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ASPECTS OF CREATING SUSTAINABLE BUSINESS DEVELOPMENT

The arguments substantiating the need for the development of a combined marketing offer as the main aspect of creating sustainable business development are presented. The issues of creating a combined marketing offer and factors of creating a competitive advantage of an organization for the purpose of sustainable business development are considered. The assessment of the digital supply chain in comparison with the traditional supply chain is presented, the content of the innovative supply chain methodology is determined.

Keywords: competitive advantage, combined marketing offer, effective management, supply chains, sustainable business development

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АСПЕКТЫ СОЗДАНИЯ УСТОЙЧИВОГО РАЗВИТИЯ БИЗНЕСА

Представлены аргументы, обосновывающие необходимость развития комбинированного маркетингового предложения, как основного аспекта создания устойчивого развития бизнеса. Рассмотрены вопросы создания комбинированного маркетингового предложения и факторы создания конкурентного преимущества организации с целью устойчивого развития бизнеса. Представлена оценка цифровой цепи поставок в сравнении ее с традиционной цепью поставок, определено содержание инновационной методики цепи поставок.

Ключевые слова: конкурентное преимущество, комбинированное маркетинговое предложение, эффективное управление, цепи поставок, устойчивое развитие бизнеса

One of the main factors of a significant competitive advantage for each organization is the creation of a unique (combined) marketing offer. This is very relevant in modern economic conditions, which are characterized by an increase in the complexity of consumer needs, an increase in the level of competition between organizations, the development of automation systems for all business processes of the organization based on information technology. In this regard, it is now becoming increasingly difficult for an organization to find criteria (parameters) to create a unique competitive advantage in terms of products, works and services provided that would favorably distinguish them from competitors, since such solutions are marketing strategically oriented solutions focused on the future.

An effective supply chain management system serves as the basis for creating a sustainable competitive advantage. After analyzing the main elements of marketing and defining in each of them the parameters for the presentation of the manufactured product as unique, you can create a marketing offer personally for each consumer, taking into account his requests. This opportunity, when implemented, can increase the value of the product offered to the consumer and increase the efficiency of the entire supply chain [1].

The negative aspects that arise when creating such a competitive advantage associated with the transformation of the manufactured product are due to an increase in its cost, since they require additional costs for the acquisition or development of new technologies, the use of additional third-party services to improve the quality of the product being presented.

However, the high cost of producing and selling a unique product is not the only negative point, since there is a high probability of non-acceptance of a new product on the market, which significantly increases strategic risks.

Of course, before an organization decides to develop a new product or radically change the manufactured one, a marketing search survey is conducted. This type of research is the most expensive and time-consuming in terms of obtaining high-quality marketing information.

There are a number of large organizations with brands that are quite recognizable on the world market, which, despite the positive results of marketing surveys conducted, faced in their practice a situation when a new product did not meet expectations and was actually ignored by the market. Thus, such a situation regarding trademark changes in the organization's policy is associated with significant competitive risks. However, it should be noted that the competitive environment is heterogeneous and largely balanced by the segmental characteristics of product lines and the optimization of their supply chains [2].

Another option for creating a combined marketing offer is uniqueness due to the generated product price. As already mentioned, the instability of the external environment and the need to use a flexible pricing strategy do not allow organizations, especially with limited access to additional resources, to change prices and create a sustainable competitive advantage based on cost leadership. It should also be noted that competitors quickly copy minor price reductions, which is impossible when building an efficient supply chain.

Creating a stable competitive advantage and subsequent positioning based on marketing communications is quite effective, but this direction needs to be developed along with supply chain optimization, since placement based on the use of alternative types of marketing communications is possible as an additional component. Diversity achieved through innovative marketing communications is possible, but provided that the organization has an effective system for managing the movement of the manufactured product and supply channels.

If we consider the opposite situation, when an organization successfully copes with the tasks of maintaining a commodity supply system, but does not concentrate its marketing efforts on creating an effective management complex, it can be noted that this limits the possibilities of creating a significant advantage for the organization. At the same time, this situation is less critical compared to the option of the organization's desire to attract consumers with the help of modern types of promotion and inefficient types of building distribution channels.

