of all, an organization needs to clearly and concisely communicate to people what the goal of the program is, which should support the mission of the organization and a clear plan of action. It is desirable to use statistical data and to back up words with numbers, because many studies show that people believe more if it is supported by numbers and calculations, not just words. This will help retain an audience of 60% and add new audiences. It is possible to check how people are engaged by using analytical programs like Google Ads, analytics on Instagram, surveys on Telegram and analysis of own site with key elements: keyword rank, organic traffic, average time spent on page, and returning visitors.

Keeping people, partners, sponsors, and other organizations informed is an indicator of a company's performance. The company should always be heard and seen. With the help of an e-mail newsletter there is an opportunity to quickly inform all interested participants, as well as a well-known way is a word-of-mouth advertising. People usually tend to trust their acquaintances or other people's feedback about the organization. A well-planned strategy in this direction can retain 40% and add a new audience as well.

It is essential with the help of social networks to show photos or video results of the organization; since most people have a more developed visual perception, it is crucial to focus in this direction. This will help retain 30% of the audience and attract a new one.

An organization like IOM needs to get feedback from people/partners all the time. To do this, the need is to make the interface on the site as simple and convenient as possible, which people can use at the level of intuition, and 24-hour online support. This will help the organization to understand what is done well and what items need more work. An email newsletter with surveys is also a good option. Very costly in time and resources survey on the phone or live, but a certain percentage of this research should be present, as you need to reach an audience that does not use social networks, but needs help. Identifying critical stakeholders, instruments, and trends associated with domestic and international public finance in support of development will be another factor, which will aid marketing development. [37]

To forecast the effectiveness and efficiency of IOM's marketing strategy and tactics, the organization's project expenditures from 2017 to 2022 were taken as a basis in dollars. And the analysis of 3 scenarios optimistic, realistic and pessimistic was made, see Table 3.3.

Table 3.3

Scenarios for forecasted 2023-2025 years for IOM suggested strategy

Forecasted Years	<i>SCENARIOS</i>					
	optimistic	realistic	pessimistic	optimistic	realistic	pessimistic
	number of projects			cost of the projects, in USD		
2023	291	191	91	16 858 593	20 858 593	24 858 593
2024	319	219	119	18 612 859	22 612 859	26 612 859
2025	347	247	147	20 367 124	24 367 124	28 367 124

Source: created by the author in accordance to the investigation of the company

According to the data from Table 3.3 it can be concluded that in the optimistic scenario the number of projects and the costs for the projects will be the lowest. As for pessimistic scenario it is vice versa to optimistic. According to the realistic scenario the number of projects and costs are in the middle comparing to other two scenarios.

Using the previous Table 3.3 it is possible to transform the results into the graph with the real results for costs of the projects from 2017 to 2022, see Figure 3.5.

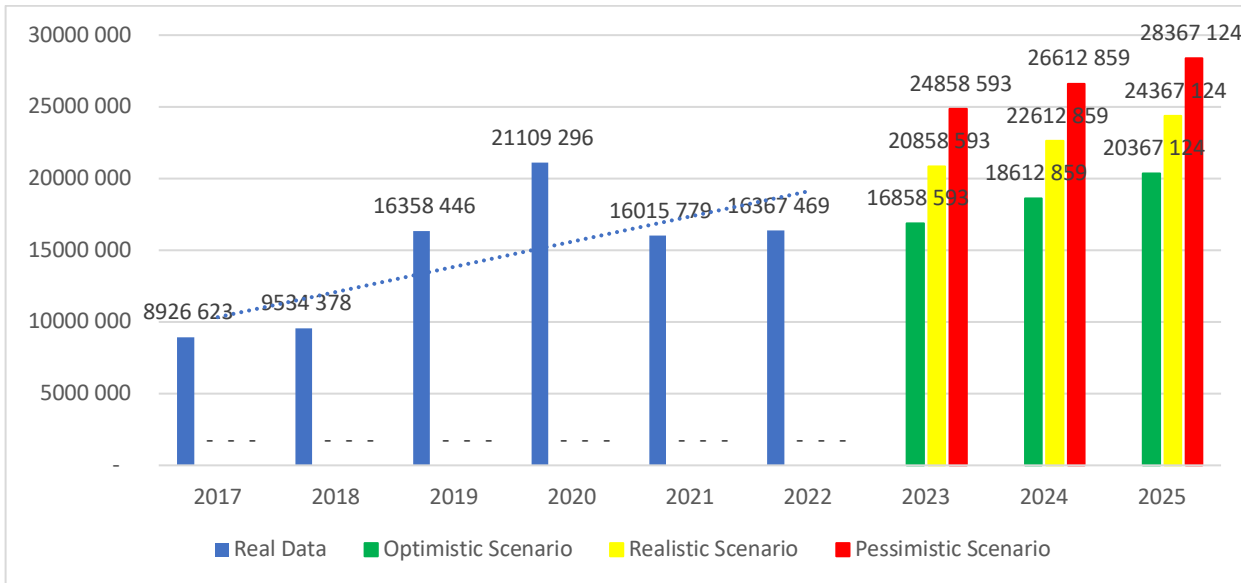


Fig. 3.5. Forecast the effectiveness of proposed strategy for IOM in terms of costs of projects using the real data 2017-2022 and evaluated three scenarios (optimistic, realistic and pessimistic) 2023-2025 years.

