

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SHEET "KYIV NATIONAL ECONOMIC UNIVERSITY
NAMED AFTER VADIM HETMAN"**

**Faculty of Economics and Management
Management Department**

EDUCATIONAL PROGRAM	"Management of Business Organizations"
FIELD OF KNOWLEDGE	07 "Management and administration"
SPECIALTY	073 "Management"

Full-time education

QUALIFYING BACHELOR'S PAPER

Topic: **"MARKETING MANAGEMENT IN BUSINESS ORGANIZATION"**

Student: Buhrina Oleksandra Ihorivna



Supervisor: k.e.n., prof. Shatilova Olena Volodymyrivna



**The work was admitted to the defense before the examination
commission for the certification of higher education (EC)**

Head of the department: d.e.n., prof. Sahaydak M.P



Kyiv 2022

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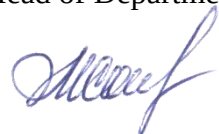
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educational program

 Olena Shatilova
«14» february 2022

APPROVED:

Head of Department

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«14» february 2022

INDIVIDUAL ASSIGNMENT

Student Buhrina Oleksandra

full-time education

for the preparation of qualifying bachelor's paper

Topic: «Marketing management in business organization»

The topic was approved by the order of the Rector of the University «14» april 2022 № 358

Qualifying bachelor's paper is performed on materials Tesla Motors

Bachelor's qualification paper plan

Chapter 1	Theoretical fundamentals of marketing management in business organization
Chapter 2	Marketing management diagnosis and development in Tesla Motors

Object of study:	Relationships that arise in the process of marketing in business organization
Subject of study:	Marketing management in business organization
The purpose of study:	Consider theoretical and applied approaches of marketing management in business organization, identify current state and prospects for its development

Specific tasks that the student must perform to achieve this purpose:

In Chapter 1:

The essence and elements of marketing management in business organization

Methodological approaches to evaluation and development of marketing management

In Chapter 2

General characteristics of marketing management in Tesla Motors

Substantiation of main directions for marketing management improvement in Tesla Motors

**Prepared the task
Supervisor**



O. Shatilova

«04» february 2022

**The task was received by
the student**



O. Buhrina

«04» february 2022

Abstract

Qualifying bachelor's paper contains 67 pages, 11 tables, 18 figures, 40 references, 4 appendices.

«Marketing management in business organization»

Object of study - relationships that arise in the process of marketing in business organization.

Subject of study - marketing management in business organization.

The purpose of study – consider theoretical and applied approaches of marketing management in business organization, identify current state and prospects for its development.

Tasks of qualifying bachelor's paper:

- define the essence and elements of marketing management in business organization;
- characterize methodological approaches to evaluation and development of marketing management;
- analyze the state of management of marketing activities in Tesla Motors;
- develop main directions for marketing management improvement in Tesla Motors.

The practical value of the results of this work and the implementation of the measures proposed in it will have a positive effect, increase the level of profit of the enterprise and will help expand its market share.

Year of completion of the bachelor's qualification work 2022.

Year of defense the bachelor's qualification paper 2022.

Key words: marketing management, competitiveness, competitive advantage, social media marketing (SMM), business-organization.

В і д г у к
на кваліфікаційну бакалаврську роботу
здобувачки факультету економіки та управління
галузі знань 07 «Управління та адміністрування»
спеціальності 073 «Менеджмент»
освітньо-професійної програми «Менеджмент бізнес-організацій»
Бугріної Олександри Ігорівні
на тему «Marketing Management in Business Organization»

Логіко-структурний рівень роботи: обґрунтовано актуальність дослідження; взаємоузгоджені формулювання теми, об'єкту, предмету, мети і завдань дослідження; назви розділів взаємоузгоджені і відповідають темі; висновки відповідають поставленим завданням.

Рівень пошукової глибини: використано репрезентативний масив класичних, полемічних зарубіжних бібліографічних джерел загальною кількістю 40 найменувань, що опубліковані у фахових та аналітичних виданнях, навчальна література складає не більше 10% опису, використано і відображено в додатках репрезентативний масив фактологічної інформації з бізнес-організації – об'єкта дослідження, що відповідає проблематиці дослідження, проведено власні емпіричні дослідження.

Теоретико-методичний рівень роботи: визначені основні поняття та методики для визначення та розв'язання проблем бізнес-організації, наявні обґрунтування вибору методів дослідження, чітко зазначена авторська позиція щодо відповідності обраних методів темі КБР та проблематиці дослідження.

Діагностично-конструктивний рівень роботи: проведено ґрунтовна діагностика проблеми, свідомо та обґрунтовано обрано доцільний фактологічний матеріал, який відповідає обраним методам, та надані авторські коментарі щодо підтвердження результатів дослідження, пропозиція обґрунтована і відповідає ідентифікованій проблемі розвитку маркетингового менеджменту в бізнес-організації, розроблено календарне планування реалізації пропозиції, разом з тим, не обраховано бюджет її реалізації і не розроблено матрицю відповідальності за реалізацію пропозиції.

Рівень наукової етики: текст відповідає вимогам повністю, наявні коректні посилання, стиль викладу матеріалу є науковим, відсутні стилістичні та граматичні помилки, таблиці, рисунки і список літератури оформлено у відповідності до встановлених вимог.

Організаційний рівень проведення дослідження: дотримано регламент виконання КБР, своєчасно виправлялися недоліки, ритмічне виконання дослідження, представлення для відгуку науковому керівнику повністю завершено роботу, що не потребує доопрацювання.

Публікації автора: відсутні.

Кількість балів за якість КБР: 58 балів.

Здобуті здобувачем компетенції відповідно до ОПП «Менеджмент бізнес-організацій»: здатність вчитися та оволодівати сучасними знаннями; здатність до адаптації, креативності, генерування ідей та дій у новій ситуації; здатність представляти власну дослідницьку та професійну позицію за допомогою інтерактивних мультимедійних презентацій; здатність аналізувати результати діяльності організації, зіставляти їх з факторами впливу зовнішнього та внутрішнього середовища, визначати перспективи розвитку організацій.

Висновок про можливість присвоєння здобувачеві кваліфікації бакалавра менеджменту: представлена Бугріною О.І. кваліфікаційна робота дає підстави зробити висновок, що здобувачкою у повній мірі набуті передбачені освітньо-професійною програмою «Менеджмент бізнес-організацій» компетентності, робота може бути рекомендована до захисту з найвищою позитивною оцінкою, а її авторка заслуговує присвоєння кваліфікації бакалавра менеджменту.

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к.е.н., доцент



О.В. Шатілова

28 червня 2022 р.

РЕЦЕНЗІЯ
на кваліфікаційну бакалаврську роботу
здобувачки вищої освіти денної форми навчання
ОПП «Менеджмент бізнес-організацій»
спеціальності 073 «Менеджмент»
галузі знань 07 «Управління та адміністрування»
БУГРИНОЇ ОЛЕКСАНДРИ ІГОРІВНИ
на тему: «Marketing Management in Business Organization»

У сучасній ринковій економіці, коли конкуренція між виробниками товарів різко зростає, а споживачі стають дедалі вибагливішими, кожна бізнес-організація зацікавлена в ефективному управлінні своєю маркетинговою діяльністю. Така діяльність має наповнюватися не тільки різними заходами, а й чітко скоординовуватись і плануватись в сучасних умовах. Зокрема, необхідно знати, як аналізувати ринкові можливості, відбирати перспективні цільові ринки, розробляти ефективний комплекс маркетингу і успішно управляти втіленням у життя маркетингових зусиль. Одночасно бізнес-організаціям необхідно знаходити нові потенційні ринки, впроваджувати інноваційні технології та створювати відповідну продукцію, як для існуючих споживачів, так і для нових споживачів поряд з реалізацією наявної продукції, вивчати діяльність потенційних конкурентів та впроваджувати заходи по збереженню та підвищенню конкурентних позицій на відповідному ринку. Відповідно до цього, тема, представлена на рецензування роботи, є актуальною.

Позитивними рисами роботи є її логічна будова, розділи і підрозділи пов'язані між собою, а також повною мірою відповідають меті дослідження і завданням, які її деталізують, зроблені авторкою висновки відповідають поставленим завданням. У першому розділі роботи авторкою розкрито теоретичні основи маркетингового менеджменту, зокрема, охарактеризовано сутність та основні елементи маркетингового менеджменту в бізнес-організації, а також узагальнено методичний інструментарій його оцінювання та розвитку. У другому розділі роботи представлені результати діагностики маркетингового менеджменту в Тесла Моторс та запропоновані практичні заходи з його удосконалення, зокрема, наведено та проаналізовано основні елементи маркетингового менеджменту в досліджуваній бізнес-організації, а також обґрунтовано напрями його удосконалення, які полягають в підвищенні конкурентної позиції бізнес-організації на Європейському ринку, а також підвищення лояльності потенційних споживачів до продукції бренду. Авторкою використано репрезентативний масив джерел. Рівень самостійності проведеного дослідження

підтверджується високим рівнем унікальності тексту (робота містить лише 5,77% доброчесних започинень).

Зауваження до роботи відсутні.

Практичне значення отриманих результатів полягає в розробленні автокровою роботи комплексу заходів з удосконалення маркетингового менеджменту в Тесла Моторс, які можуть бути запроваджені у практичну діяльність інших бізнес-організацій аналогічного виду діяльності. Зокрема, доведено ефективність таких заходів, а також розроблено узагальнений календарний план виконання необхідних видів робіт.

У цілому, робота Бугріної О.І., яка виконана англійською мовою, є самостійним завершеним науковим дослідженням та відповідає вимогам до робіт даного типу і може бути рекомендована до захисту з високою позитивною оцінкою.

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Максим СИТНИЦЬКИЙ

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INTRODUCTION

With the introduction of new market relations in the world the need for a new business culture appears, one of the carriers of which is marketing. Increasing of competition requires the entrepreneur to organize the economic activity in which the highest results are achieved at the lowest cost.

Marketing as a basic function of enterprise management in market conditions offers the head of the entrepreneur some proven recipes for achieving positive business results in market segments with minimal risk. This is primarily a certain sequence of analytical work; access to the most favorable target market segments; formation in the interests of the enterprise of variable environmental factors, including consumer behavior; difficulties with permitted methods of competitors; creation of a favorable image of the enterprise and all its activities for the public, etc. However, it should be noticed, that in modern conditions of rapid development of science, technology and innovations, increasing competition can only succeed an organization that creatively applies marketing management in its activities, constantly looking for new ways to adapt to ever-changing market living conditions.

Relevance of research. The formation of a competitive environment requires the need to introduce into the practice of enterprises new forms and methods of management on the basis of marketing research of the commodity market. Exactly in these conditions there is a need to organize the management of production, sales and marketing systems.

The object of research is relationships that arise in the process of marketing in business organization.

The subject of research is marketing management in business organization.

The purpose of study is to consider theoretical and applied approaches of marketing management in business organization, identify current state and prospects for its development.

According to the purpose of study, the following tasks were set:

- define the essence and elements of marketing management in business organization;
- characterize methodological approaches to evaluation and development of marketing management;
- analyze the state of management of marketing activities in Tesla Motors;
- develop main directions for marketing management improvement in Tesla Motors.

Research methods are based on the statements of economists, the works of domestic and foreign marketing scholars. The methodological basis of the research is a systematic approach, which is used in the study of general theoretical principles of organization of marketing activities and justification of practical areas of its improvement. Methods of collecting, analyzing and comparing information, methods of economic analysis, as well as correlation and regression analysis, methods of econometric and optimization modeling, tabular and graphical methods for clarity of information are also used.

The practical value of the results of this work and the implementation of the measures proposed in it will have a positive effect, increase the level of profit of the enterprise and will help expand its market share.