In our opinion, the above factors confirm that creating a competitive advantage based on improving the supply management system is an effective strategic direction. The special role of creating a value supply chain is manifested in the following parameters of the supply chain:

- 1) optimization of the supply chain in order to increase the competitiveness (quality) of the product, works or services;
- 2) optimization of time costs associated with the delivery of the product to consumers;
- 3) optimization of the cost of the product, provided that the competitive (qualitative) advantages of the final product are preserved;
- 4) optimization of the channels of delivery of the final product, goods, works, services without crossing with the channels of competitors, etc.

The factors of the consumer value methodology shown above reflect the benefits of improving the supply chain from the point of view of marketing activities.

Firstly, the marketing approach to the implementation of the functioning of the supply system is aimed not only at reducing costs, which, like other parameters, affect the perception of consumer value, advantages from the point of view of marketing activities include shortening delivery times, which is a key success factor in highly competitive conditions. This is due to the fact that at the present

stage of the development of market relations, there is competition at the level of additional or related services – at the level of «enhanced» goods. Therefore, the most important are logistical decisions on the structure of distribution channels, the definition of the main options for their construction.

Secondly, it is possible to copy the methodology of building a supply chain, but it is quite difficult to create partnerships in the supply of goods and materials. The sustainability of a competitive advantage based on improving sales channels is determined by the fact that this area covers several important elements – order processing, storage, inventory management, transportation and customer satisfaction. Further, after determining the role of the supply chain management system in the formation of a combined marketing offer, we will consider modern methods of supply chain management. Such models include corporate vertical marketing systems, contract, franchise organizations, contract and combined multi-channel distribution systems.

From the point of view of creating a combined marketing offer in the context of the development of digital technologies, the digital supply chain methodology (DSN) is of the greatest interest. The DSN methodology has the main distinguishing feature from the traditional supply system, which is that the system allows you to integrate information resources of various formats (GPS and CRM systems) to predict inventory volumes.

When evaluating the digital supply chain and comparing it with the traditional supply chain, it is possible to identify the main characteristic of the innovative methodology, which is based on digital technologies connected by the principle of vertical integration, and not horizontally, as in the traditional supply chain. Let's look at the principle of operation of this technique, the content of which is presented in table.

The content of the innovative supply chain methodology

Grades of innovative methodology	Grade content
1. The stage of collecting basic information taking into account the set parameters for organizations participating in the supply chain	With the help of existing information systems in the organization, planning is carried out and the collection of information data is left with the subsequent preservation and transfer to the next stage of enterprise resource planning systems
2. The stage of analysis of the collected information taking into account the set parameters for organizations participating in the supply chain	The data obtained at the first stage are transformed and analyzed taking into account the factor of changes in the economic environment to obtain significant results online. The results obtained are transferred to the next stage
3. The stage of application of the methodology taking into account the use of the specified parameters for organizations participating in the supply chain	At the second stage, the data obtained by applying the methodology are transformed into concrete solutions for a given situation within the supply chain and contribute to the creation of an optimal route for the promotion of goods, works and services

The purpose of collecting information collecting basic information, taking into account the set parameters for organizations participating in the supply chain about the distribution channel, is the need to compare logistics capabilities with the marketing capabilities of the organization to serve the selected segments. The second phase of the digital-product analysis and visualization stage is to determine its profitability. Industry profitability indicators are suitable for determining profitability, including individual segments. Such a system allows you to manage resources in a quick access mode, which is a priority need of society within the framework of existing economic formations, this approach is reflected in the works [3].

The use of such a technique is aimed at creating a combined marketing offer. However, many organizations operating in various industries are in the first phase of the product – digit – product cycle, which makes it difficult to integrate logistics with modern marketing technologies.

The goal of organizations is to get a comprehensive understanding of the participants and opportunities for interaction in the value chain. As a result, organizations are implementing a platform based on digitization of supply data (Internet of Things technology), which allows optimizing chain planning for production and supply management, inventory tracking, quality management and capacity utilization modeling. At the same time, the organization can integrate the systems of quarries, railways and other roads, regulate the movement of parts, suppliers and equipment.

Thus, a comparison of the main elements of the marketing mix allowed us to conclude that improving the supply chain can create a clear advantage with the greatest efficiency, and on its basis a stable competitive advantage, the result of which is the creation of a combined marketing offer. It should also be noted that the dynamic development of digital technologies in the field of marketing communications creates the need to use technologies of an appropriate innovative level in the field of supply chain management, which is a model of a digital supply chain.

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