Source: created by the author in accordance to the investigation of the company

According to the data from Figure 3.5 it can be concluded that optimistic scenario is the most attractive for IOM since in every year from 2023 to 2025 it takes the least amount of costs comparing to other scenarios. The realistic scenario is less attractive than optimistic but more than pessimistic since it does not require a huge amount of costs. The most expensive scenario here is pessimistic since it demands \$24,858,593; \$26,612,859; and \$28,367,124 in 2023, 2024, and 2025 respectively.

Using the previous Table 3.3 it is possible to transform the results into the graph with the real results for number of projects from 2017 to 2022, see Figure 3.6.

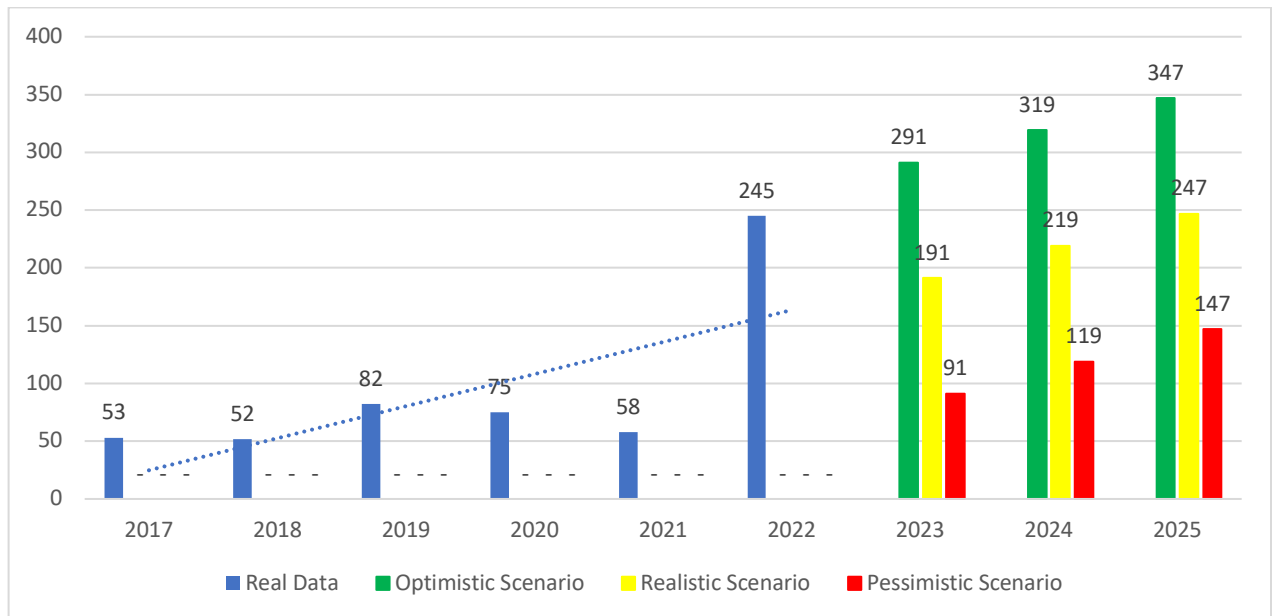


Fig. 3.6. Forecast the effectiveness of proposed strategy for IOM in terms of number of projects using the real data 2017-2022 and evaluated three scenarios (optimistic, realistic and pessimistic) 2023-2025 years.

Source: created by the author in accordance to the investigation of the company

According to the data from Figure 3.6 it can be concluded that optimistic scenario is the most attractive for IOM. The realistic scenario is less attractive than optimistic but more than pessimistic since it has a middle number of projects. The worst scenario here is pessimistic since it suggests 91; 119; and 147 projects in 2023, 2024, and 2025 respectfully. However, in these case there is a pace for comparing not only the number of projects but also it is needed to be checked the value and level of social demand for that project.

To sum up, the optimistic scenario could be if there are no external influences and all the recommendations above are followed. A realistic scenario would occur if the organization continues to operate in the same way and some risks emerge. A pessimistic scenario could arise from not fully implementing the recommendations above and not having developed a system to minimize the risk of macro external factors. However, while following the given recommendations it is possible in any scenario to increase the efficiency of IOM performance just by different levels.

CONCLUSIONS AND RECOMMENDATIONS

The process of creating the marketing strategy of the International Organization for Migration in Ukraine is the primary stage of the organization's life. It is a way to determine the goal, programs, budget and sources of support. By creating marketing and tactical strategies, management seeks to establish the main directions of its efforts and decision making, which will ensure a common goal for all members of the organization.