The information basis for the assessment of the above research methods were indicators of financial and economic activity of the enterprise, scientific research, educational materials, publications, textbooks, online sources.

Structure of the work: the qualifying bachelor's work consists of an introduction, 2 chapters, conclusions, a list of used sources and appendices. There are 18 figures, 11 tables, 40 references and 4 appendices. The total volume of the work is 67 pages.

CHAPTER 1

THEORETICAL FUNDAMENTALS OF MARKETING MANAGEMENT

ACTIVITIES IN BUSINESS ORGANIZATION

1.1 The essence and elements of marketing management in business organization

The term "marketing" comes from English words "market" and "getting". Another approach considers the word "marketing" as market science. Initially, marketing mean the study of market demand for manufactured products and the organization of the sale of these products. Marketing received official recognition in 1935, being first introduced by the National Association of Economics Educators in the United States. Since this period, the concept of "marketing" has become central in economic science in the West. [19]

The modern concept of marketing is not only and not so much the organization of the sale of already manufactured products, but the study of the market for the subsequent orientation of production to the production of those goods that will find a market.

In modern domestic and foreign literature there is no generally accepted definition of marketing. We can consider definition of marketing from different authors. (Table 1.1) The similarity of views can be traced only in the fact that this phenomenon is associated with market activity. From this point of view, some interpretations of this concept can be distinguished, the evolution of development can be traced, and the causes of marketing can be analysed.

At present, all leading firms in developed countries have marketing departments. There are a large number of specialized public and private organizations that study the problems of marketing. In the USA, Japan, and a number of Western European countries there are national marketing associations whose members are representatives of the highest

and middle administrations of industrial and commercial companies, government officials, and scientists. In addition, there are international organizations - the European Committee of Marketing (European Committee of marketing) and the International marketing organization (International marketing association).

Table 1.1 – Interpretation of the definition of marketing by different authors

Author	Definition
Peter Drucker	Approach to know and understand the consumer and what he exactly wants, the product or service. As a result of the activities of the enterprise - the client is ready to buy.
Philip Kotler	Approach to understand what clients want and what they need, satisfaction through value creation.
The Chartered Institute of Marketing	A management process that determines the needs of customers and satisfies them in the most profitable way
Renee Blodgett	The process of continuous communication with potential customers, during which the organization educates and informs them, thus building long-term relationships.
Mark Burgess	Marketing is the profitable transformation of customer needs into revenue.
Lisa Buyer	Unobtrusive and attractive delivery of the relevant message / motive to the right target audience.

Source: created by author on the basis [21,22,23,24]

Ensuring the effective development and functioning of both large and young companies in a market management system is currently a difficult and complex task. First of all, this concerns such aspects as management and marketing.

As practice shows, in the context of an internal economic crisis, marketing is often the bottleneck. In inefficient marketing systems, the flexibility and resource capabilities of the production, financial and other subsystems remain unclaimed.

The marketing approach is a generally accepted direction in the creation and implementation of products and services of companies in various fields of activity. In countries with developed market economies, an inefficient marketing system of a company can lead not only to loss of profit, but also to direct losses, so the marketing system as a subsystem for managing a marketing organization exists for any company, but the degree of its development and effectiveness varies significantly. In organizational terms, in large and small companies, the link in the management of the marketing system is a special service and department. In a small company, this may be one of the direct managers.

There are many definitions of marketing, here is the most accurate one. Marketing is any activity aimed at bringing a product from the sphere of production to the sphere of consumption, that is, the satisfaction of needs in accordance with careful demand. (Fig 1.1)

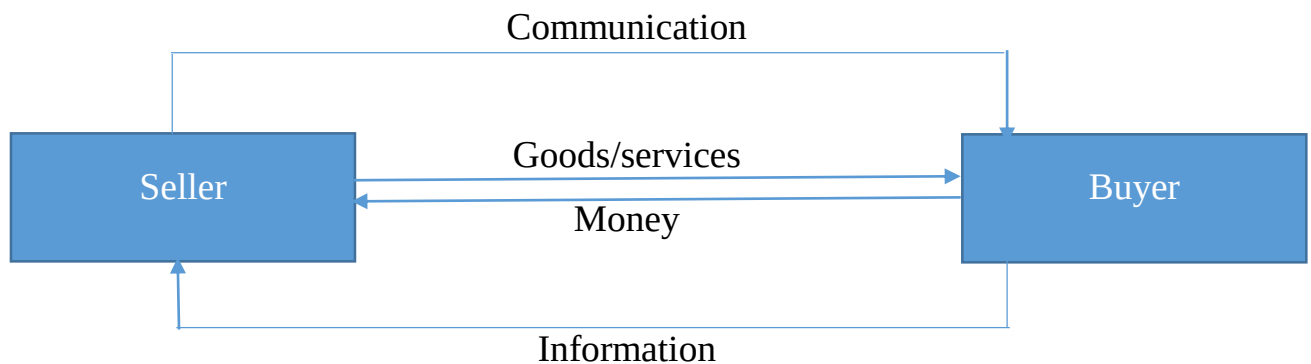


Figure 1.1 – Marketing system

Source: created by author on the basis [20]

The concept of marketing has two meanings:

- as one of the management functions;

- as a concept of management (philosophy of business in a market economy).

The purpose of marketing is to satisfy the needs of the buyer and thereby make a profit for the seller.

The global goals of marketing as an integral part of the market mechanism include:

1. Ensuring optimal proportionality between demand and supply of products of a certain type and range, thanks to a flexible response to its dynamics and manoeuvring with available resources.

2. Formation of a system of contractual relations with all elements and structures of production and consumption, both in the domestic and foreign markets.

3. Impact on the production process in order to stimulate, update and improve the range and improve the quality of products.

4. Active search for new sales markets (market of segments, windows, niches), expansion of existing ones, achievement of the optimal level of socio-economic efficiency of market relations.

5. Make the market orderly (obeying certain rules), "transparent" (allowing to assess its state, parameters and development trends) and predictable (providing the possibility of predicting its changes).

In the conditions of rapid development of science, technology and technology, success will be achieved only by the company that correctly uses marketing management (marketing management), constantly improves and adapts its strategy in accordance with changes in the market environment. In Ukraine, the transition of the economy to market relations has taken place recently, so domestic entrepreneurs often lack experience in the new market conditions, in particular in the implementation of marketing activities. However, marketing management is necessary in the production and marketing process, taking into account the demand and needs of consumers.

Marketing management - the process of planning and implementing policies for pricing, promotion and development of ideas, products and services, aimed at the

implementation of the exchange, which satisfies both individuals and the company. It also aims to solve the problems of the firm's influence on the level and structure of demand over a period of time, determining the optimal ratio of supply and demand for the firm to achieve its goal. [26]

Textbook authors and researchers in the economic field have long been researching and defining the management of marketing activities in the enterprise, Table 1.2 lists some of them.

F. Kotler believes that marketing management and demand management are interrelated and work closely with consumers.

In contrast to Kotler, P. Dole understands marketing management as an activity related to certain elements of the marketing complex.

Danko defines marketing management by planning and controlling the operation of the enterprise under the influence of the external environment.

According to the domestic scientist Zavadsky, as a result of marketing management are provided: - target orientation of the activity connected with satisfaction of public and own needs; - competence of marketing activities, which is expressed in the effective organization of the technological process; - the maximum approximation of the range of market needs to the conditions of consumption. [29]

Table 1.2 – Interpretation of the definition of marketing by different authors

Author	Definition
Philip Kotler	Marketing management is: analysis, planning, implementation and control over the implementation of programs aimed at creating, maintaining and expanding profitable relationships with the target customer to achieve the goals of the organization
Peter Doyle	Marketing management is the activity of identifying target markets, studying the needs of consumers, developing products,

	setting prices for them, choosing ways to promote and distribute in order to exchange that meets the needs of interested consumers
T.P. Danko	Marketing management is a purposeful activity of a firm to regulate its position in the market through planning, organization, accounting, control of each phase of positional and active behavior of the firm, taking into account the influence of market space, competitive environment to achieve profitability and efficiency in the market.
J.S. Zavadsky	Marketing management - the process of analysis, development and implementation of measures designed to establish, strengthen and maintain profitable exchanges with the buyer and to achieve the goals of the organization - profit, sales growth, market share, etc.
Michael Mescon	Management of marketing activities at the enterprise is a wide range of strategic and tactical measures aimed at effective implementation of market activities of the enterprise and achieving its main goal - to meet the needs of consumers of goods and services and obtain maximum profits on this basis.
Online marketing encyclopedia	Marketing management is a complex process that includes functions related to the market, customer needs, delivery of goods, their prices, communication with consumers and more. Marketing management involves studying the needs of customers, dividing the market into segments, identifying the most promising of them, creating in accordance with these segments of individual products and packaging.

Source: created by author on the basis [20,27,28,29,30,31]

Having analyzed all the definitions, the process of managing marketing activities in the enterprise should be considered as a system and as a process at the same time. The object of management is the marketing activities of the firm, the subject - the head, who is a representative of the firm.

In order to justify and fully characterize the process of marketing management in the organization, it is necessary to turn to its main functions.

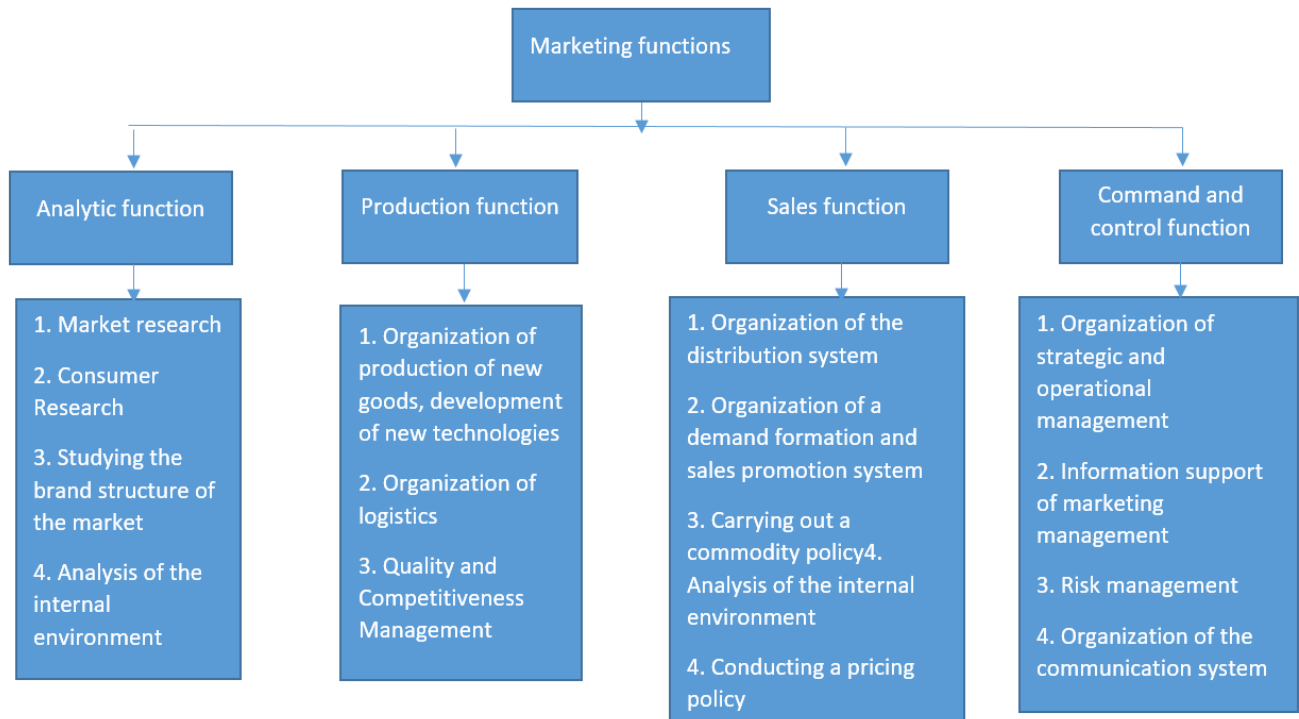


Figure 1.2 – Functions and sub-functions of marketing

Source: created by author on the basis [25]

The principles of marketing assume that the achievement of the company's goals depends on determining the needs and demands of target markets, as well as on more effective compared to competitors' customer satisfaction. [32]

Based on the analysis of the above concepts, functions and principles of marketing management, we have formed the following definition. Management of marketing activities at the enterprise is a complex complex process of implementing strategic measures that work

closely with each other and are aimed at meeting the needs of consumers and obtaining the maximum possible profit for the company at the minimum necessary cost.