In sub-chapter 1.1 the essence and characteristics of strategy and tactics of marketing activity were describing. The marketing strategy process is generated using company`s long-term orientation and overall strategy. The essence of marketing strategy is that it systematizes and helps evaluate the company's resources to redistribute them to more effective channels. There are a lot of different marketing strategies. The company has to choose itself the particular strategy or strategies according to its mission, vision and goals. Tactical marketing is an active process with a short-term planning horizon aimed at holding the existing market and using all means of marketing, e.g., product, price, distribution, and communication.

In sub-chapter 1.2 the features of strategy and tactics of marketing activity were interpreted. Strategic marketing and tactics have different features. Strategic marketing concentrates more on trading space or product line, looking for perspective market. It is created for more than 5 years. Strategic marketing is paying more attention on customer future needs. Its main task is identification of attractive economic opportunities that provide growth potential. Tactical marketing concentrates more on separate product and existing market. It is created up to 5 years. Tactical marketing is paying more attention on existing demand. Its main task is generation of revenues from sales.

In sub-chapter 1.3 methodical approaches to the formulation of strategy and tactics of marketing activity of the enterprise with foreign capital were investigated. There are

four basic methods to marketing strategy planning: Ansoff's matrix or product-market matrix; Market share growth matrix (BCG); STEP/PEST analysis; and SWOT – analysis. Ansoff's matrix suggests the ways of strategy growing where according to the feature of market and product a strategy may be used (market penetration, product development, market development, diversification). The BCG matrix is a method for doing strategic analysis and setting marketing positions (stars, dogs, cows, question marks) in businesses, divisions, and goods. PEST-analysis is the term used in global economic research to describe the study of the primary external macroenvironmental elements (political, economical, social, and technological). Performing the SWOT analysis (strengths, opportunities, weaknesses and threats) a company may conduct the strategy for strengthening positions, using opportunities for development, transforming weaknesses into strengths and decrease the risks of threats. In this research PEST and SWOT analysis were conducted.

In sub-chapter 2.1 organizational and economical characteristic of International Organization of Migration in Ukraine were elaborated. IOM tries to help not only internally displaced people (IDPs) but also those who have migrated abroad. IOM Ukraine seeks to increase public knowledge of the benefits and drawbacks of migration in the context of Ukraine. The guiding principles of all actions and initiatives carried out by the mission are to maximize these chances and reduce the issues brought on by migrant movements. By enhancing migration management and creating migrant-inclusive health policies, IOM Ukraine fights human trafficking, helps the state fulfill the requirements of displaced people, and counters irregular migration. The significant impact of the money was in the 2020 project of \$21,109,926, which is related to the Post-Pandemic. The fund did projects not only to combat illegal migration but also the effects of Covid-19. So far, the most significant number of projects is in 2022, when the war in Ukraine began, and that's 245 projects.

In sub-chapter 2.2 marketing activity strategy and tactics of International Organization of Migration in Ukraine were discovered. IOM is implementing strategies

to humanitarian assistance and protection; resilience and empowerment; human mobility; migration governance. These four pillars are supported by various projects that have been made through years. The strategies and tactics that were used: reorientation of management, orientation of market objects, marketing optimization, formation of a feedback system, and support for the activities of social actors. There are a lot of political, economic, social and technological factors that may influence IOM performance. Despite the success and longevity of the organization, it still has not only strengths, but also weaknesses. Threats that may affect the company's activities are also highlighted.

In sub-chapter 2.3 marketing strategy and tactics efficacy of international activity of the International Organization of Migration in Ukraine were evaluated. Determining the effectiveness of an organization was established with the help of Marketing Mix 4 P and performance was analyzed using the following indicators of relevance, coherence, effectiveness, efficiency, impact and sustainability. Due to the conducted research IOM is doing excellent in relevance and coherence and poorly in efficiency and sustainability criterias.

In sub-chapter 3.1 ways of overcoming weaknesses and threats in the strategy and tactics of marketing activities of the International Organization for Migration were discovered. The weaknesses and threats were highlighted with the help of PEST and SWOT analysis. It turned out that political factor has the biggest effect on IOM performance and technological factor has the lowest impact. During the SWOT analysis continuation there were suggested strategies which were managed using interconnection between strengths, opportunities, weaknesses, and threats.

In sub-chapter 3.2 a program of improving the effectiveness of strategy and tactics of marketing activities of the International Organization for Migration in Ukraine was formed. The main activities with its sub-activities in new detailed proposed strategy are stimulating and supporting innovative initiatives of IOM; training and advising IOM on management and organizational development; formation of networks; formation of

a favorable environment for development; training and professional development of IOM specialists. Also, there were propositions on ways of development the IOM strategy including partners, development of social programs and projects and using website and social networks.

In sub-chapter 3.3 effectiveness and efficiency of strategy and tactics of marketing activity were forecasted using three scenarios. The optimistic scenario could be if there are no external influences and all the recommendations above are followed. A realistic scenario would occur if the organization continues to operate in the same way and some risks emerge. A pessimistic scenario could arise from not fully implementing the recommendations above and not having developed a system to minimize the risk of macro external factors. However, while following the given recommendations it is possible in any scenario to increase the efficiency of IOM performance just by different levels.

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