The economic essence of marketing management of an industrial enterprise is based on its basic principles (Figure 1.3).

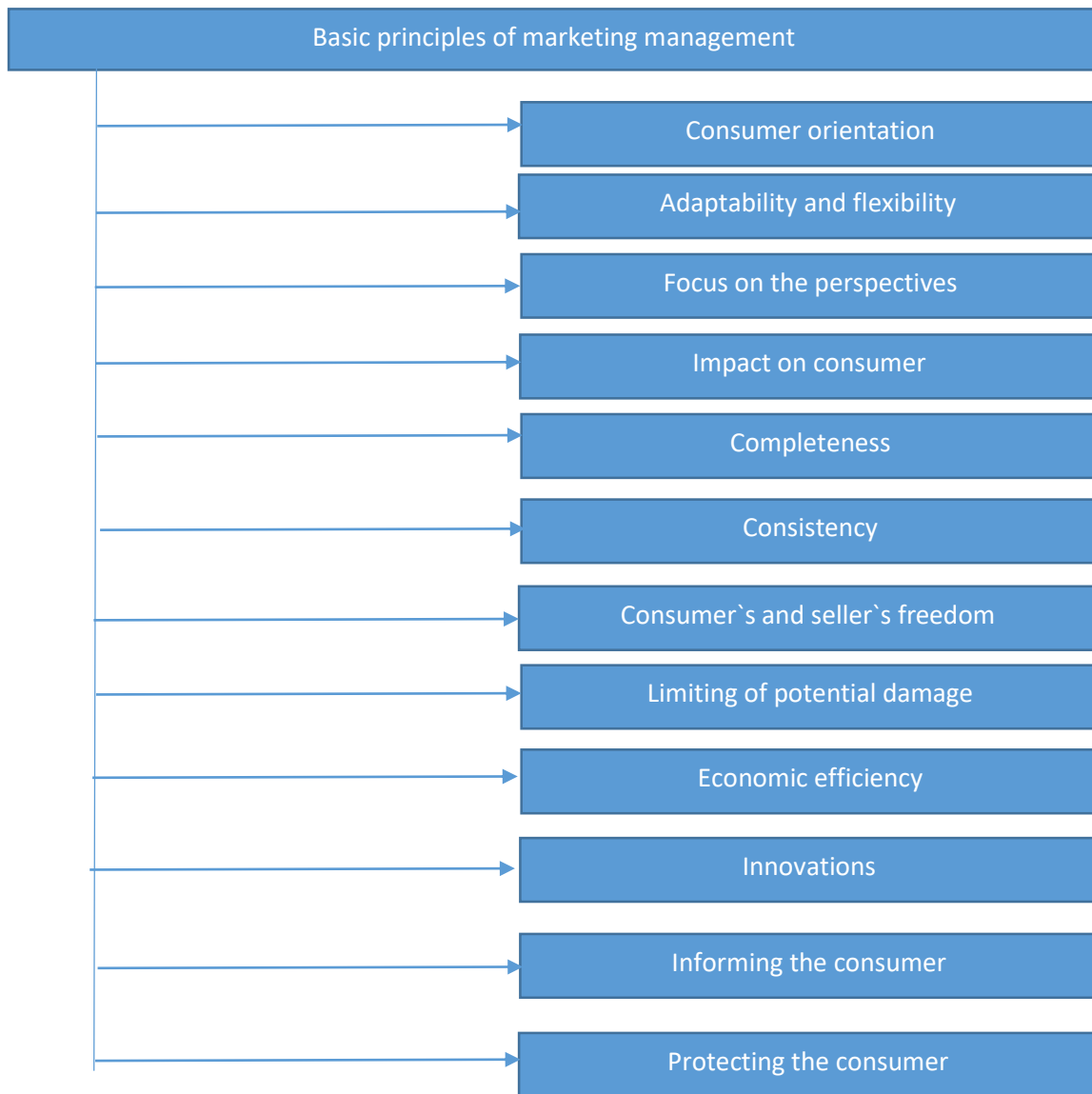


Figure 1.3 – Basic principles of marketing management

Source: created by author on the basis [32]

All enterprises perform management functions, but this does not mean that they are guided by marketing as a business philosophy. Marketing management concepts are different.

The basic concepts that make up the three fundamental approaches to the organization of marketing activities are:

- Functional approach. It is based on an element-by-element analysis of the marketing activities of the enterprise, namely, wholesale, transportation and storage. The main emphasis is on intra-company planning.
- Institutional approach. It puts at the forefront of marketing activities the final sale of manufactured products, its retail sale. In this case, the focus is on working with the retailer (so-called "merchandising").
- Commodity approach. It is based on a thorough study of consumer preferences, taking into account which the development of products and their modernization is carried out.

Main types of marketing:

- Marketing, that is focused on a product, product or service. It is aimed at improving production, producing a large number of improved and cheaper goods to replenish the market, creating a product or type of service that would initiate the formation of a new sphere of industrial activity.
- Consumer-oriented marketing. It is about finding out what consumers buy, his desires, preferences, requests. The disadvantage is that the consumer wants, but there is no product. For the economic activity of the enterprise, it is advisable to apply both types of marketing at the same time. This combination of marketing activities is called integrated marketing.
- Marketing mix or integrated marketing, which includes the study and use of all factors affecting the market, as well as the interaction of five "P" (product - product; price - price; place - place (i.e., commodity circulation, distribution of

goods); promotion - promotion - refers to the formation of the image of the product in the minds of the consumer; people - people, the human factor).

Basic elements of marketing:

- product policy: a product that is considered as part of the assortment, while the product, its characteristics are evaluated from all sides;
- price policy - the study of all factors and conditions of sales that exist in relation to a given product, company;
- distribution policy - means of delivering goods to the market, warehousing, distribution channels for goods;
- communication policy - advertising, means of promoting goods, an event to create a favorable public opinion (public relations).

In order to build a quality marketing management system in the enterprise, it is necessary to take into account the influence of internal and external factors of its operation. The influence of factors on the marketing management system of the enterprise is shown in Figure 1.4.



Figure 1.4 – Influence of factors on the management system of marketing activities at the enterprise

Source: created by the author on the basis [20]

Analysis of internal and external environment is one of the main procedures of marketing management in the enterprise. The internal environment characterizes: how much the company is provided with labor, material and financial resources, whether it uses the latest technologies and equipment in its production, psychological climate, as well as

sanitary condition. Only under a favorable internal environment will the company be able to produce products or provide services according to consumer needs.

These principles determine the specific activities of enterprises carried out in the framework of marketing, the content and direction of its main functions, which are characterized by evolutionary development in enterprises. In the modern specialized scientific literature there is no generally accepted classification of functions that are part of the marketing complex. Ultimately, the content of marketing functions is determined by the scale of production and sales, conditions of competition, product range, features of consumption and demand for enterprise products, the nature of connections with the distribution network, and so on.

The main tasks of marketing management are:

- market research - determining the capacity of the market and its segments, selecting target markets, studying the behavior of consumers, competitors and other entities, analysis of market conditions and current competitive situations, sales forecasting, determining the company's ability to take appropriate market positions, etc.
- planning - creating and maintaining compliance between the goals of the enterprise and its potential opportunities and chances in the processes of market activity, development of specific action programs for the near future and in the future;
- organization - the formation of the organizational structure of the enterprise, its internal hierarchy, specific tasks, powers and responsibilities for the implementation of marketing activities, the creation of appropriate marketing organizational structures.
- motivation - the creation and implementation of a system of appropriate moral and material incentives for employees of marketing services in order to ensure the best performance of their duties;

- implementation - ensuring the implementation of developed plans and programs, the necessary correction;
- control - checking the extent of implementation of marketing activities, evaluation of their effectiveness.

The task of any business is to provide the market with value in order to make a profit. To achieve this goal in economic systems based on competition, an individual enterprise must not only create (or purchase) goods (services) with certain values, but also ensure their compliance with the needs of specific consumers.

The modern "mass market" is a set of micro-markets, which are dominated by their own needs, ideas, preferences and consumer criteria. Therefore, it is usually necessary to create proposals for well-defined market segments. This thesis underlies the modern view of the business process, when marketing becomes the starting point of business planning and business management in general with specific stages of the marketing management process.

Types of marketing are most often distributed according to the state of demand. The Association of Marketers adopted the official classification in 1985. We can consider such types using the Fig. 1.5.

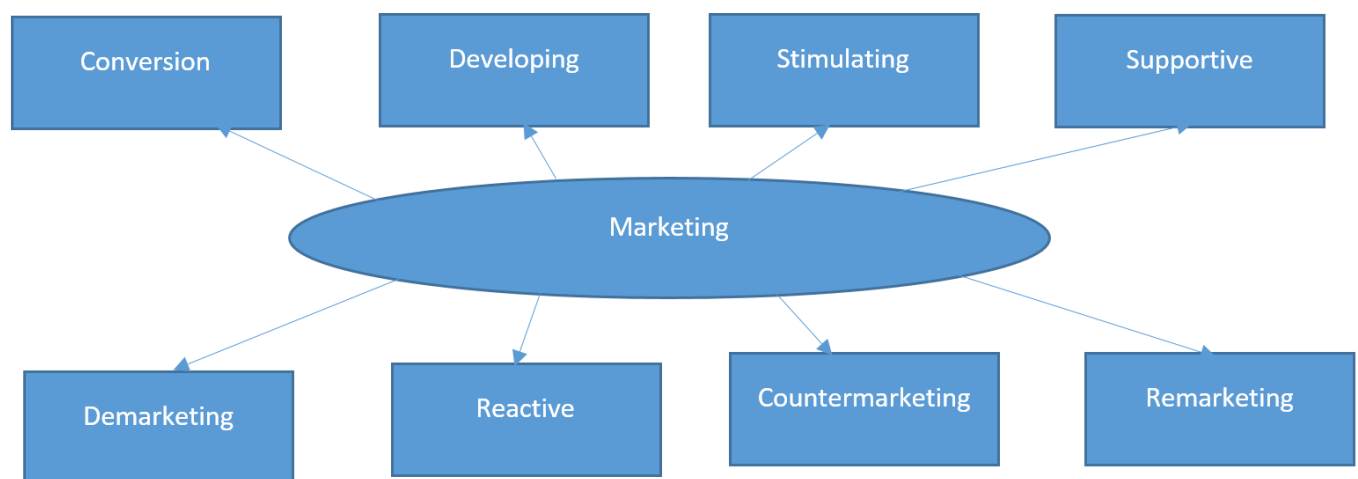


Figure 1.5 – Types of marketing according to the state of demand

Source: created by author on the basis [34]

To understand each of types better, we should look deeper on them.

1. Conversion. This type of marketing is designed to create a positive image of the product and correct the negative one. Negative attitudes towards a product often arise after an unpleasant incident with consumers or as a result of the actions of competitors. Most often, negative perception is caused by medicines and food. The marketer needs to overcome this attitude by removing any bad reference to these products, as well as pushing the consumer into thinking that they should buy them - for example, because they are cost effective, and as a result - increase sales and adjust the supply and demand match. Among the tools of this type of marketing is the rebranding of products and a change in the strategy of its promotion.

2. Developing. If the market offers products that do not cover the needs of the consumer, which causes his dissatisfaction, this type of marketing enters the scene. For example, the demand for a product (say, yeast-free bread or products with low cholesterol) that is not on sale is increasing, in which case developmental marketing should be resorted to. Marketers in carrying out this activity must determine the potential demand and choose what measures to produce or supply goods should be taken. They also need to coordinate the work of management personnel so that the need for a product or service is realized in the opportunity to purchase them. Such promotion is quite aggressive. Thanks to him, the sales market and the audience of consumption are increasing, respectively, the company is quickly becoming a leader in sales.

3. Stimulating. If the demand for some goods and services decreases or is completely absent, and the attitude towards them can be described as neutral, then this type of marketing is required. Consumers are indifferent to the product because its value is not obvious to them, or the market is simply not ready for it. For example, if another Internet provider enters a segment already developed by competitors even with a unique offer, the demand for its services may be very low due to the fact that potential customers are not sufficiently informed about them, and also do not yet realize the significance and benefits of the offer. Marketers must find a way to draw attention to the product. Usually, advertising works well,

and the low cost of the product when it first enters the market, holding promotions, and the opportunity to taste the product are also of interest. Thanks to such actions, the client will not only learn about the product, but also begin to show attention and, most likely, feel the need for it.

4. Supportive. The main type of marketing. Appropriate if supply and demand are approximately equal. For many manufacturers, this is the ultimate dream, but experienced professionals believe that it is too early to rest. Competitors may offer similar products and services, customers' needs may change, and demand may decrease as a result. The toolkit can include an advertisement for a product that is well known to the buyer, a new form or packaging, a change in volume. The task of marketers is to prevent an increase in the cost of goods compared to similar ones, to develop new goods and services that will interest potential consumers.

5. Demarketing. Sometimes there are situations when demand should not be increased, but reduced. This is demarketing. If demand significantly exceeds supply, and the product is so popular that the manufacturer simply cannot provide everyone with it, then it is necessary to limit the consumption of the product in some way. To do this, marketers can recommend stopping promotion, reducing or eliminating advertising altogether, transferring release rights to other companies, and, at its simplest, raising prices. At the same time, it is worth taking measures to increase the volume of production of such goods. Demarketing is actively used by Apple. Sales are organized in such a way as to constantly keep the prices of their products higher than those of competitors.

6. Reactive. At first glance, this type of marketing is similar to demarketing. However, in this case, sales of quality products are not reduced. When countered, they reduce the demand for goods that consumers are unhappy with or that have undesirable qualities.

Tools of this type of marketing:

- anti-advertising;
- limiting goods;

- creation of social videos aimed at creating a negative attitude towards the product;
- an increase in duties and excises, such as on alcohol and tobacco;
- prohibition at the legislative level (drugs) or restriction in sale (weapons).

This type of marketing activity is typical mainly for states. An example of counter marketing is Prohibition in the United States, which was in effect from 1920 to 1933.

7. Countermarketing. There are goods and services, the demand for which fluctuates depending on a certain period - the season or the weekend. The task of countermarketing is to analyze and respond to such fluctuations. In general, the company usually does not complain about sales, the only thing that needs to be done is to smooth out the declines and rises. Think about the difference between the supply and demand of public transport services during the day and during rush hour, weekdays and weekends. To even out fluctuations, including in terms of profits, marketers can offer to increase the cost of tickets on weekends and reduce them on weekdays, which can stimulate passengers on weekdays. Flexible pricing, advertising, and similar actions can change consumers' motivations for purchasing goods and services.

This is a great way to sell promotional or seasonal goods, as well as to predict which of them and at what time there will be a sharp increase in demand and, accordingly, an increase in prices (profits).

8. Remarketing. It is rare that a product enjoys a stable consumer interest for a very long time. Any product has a life cycle. If there have been changes in the market, a crisis has occurred in the economy, or vice versa, demand may also change. When it decreases, remarketing is used, its goal is to restore falling interest, and this can be achieved by changing the characteristics of the product to meet the new needs of customers, entering a new market, or carrying out a significant modernization of the product or service.

The process of marketing management is a logical sequence of steps to achieve the company's goals. The main stages of the marketing management process are presented in Fig. 1.6.



Figure 1.6 – The process of marketing management

Source: created by author on the basis [33]

At the first stage of the process of marketing management (analysis of marketing opportunities) the conditions of the external environment of the firm are analyzed and taking into account its internal resources, the possibility of achieving the set goals is determined. The main components of this analysis include:

- study of important environmental factors (macro and micro factors) that will promote or hinder the economic activity of the enterprise; identification on this basis of the strengths and weaknesses of the enterprise;
- identification and study of markets (assessment of their real and potential capacity, prospects for development, consumer behavior; determining the availability and capabilities of competitors, etc.);
- preliminary selection of marketing activities in accordance with the goals of the enterprise and its resources.

The second stage - the selection of target markets - involves the division of the market into homogeneous groups (segments) and the selection of one or more of them as those that best meet the business objectives of the enterprise. The division (segmentation) of markets is carried out on the basis of selected principles (features) of segmentation. The principles of segmentation of consumer markets can be primarily geographical (region, city, climate), demographic (gender, age, family composition, level of education), psychographic (personality characteristics, lifestyle), consumer behavior consumers (expected benefits from the purchase, frequency purchase, degree of loyalty, user status), etc.

To segment the markets of enterprises (wholesale markets, markets for industrial goods - industrial markets) use the following features: industry, location, size of enterprises consumers; operating (technology, volume of needs); characteristics of procurement (organization, supply, purchasing policy); situational (volume of the order, its scope, urgency of execution); characteristics of the buyer (loyalty, risk, solvency), etc.

An extremely important element of the process of selecting target markets is the assessment of business attractiveness of segments based on criteria such as profitability, growth rate, competitive situation, sales and service opportunities, technological difficulties, advertising opportunities, degree of risk and others. It is on the basis of such an analysis with appropriate calculations that the company chooses the target market - the group of consumers whose needs best meet the goals, resources and capabilities of the company.

Entering the market, the company can use several known methods of so-called market coverage in accordance with the chosen marketing strategy. [33] It may be:

- one segment (concentrated marketing);
- several segments (elective specialization);
- product specialization (one product is offered to several segments);
- market specialization (group of goods for one segment);
- market coverage (a wide range of products for all consumer groups).

At the third stage of the marketing management process is the positioning of enterprise products, ie determining the special, most favorable places of the company's product offerings relative to other products and services in their perception by consumers of selected target markets. Positioning is the differentiation of product brands through the study of the ways in which they are distinguished by consumers, as well as differences in consumer perception of different brands. In other words, product positioning is reduced to determining the final needs of consumers with the further development of differentiated products and services that accurately meet these pre-defined requirements.

The following four positioning parameters are distinguished:

- clarity - clarity of benefits for the consumer;
- consistency - the use of clearly defined positioning strategies;
- plausibility - compliance with the actual characteristics of the goods;
- competitiveness - uniqueness compared to competitive offers.

Thus, positioning is necessary to strengthen the position of the product in the selected segment, taking into account the needs of specific consumers. Competitive positioning can be provided on the basis of certain properties of the product, its design, quality, price and other characteristics.

At the fourth stage of the marketing management process, the marketing strategy of the enterprise is formulated.

The marketing strategy of the enterprise is: [33]

- the program of actions on achievement by the enterprise of a steady position in the market in the conditions of competition;
- fundamental model of current and planned tasks, distribution of resources and relationships of the organization with the market, competitors and other factors of the business environment.

In essence, the marketing strategy is the central link that connects the goals of the enterprise and operational measures to achieve them

The fifth stage of the process of marketing management is the development of marketing complexes, i.e. structured sets of its tools and actions (marketing mix), their most favorable combination in each specific version of the "product market".

Traditionally, marketing complexes include the following blocks of elements:

- goods: range, quality characteristics, brand, image, conditions of transportation, quality, guarantees, etc .;
- price: selling price, discounts, terms of trade crediting, etc .;
- promotion: forms and methods of advertising, promotion, sales promotion, personal selling;
- distribution: the formation of its channels, sales organization.

The sixth stage of the marketing management process is the development of marketing programs. They are documents that present the results of designing and integrating marketing tools and actions, proportional distribution of efforts to achieve goals. The following is formulated in marketing programs:

- that the company is going to produce, when and in what quantity;
- how the company's products will be sold;
- what measures will be used to promote product sales, maximize the use of available market opportunities;
- what prices and discounts the company will use;
- what measures will be taken to win and retain target consumers;
- how the financial effectiveness of marketing activities will be controlled;
- who will be responsible for the implementation of marketing activities;
- at the expense of what means marketing actions will be carried out, marketing programs will be realized.

The seventh stage of the marketing management process is the implementation of marketing activities. In essence, it is the implementation of developed plans and programs, correction, if necessary, of planned marketing activities. Changes in the business

environment, such as increased competition, the onset of a price war, or the entry of new products, may require a reassessment of some aspects of marketing.

The last stage of the marketing management process is the control of marketing activities. Here, as a rule, two types of control are used - strategic and operational. The object of strategic control is marketing actions, their correctness and rationality in terms of their compliance with the state of the business environment. Strategic control can be carried out quarterly or semi-annually, or at any other time when major changes are taking place in the business environment.

1.2. Methodological approaches to evaluation and development of marketing management

The essence of marketing management is to find a sufficient number of customers necessary for the implementation of the entire coverage of the company at a given moment of product volume. This means not only the creation and expansion of consumption, but also the problems of its change, and sometimes even reduction. Therefore, the task of marketing management is solved "in influencing the level, time and nature of demand in such a way that it contributes to the organization in relation to its goals." Those, marketing management is demand management. Based on this, marketing management concerns the study of the desired level of demand for the goods of a particular company; analysis of the situation when real demand exceeds the desired one, their compliance and the situation when the real demand is lower than the desired one. The marketing management process covers such aspects of the company's activities as sales organization and promotion, advertising campaigns and marketing research, product management and pricing.

An important task of marketing research is to evaluate the effectiveness and productivity of marketing activities. Business leaders are demanding ever greater

accountability and cost justification from marketers. Tired of high and rising marketing costs, top executives call marketing wasteful: unsuccessful new products and failed advertising campaigns, unnecessarily long phone calls and costly sales promotions do nothing to affect sales.

Marketing research is partly able to solve the problem of marketing accountability. Consider the main approach to evaluating the effectiveness of marketing activities - a system of indicators of marketing effectiveness. [35]

Marketing performance measures are the criteria by which firms quantify, compare, and interpret the results of their marketing activities. Brand managers use these indicators, or metrics, when developing programs, and top managers of companies use them when allocating financial resources. If the marketer can show what monetary effect the activities he proposes will give, then he can more justify the expediency of allocating appropriate funds to senior management.

Marketing performance indicators can be internal, i.e. relate to the internal environment of the company, and external, i.e. relate to the external environment of the company. (Fig. 1.7)

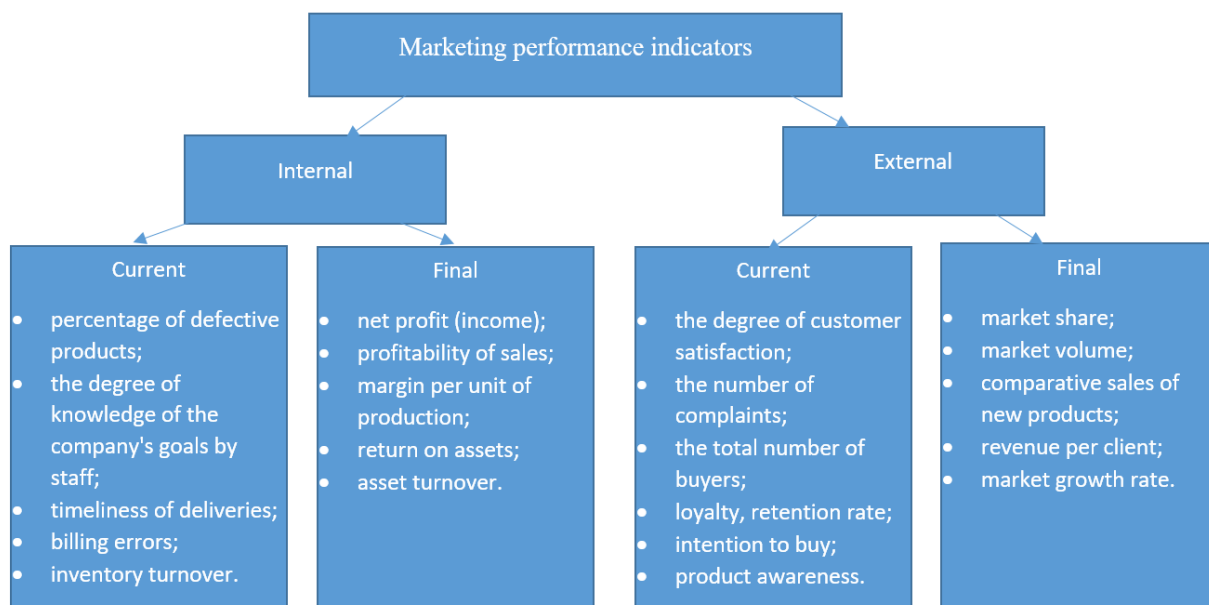


Figure 1.7 – Marketing performance indicators

Source: created by author on the basis [35]

In turn, internal and external indicators are divided into:

- current - continuously changing indicators, the continuous monitoring of which is necessary, and very often carried out using a marketing information system;
- final - indicators that are used as marketing goals of the company and are evaluated, as a rule, based on the results of a quarter, half a year, a year.

Current internal indicators. It is advisable to keep "on a pencil" the main indicators that are not directly related to marketing activities. For example, by evaluating the percentage of defective products and participating in solving the problem of reducing the percentage of defects, the marketer thereby reduces production costs, which, in turn, can reduce the price of the product. And price management is one of the immediate tasks of a marketer. Timely deliveries increase customer loyalty and form the image of a reliable and punctual company in their eyes. The degree of knowledge of the company's goals allows staff to make the right decisions in complex ambiguous situations. And, most often, the consumer benefits from such decisions in the first place.

Final internal indicators can be attributed to financial ones. The marketer must be aware of the dynamics of their growth or decline. Financial indicators as well as possible more eloquently and accurately characterize both the activities of the company as a whole and the marketing department. Of course, it is impossible to draw a direct relationship between the value of these indicators and the degree of efficiency of the marketing service, however, a negative trend in indicators will clearly indicate an incorrectly chosen strategy for the company's activities and, accordingly, insufficient efficiency of the marketing service.

Current external indicators are difficult to translate into a financial equivalent. How much, for example, does customer loyalty bring to a company? Therefore, these indicators are evaluated separately, according to a specific system of scales developed for each particular company. Absolute values are also used, for example, to measure the number of complaints or the total number of buyers, and relative values, for example, the percentage of people who have an intention to purchase a product in the near future.

The final external indicators leave industry and competitive indicators. Industry indicators are indicators that allow you to assess the state of the industry - its growth rate or market capacity. The company cannot manage these indicators. But based on these indicators, the company can make adjustments to the marketing communication plan or competitive strategy. Competitive indicators, such as market share, allow a company to assess its position in the market relative to its competitors. Market share is one of the most important indicators of the effectiveness of marketing activities, and the dynamics of its growth has the most direct impact on sales growth.

Special organizational processes and systems are called upon to ensure the maximization of the whole variety of metrics. All internal and external indicators used in a company can be represented in the form of a marketing information system. As a data source for a marketing information system, companies can use two market valuation systems that reflect the performance of the company and help to know in advance about possible impending problems.

The customer evaluation system involves an analysis of the dynamics (year by year) of the following indicators:

- percentage of new buyers from the average number of buyers;
- the percentage of dissatisfied customers from the average number of customers;
- the percentage of buyers who managed to return, out of the total number of buyers;
- the percentage of buyers who declare their intention to repurchase a product;
- percentage of buyers who declare their intention to recommend the product to others;
- average perception of product quality compared to the main competitor;

- the percentage of buyers who state that the product is the most preferred in its category.

Companies must constantly monitor the mood of the various groups that are interested in their activities or can influence them: employees, suppliers, banks, distributors, retailers and shareholders. Here, too, it is necessary to establish norms for each group and take action as soon as one or more of them shows an increased level of dissatisfaction.

Evaluating the effectiveness of marketing is a very difficult task - it is not always possible to express the quantitative effect obtained through marketing activities. Nevertheless, there are many different approaches to solving this problem, which allowed us to single out the following classification of methods for evaluating the effectiveness of marketing (Appendix D).

One of the most popular way to attract customers is social media marketing (SMM). Although this method has recently become an element of advertising campaigns in the Internet, it has quickly gained popularity among marketers. Its main goal is to attract social network users who are potential customers to the company's website. However, like any other element of Internet marketing, SMM has its own distinctive features. At the moment, it remains little studied, despite the fact that this market has been actively growing and developing over the past years: various tools are constantly emerging that change the process of attracting customers in social media.

Most of all, promotion in social networks resembles viral marketing. Users themselves are engaged in the dissemination of information, the task of the marketer is to try to start this process. It is not always possible to do this, but if the mechanism has worked, then the material is transmitted by itself from mouth to mouth and does not require any effort on the part of the advertiser. When posted content systematically gains a large number of "likes" or "shares", the flow of new customers can begin to increase continuously without additional advertising costs.

Social networks are a very convenient tool for attracting potential customers. There are several reasons for their popularity for these purposes, that are showed in the Fig. 1.8.

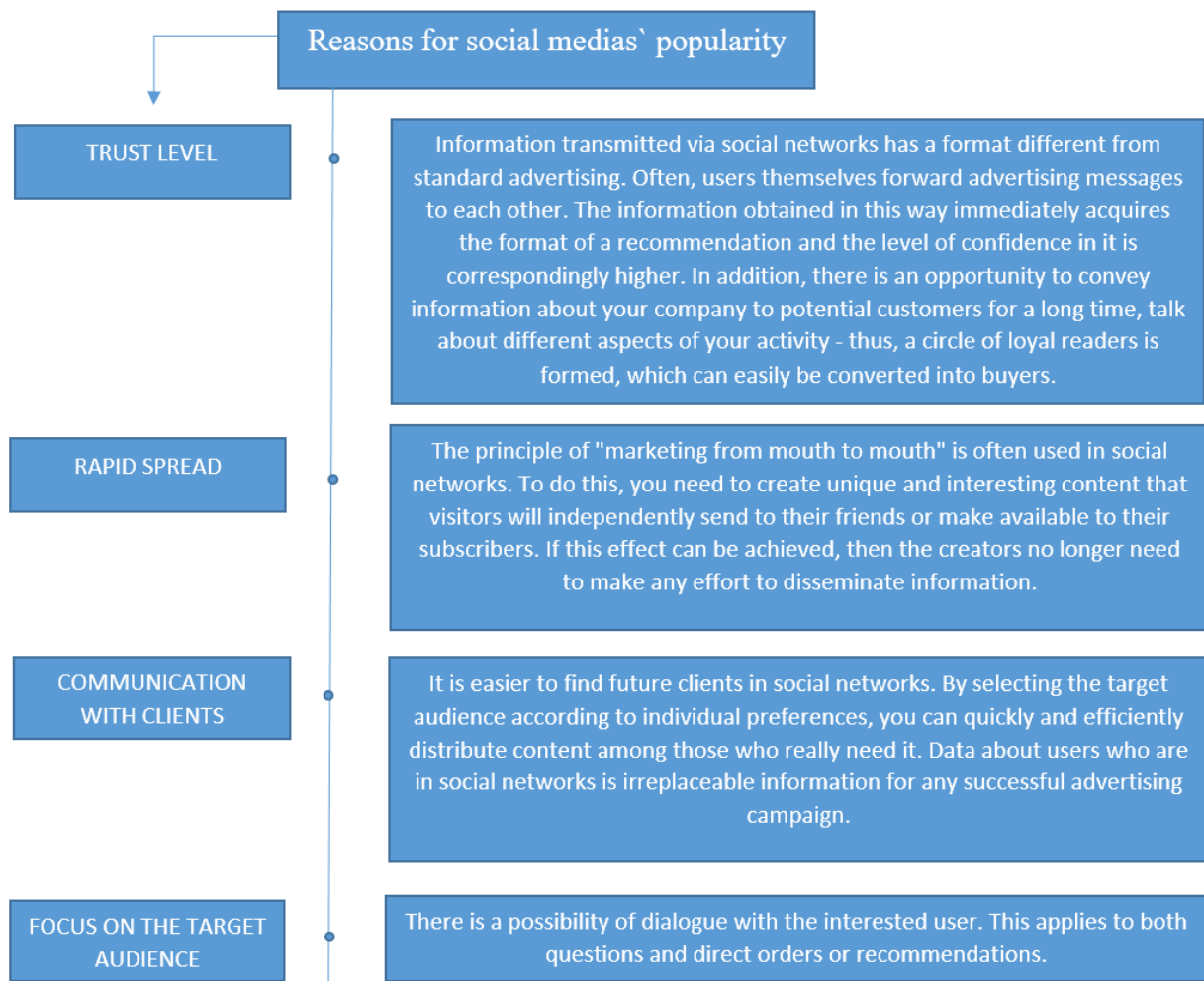


Figure 1.8 – Reasons for social medias` popularity among potential customers

Source: created by author on the basis [37]

SMM campaigns are not always effective. Moreover: for a variety of business players, not all tools of this type of marketing will be useful. Promotion in social networks to find the target audience will be most effective for the Internet sectors of large, medium and small businesses, but, for example, SMM campaigns will not work well in a highly specialized B2B business (a business whose clients are other companies) or a business with spontaneous transactions (orders).

Attracting new customers is just the tip of the iceberg of SMM marketing opportunities. Attention to a product or brand in social networks helps to solve a number of other business problems at once. First of all, it is sales growth (company scaling), brand image formation, product PR and expansion of the circle of regular customers. It is worth mentioning the increase in product recognition, as well as the neutralization of a negative reputation. Working through social platforms, it is possible and necessary to develop the brand image. Also, social media may be just one part of sales funnel. SMM is often used in conjunction with a selling site: in this case, you will receive high-quality, easily convertible traffic.

CHAPTER 2

MARKETING MANAGEMENT DIAGNOSIS AND DEVELOPMENT IN TESLA MOTORS

2.1 General characteristics of marketing management in Tesla Motors

Cars are one of the most popular and comfortable travel options today. However, despite the huge number of advantages, they have a number of disadvantages. One of the main drawbacks is that motor vehicles cause great damage to the environment - up to 63%. Gasoline cars are also quite an expensive mode of transport. These facts have led developed countries to develop and produce less wasteful and more environmentally friendly cars.

The global market for electric vehicles is developing rapidly, which is facilitated by the tightening of requirements for environmental friendliness and efficiency of engines (Fig 2.1). The tightening of annual environmental standards is forcing car manufacturers to respond to changes. Also, consumer requests for more economical motors do not go unnoticed.

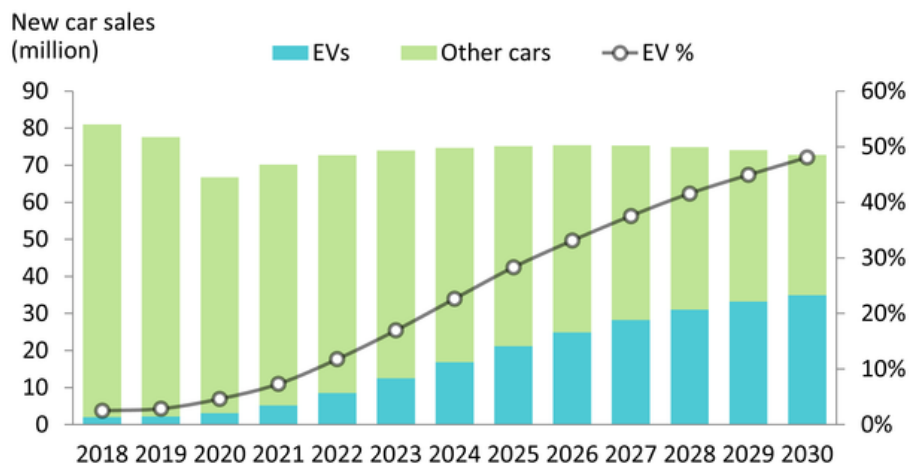


Figure 2.1 – Global passengers' car sales

Source: Global electric vehicle market 2020 and forecasts [6]

Nowadays, the largest amounts of sales of electric vehicles is done by Tesla, as well as China's representatives (BJEV) and BYD (Table 2.1). According to calculations, the top 10 manufacturers account for 64% of the global electric vehicle market. It should be noted that 7 representatives of China are among the ten leaders in the production of EV cars, which is due to significant government support (only in 2017, the government of the country spent about 1 billion US dollars to stimulate consumers to buy electric vehicles), which is complemented by incentive programs at the regional level. Therefore, the share of electric vehicles in the Chinese automotive market increased by 2018 to 3.3%, and taking into account hybrids - up to 4.5%. Therefore, the Asian market for electric vehicles is the fastest growing.

Table 2.1 – The largest manufacturer of EV vehicles

OEM	World	Europe	China	USA	Other
Tesla	936	170	321	352	93
VW Group	763	549	154	44	15
BYD	598	1	595	0	2
GM	517	0	486	25	6
Stellantis	385	324	14	42	5

Source: Created by the author on the basis [5]

Tesla, Inc. is an American automobile and energy company located in Palo Alto, California. It specializes in the production of solar panels and electric vehicles. It was founded in July 2003 by engineers Marc Tarpenning and Martin Eberhard. They wanted to prove that people do not need to compromise on driving an electric car - that electric cars can be greener, better and faster than petrol cars.

They were later joined by Elon Musk, who funded a company that was familiar with the entrepreneurial endeavors of SpaceX, PayPal and SolarCity.

The company's initial goal was to produce a fully electric sports car that could compete with traditional cars in efficiency and aesthetics. Initially, Musk played a crucial role in the development of the first prototypes of the Tesla Roadster, which were presented to the public in July 2006. [2]

By 2016, more than 35 hybrid models had been sold in the United States, many of which cost less than \$ 30,000. In 2008, the company demonstrated to the public an electric sports car and the first "federal electric car compatible with the highway" - Tesla Roadster, it could travel about 354 km. (220 miles) for one charge, its cost was 109 thousand dollars [2].

An internal audit showed that the cost of production of the first Tesla Roadster car rose to 140 thousand dollars, which is much higher than the expected cost of 65 thousand dollars. As a result, the company experienced financial problems.

In 2008, the board of directors unanimously decided to dismiss Eberhard. Tarpenning, who was vice president of electrical engineering, oversaw the development of software and electronic systems for the Roadster.

From October of the same year, Elon Musk held the position of CEO. Under the leadership of Mask, Tesla, Inc. sold less than 200 Roadster units and held a niche in the industry that covers millions of cars a year. The Tesla Roadster was the launch pad for Mask's next step in creating more advanced electric car models.

According to the company's report for the third quarter of 2019, it produced and sold about 816 thousand electric vehicles, making it the most successful and largest manufacturer of electric vehicles. According to the American platform Business Insider, Tesla shares rose 740% over the year. However, there is currently no consensus among analysts on whether the value of the company's securities will continue to grow. [1]

Market segmentation

Tesla's marketing activities are based on a three-pronged approach: sales, service and charging of electric vehicles.

Unlike most manufacturers, Tesla does not use franchise dealers. It prefers to sell products directly to customers through its own showrooms in major urban centers around the world. This method of selling can speed up product development. But more important is the customer's buying experience.

Tesla does not take a franchised dealer approach, unlike most manufacturers. They prefer to sell their product directly to customers through their own showrooms in many major urban centers around the world. They believe that this method of selling can speed up the development of their product. But more important is the customer experience. Tesla has showrooms, Service Plus centers (a combination of shopping and service centers), and just service centers. Tesla also uses online sales - consumers can choose and buy Tesla electric vehicles online.

Tesla uses mono-segment positioning. At all, Tesla cars considered as an expensive car for average incomes. These cars can afford just wealthy people, who are looking for a luxury vehicles.

At the same time, Tesla may move from a single-segment to a multi-segment type of positioning in the foreseeable future. According to Tesla's business strategy, announced by Elon Musk in a blog post back in 2006, Tesla firstly is selling expensive cars so that in the future it will be affordable to produce less expensive ones.

Tesla also uses a proactive positioning type. In particular, the electric vehicle manufacturer is positioning its products and services for a low-turnover market segment, with the expectation that turnover will increase in the future. To understand better the idea of Tesla, we can consider the portrait of its potential customer, using the Table 2.2.

Table 2.2 – Portraits of potential Tesla`s customers

Criteria	Client 1	Client 2
Region	USA	China
Location	Urban	Urban
Age	55	42
Gender	Male	Male
Employment	Top-manager	Investor
Personality	Ambitious, active and confident	Determined, plodding and calm
Purpose of purchasing	Add Tesla to his collection of luxury cars	Care for the planet, sustainable usage of cars
Income	150 000\$	100 000\$
Family status	Married	Married

Source: Created by the author on the basis [3]

Talking about Western Europe, consumers of electric vehicles are individuals and companies in the public and private sectors. Based on the results of a study that was conducted among Western European countries to identify the target audience among individuals, the following characteristics can be distinguished. Users of electric vehicles are mainly residents of France and England aged 26-35 and 50+, mostly men with a high level of income. For 91% of users, an electric car is the second or third vehicle. Presumably, this figure will decrease to 47% in the next 2 years, and then to 33%. This target audience is motivated by the desire to save on fuel costs and taxes. Now in the countries of Western Europe there is a trend of de-urbanization of large cities. Most families live in private homes, making it easier to charge an electric car. Most offices, hypermarkets and luxury housing areas are located in the city center (zone one). At the same time, low-income families tend to move to zones 2 and 3 of remoteness. Therefore, there is a need for economical cars as a

means of transportation from the periphery to the city center. As for the electric car model itself, this target audience prefers a car with a station wagon body and an all-wheel drive system. Just in 2015, Tesla motors launched a new model of its electric car - Model X - a five-door crossover with a futuristic design and even more outstanding technical characteristics.

In the market of electric vehicles, the proportion of male buyers of electric vehicles significantly exceeds the proportion of female buyers of combustion engine vehicles, second only to the proportion of male buyers of light trucks. (Fig. 2.2.)

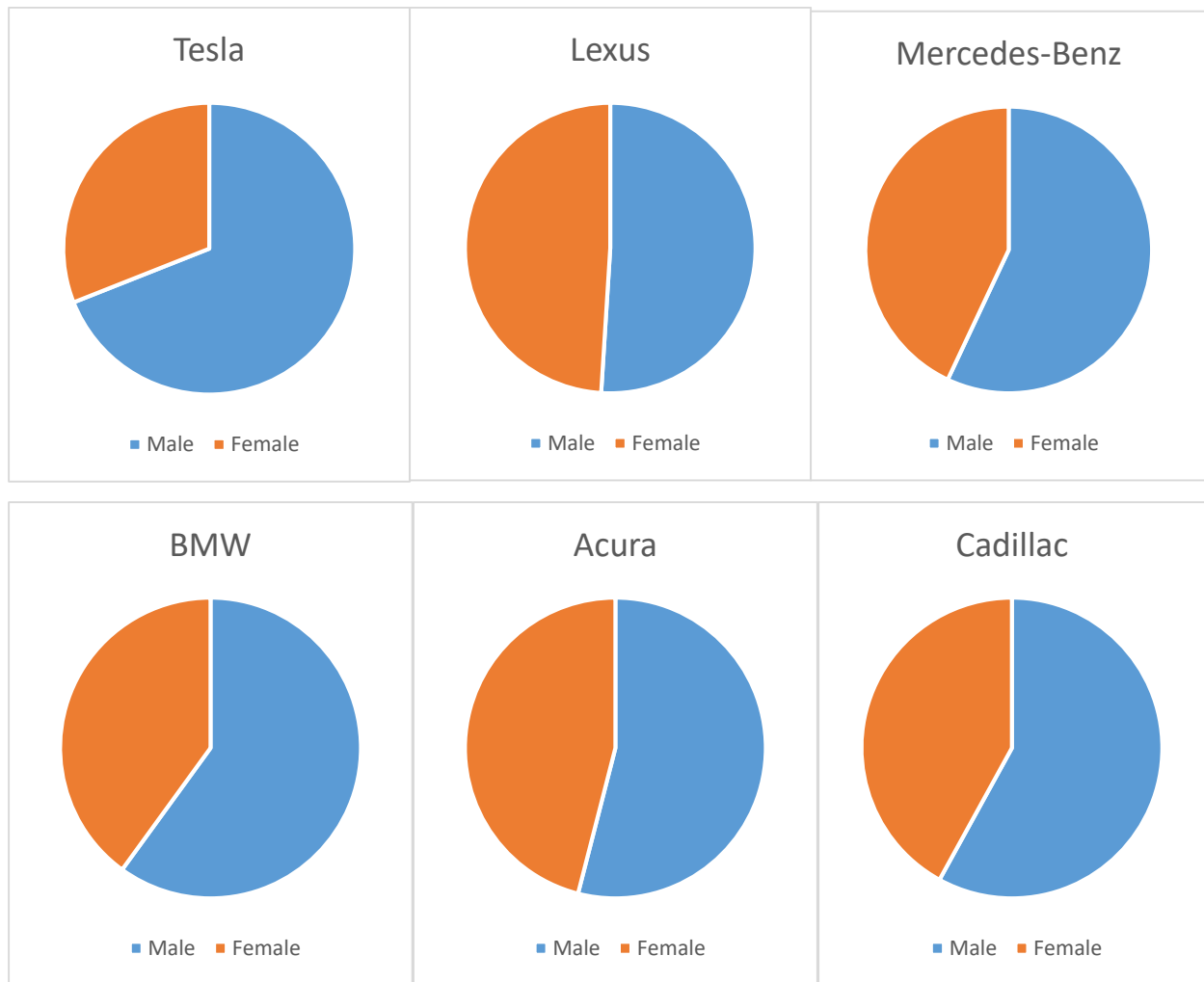


Figure 2.2 – Percentage of male and female clients of vehicles

Source: Created by the author on the basis [4]

Companies representing the private and public sectors are also interested in purchasing electric vehicles. This is because 2/3 of the cost of car consumption in utilities, the public sector and delivery services is occupied by fuel costs. According to the results of the study, it was noted that the municipal and public sectors have the greatest potential for development.

On average, a car buyer spends 100 days making a purchase decision. He studies offers on the market, evaluates his own capabilities and needs, and chooses a specific model. The final step is finding a salon and making a deal. The tools of influence / goals of communication also depend on the stage at which the client is:

1. Market research

The task of communication is reduced to the choice of a specific brand, a certain category of car by a potential client. The buyer reads offline information (TV, outdoor advertising, press reviews), gets acquainted with YouTube videos, reviews and reviews, thematic sites, considering more than four brands for the given car characteristics*.

The purpose of communication is to work on recognition, loyalty, the formation of a need at the brand/manufacturer level and official representative offices.

2. Narrowing of interests. The user selects several models according to a number of criteria (design, configuration, technical characteristics, basic cost, brand awareness); studies reviews in the media (including electronic ones), reviews, recommendations from friends, brand and dealer websites, online videos; visits car dealerships, test drives. The purpose of communication is to maintain interest, help in making a purchase decision in favor of a particular brand.

3. Dealer selection/deal closing. It is important to help the user make a decision in favor of a particular dealership. Reviews, site functionality (recording for a test drive, calculation and selection of equipment, configurator, etc.), the work of managers in the salon become key.

Work on the creation of a certain information field at each level allows a single communications policy. The future buyer in the process of choosing and making a final decision should see constant confirmation that the model he has chosen has (Fig. 2.3):

- a) optimal configuration, favorable cost;
- b) positive feedback, excellent reputation;
- c) high marks of experts, guarantees of reliability.

And if a potential client, who often does not even think about buying yet, perceives image components or messages about the release of new models in the background from offline advertising (outdoor, TV), when a need arises for a purchase, he will begin a targeted search for information.

At the same time, 94% of buyers will look for answers to questions online. In this regard, brand/dealer websites, reviews, videos, and search engine resources are equally significant at almost all stages of the customer life cycle.

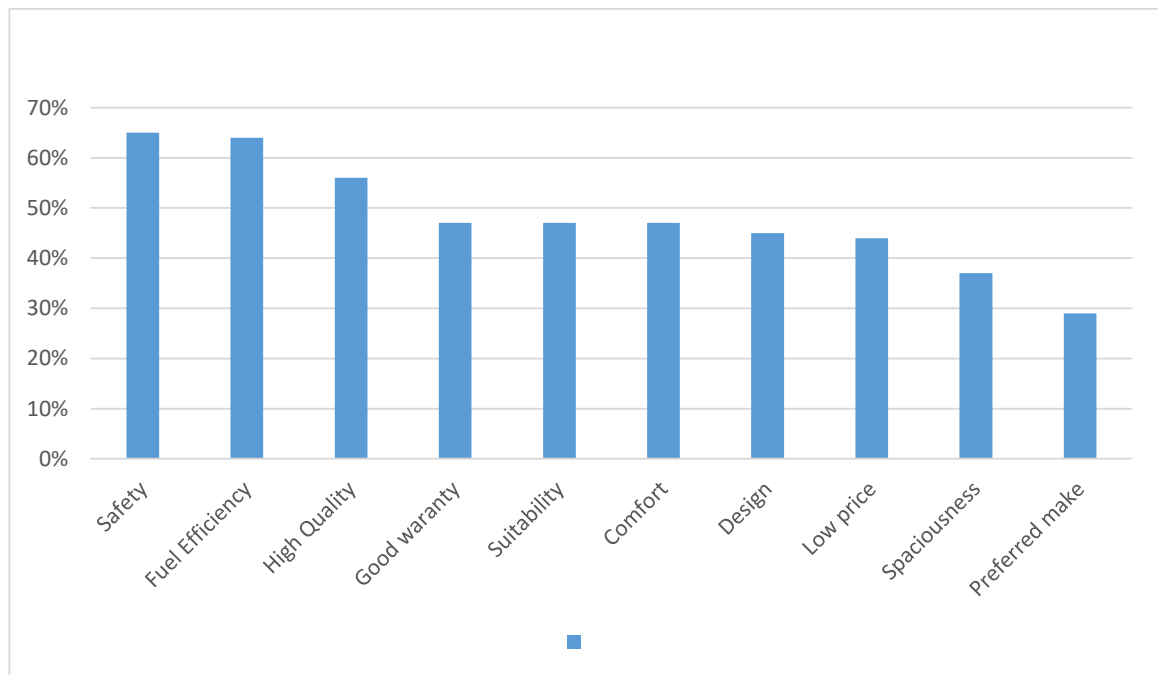


Figure 2.3 – Car-purchasing decision survey, Nov 2017-Jan 2018

Source: created by the author on the basis [11]

Geography of Tesla sales centers in the world

Today the company has 134 dealerships. Located in the USA, Canada, Australia, China, Japan and Western Europe. Currently, Tesla's official sales geography covers 39 countries. It is worth noting that Tesla Motors has stubbornly refused to work with dealers on a franchise basis and claims that it will continue to sell its electric vehicles directly. (Appendix C).

The UK, for example, is going to ban the sale of cars with an internal combustion engine (ICE) as early as 2030. Similar sentiments prevail in Europe: Norway is going to ban the sale of ICE cars from 2025, similar plans are hatched in the Netherlands, Denmark, Sweden, Iceland, Ireland, Slovenia and France.

The analytical company KPMG has ranked countries according to their readiness to switch to electric transport. When compiling the rating, the results of a survey of 3.5 thousand people were taken into account, including motorists, company executives, industry experts and representatives of the global automotive industry. In total, the rating includes 25 countries, 12 of them are located in Europe. Countries were evaluated by such parameters as the total number of electric vehicles and their share of the national car fleet, investment in the industry, preparedness of infrastructure (including the availability of charging stations), as well as the willingness of the population to switch from conventional cars to more expensive electric cars.

The Netherlands took first place in the ranking of the readiness of developed countries to switch to electric vehicles. According to another KPMG study, the Netherlands leads the world in readiness to switch to unmanned vehicles, thanks in part to the developed system of refueling for electric vehicles (it is planned that cars of the future, including unmanned vehicles, will be driven mainly by electricity).

Countries were ranked by the total number of electric vehicles and their share of the total car fleet; the amount of investment in the industry; infrastructure development (first of all, the number of gas stations was taken into account) and the willingness of residents to switch to more expensive electric cars compared to conventional cars. (Appendix A)

Estimates of the number of cars on the roads of the planet are carried out quite regularly, although it is clear that it will not be possible to count everything to the last. The latest most comprehensive study was conducted by the International Organization of Motor Vehicle Manufacturers (OICA) in 2015. It counted 947 million passenger cars and 335 million commercial vehicles, the vast majority of which are petrol or diesel. [8]

In 2021, it was counted 6.6 million vehicles sold. Growth has been particularly impressive over the last three years, even as the global pandemic shrank the market for conventional cars and as manufacturers started grappling with supply chain bottlenecks. (Figure 2.5) [5]

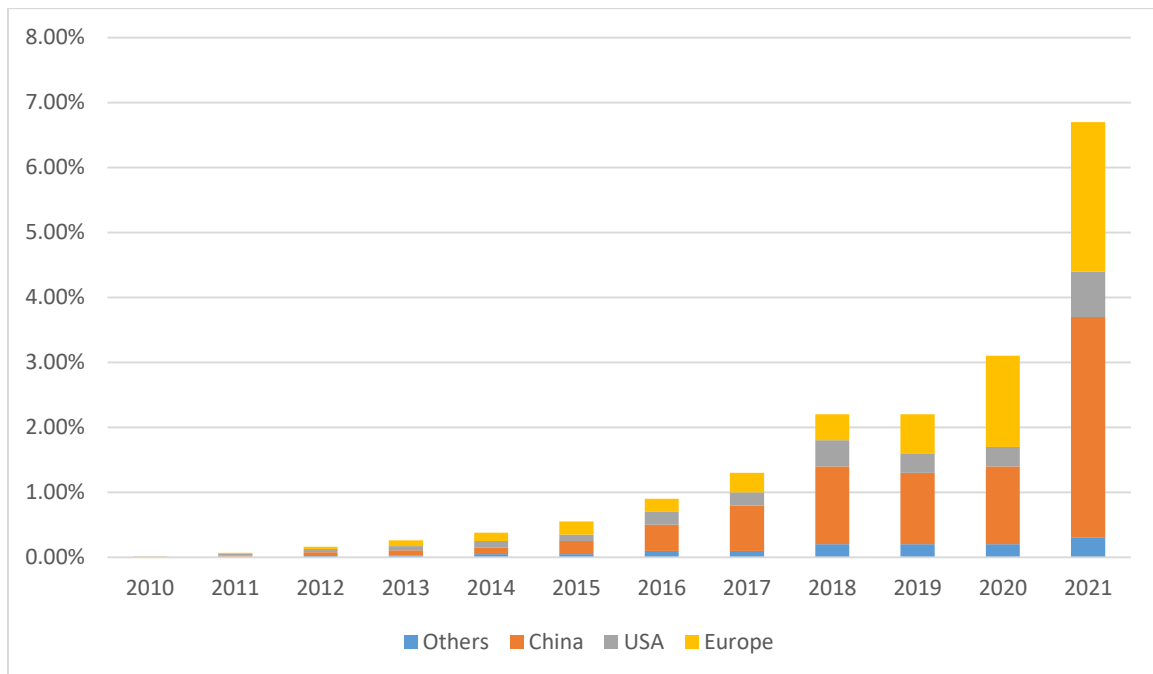


Figure 2.5 – Sales market share of electric cars, 2010-2021

Source: created by author on the basis [5]

Main Competitors

After studying the situation in the global electric vehicle market, specialists from the analytical company Canalys concluded that 6.5 million electric vehicles were sold worldwide in 2021, which is 109% more than in 2020. Analysts took into account fully battery electric vehicles and plug-in hybrid vehicles. It is noteworthy that the entire global

automotive market in 2021 grew by only 4%. Electric vehicle sales accounted for 9% of all passenger car sales in 2021. [18]

According to experts, demand remained strong, and many more electric vehicles could have been sold, but a chronic shortage of components prevented it.

Mainland China and European countries accounted for 85% of all electric vehicle sales worldwide. 3.2 million units were sold in China, representing 15% of all new cars sold in that country during the year. In Europe, 2.3 million electric vehicles were sold, accounting for 19% of new car sales.

By comparison, in the US, electric vehicles accounted for just 4% of new vehicles sold in 2021. During the year, about 535,000 electric vehicles were sold here.

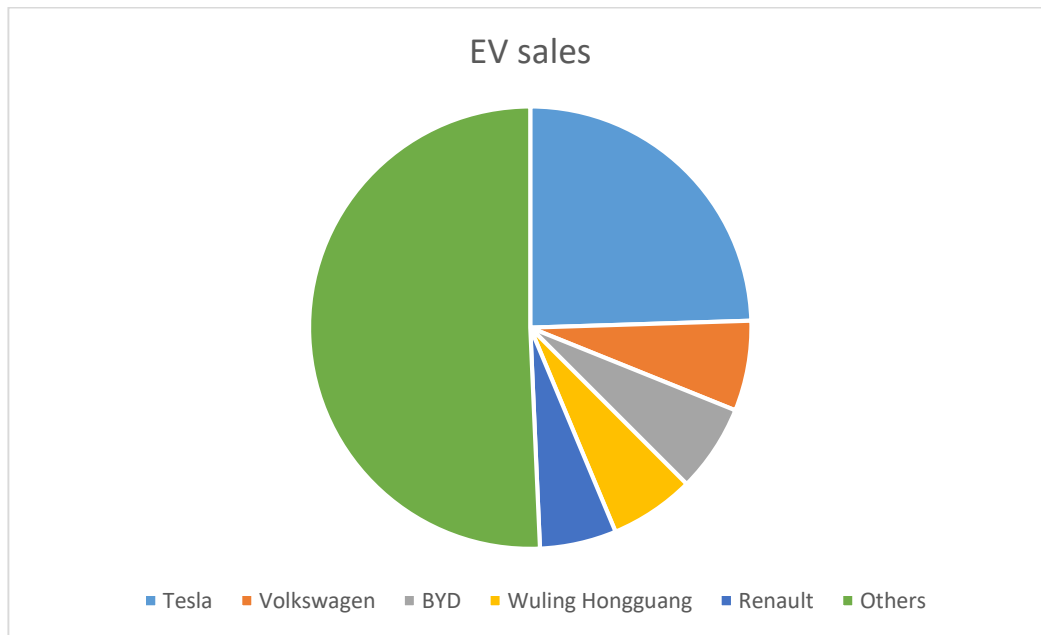


Figure 2.6 – Electric vehicles sales by different sellers

Source: Created by the author on the basis [10]

Half of all electric vehicles sold globally have been sold to customers in mainland China, and the Wuling HongGuang Mini EV remains the best-selling model here. At the same time, Tesla leads the global electric vehicle market with a 14% share. The Volkswagen Group is in second place, with a market share of 12%. The market distribution is shown in more detail in the Figure 2.6. Government policies in China and Europe are supporting the

electric vehicle market. The EU has introduced tough standards that force automakers to aim for zero carbon emissions or more electric vehicles.

The dynamics of sales of electric cars around the world is growing every year. Today, Tesla is the undisputed leader in the electric car market. The clear leader, by a decent margin in the battery-electric car market, is Tesla, with its 3 models in the TOP: Tesla Model 3, Tesla Model Y and Tesla Model X - 62.326, plus Model S - and in the end 65.814 sold electric vehicles. Volkswagen came in second with the just-released Volkswagen ID.3, the flagship VW Passat PHEV, the compact VW E-Golf (plus e-Up, e-Crafter), with a total of 24,035 electric cars sold. (Table 2.3.)

The Tesla Model 3 became the first electric vehicle in history to lead new car sales in Europe, surpassing popular ICE models such as the Renault Clio and Volkswagen Golf. Sales data provided by market research firm Jato Dynamics and published by Bloomberg shows Tesla well ahead of its competitors. Sales data suggests that the automotive market is slowly but surely moving from internal combustion engines to electric vehicles. This is facilitated in no small part by various government subsidies to lower the prices of electric vehicles, hybrid vehicles and vans. Sales of electric and hybrid vehicles accounted for 23% of total new sales in September, nearly double from a year earlier in the same period, according to Bloomberg data.

Table 2.3 – Electric vehicle sales statistics in 2020

#	Model	Sep-20	From the beginning of 2020	% of sales worldwide
1	Tesla Model 3	43.055	238.17	13
2	Renault ZOE	11.267	64.143	4
3	Tesla Model Y	12.685	41.692	2
4	Hyundai Kona EV	8.014	39.935	2
5	Nissan Leaf	5.333	36.843	2
6	VW E-Golf	3.721	33.048	2
7	Wuling Hong Guang Mini EV	14.495	32.041	2
8	Audi e-Tron	4.795	31.658	2
9	GAC Aion S	4.548	30.515	2

10	BYD Qin Pro EV	3.474	30.301	2
11	BMW 530e/Le	2.345	29.263	2
12	VW Passat PHEV	6.092	28.61	2
13	Mitsubishi Outlander PHEV	3.404	27.078	2
14	KIA Niro EV	5.203	25.095	1
15	Baojun E-Series	4.236	24.637	1
16	Saic Mg eZS EV	5.317	23.285	1
17	Tesla Model X	6.586	21.97	1
18	Ford Kuga / Escape PHEV	2.213	21.154	1
19	Peugeot 208 EV	3.039	21.098	1
20	GW Ora R1/Black Cat	5.141	21.032	1
	Others	190.556	962.725	54
	Sum	345.519	1.784.293	100

Source: created on the basis of [12]

Tesla`s marketing strategy

Tesla's marketing strategy is unique. The company does not purchase television adverts, does not use the services of advertising agencies, but at the same time produces popular electric cars and is constantly staying publically known. When its competitors spend enormous amounts of money on advertising, Tesla spends zero, as we can see on the Figure 2.7 and on the Table 2.3.

Elon Musk is transforming the world with Tesla. Elon Musk has successfully invested in the large luxury car market, leading him to be involved in various companies including SpaceX, SolarCity, OpenAero and others. This successful entrepreneur has been able to succeed because he is an innovator of ideas and is always coming up with new and innovative ways to create miracles.

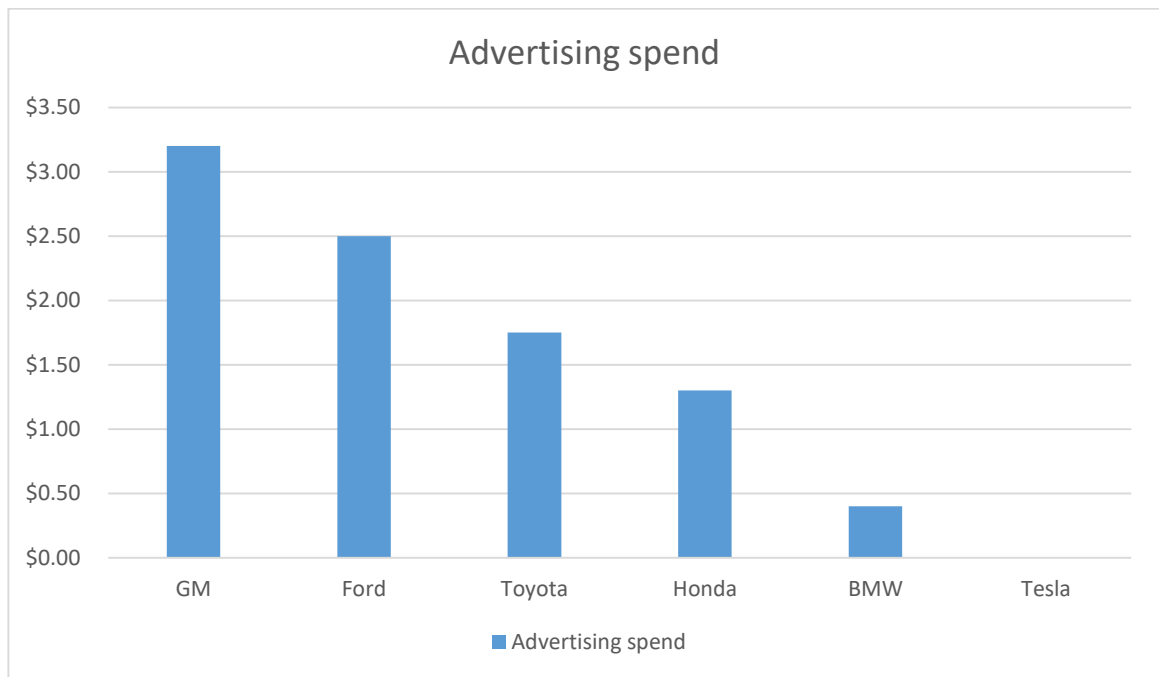


Figure 2.7 – Electric vehicles sellers` spending on advertising, in billions

Source: created by author on the basis [14]

Table 2.3 – Auto Brands paid media mix

	Facebook	Youtube	Instagram	Twitter
Toyota	62%	18%	18%	2%
BMW	46%	2%	32%	20%
Honda	38%	33%	27%	2%
Audi	32%	54%	13%	1%
Ford	55%	39%	6%	1%
Porche	14%	47%	39%	1%
Tesla	0	0	0	0%

Source: created by author on the basis [13]

Personal brand of Elon Musk

The personal brand of its CEO, Elon Musk, attracts a lot of attention to Tesla. Elon Musk is active on social media, especially on Twitter. He effectively holds the attention of his subscribers and involves them in all the important processes taking place in his business. Thus, Musk creates for each member of his community the illusion of personal involvement in the creation of Tesla.

Elon Musk skillfully demonstrates concern for the environment and pushes for a carbon tax on industry and electricity generation. He argues that this is the best way to reduce carbon dioxide emissions, which lead to the formation of the greenhouse effect. But at the same time, the introduction of the tax will be beneficial for Tesla, as it will make solar energy systems and electric vehicles more competitive.

In February 2021, Musk approached the US presidential administration with a proposal to introduce a carbon tax. And so that the audience would less doubt the purity of his intentions, he emphasized that SpaceX would also pay him, since rockets burn fuel, which in turn emits carbon dioxide.

Every Musk's post, every action he takes on the social network causes a reaction. So, when he renamed himself on Twitter as Elon Musk the Second (Elon Musk, the 2nd), versions of what this is connected with immediately began to be put forward among subscribers. Some have speculated that Musk wanted to draw attention to a new published photograph showing two spacecraft, Starship SN15 and Starship SN16.

Elon Musk has 57.2 million readers and 14.5 thousand tweets, and the number of likes, reposts and comments to them is in the thousands and tens of thousands. So Twitter posts are free publicity for Tesla and SpaceX, but for that, the CEO is constantly posting something. On average, he has about three tweets every day, and the maximum silence is three days.

He personally conducts presentations of his machines and is engaged in their testing. In June, he unveiled the company's fastest and most expensive electric car, the Model S Plaid. Acceleration to 100 km / h is provided in just over two seconds, and the maximum

speed is 320 km / h. The cost of an electric car is about \$130,000 (about 9.4 million rubles). During the presentation, which took place at Tesla's Fremont plant and was broadcast live, Musk drove the new electric car around the test track.

It is difficult to give an unambiguous assessment to some of the actions of Elon Musk, for example, such as the dissolution of PR people. But even in those cases where he goes against all the rules of marketing, it turns out to be in favor of Tesla and SpaceX. An entrepreneur can take individuality and inventiveness to the extreme that can breathe life into the work of any company.

Customers` attraction

Tesla has three main customer acquisition channels:

- test drives (allow you to test any model without buying it);
- online sales (allow you to place an order and get a car in a couple of clicks without leaving your home);
- the company's own stores (they allow you to "feel" the company's lineup and communicate with consultants).

Tesla's sales strategy differs significantly from that of other manufacturers. The company does not have a network of dealers. The advantage of this approach is the control over the implementation of the marketing strategy.

Other differences between the Tesla model and the traditional car sales model:

- there are no ready-made models for purchase in stores, all Tesla cars are made to order;
- the price is fixed, the company does not make discounts;
- to get a car, you need to wait a few months (at the same time, the car can be driven directly to the house by sending a notification and a “key” to your smartphone, which allows you to purchase a car without contacting people at all).

Tesla points of sale are located in urban centers. Typically, car dealers have stores on the outskirts so that cars can be tested. Tesla is also actively pursuing a presale model that has been largely unused in the automotive industry before.

Tesla has managed to turn a traditional advantage of the luxury car market into a disadvantage - the sophisticated technology behind their production. Tesla, on the other hand, emphasizes the simplicity of its platform.

Tesla's positioning is similar to Apple's. Both companies offered a product that was significantly different from what they offered on the market before. Both companies are focused on innovation. Both companies are building their own ecosystem. Both companies refused from the traditional sales model by developing their own distribution network.

Thus, Tesla does not use the services of dealers, selling all cars exclusively online and to order. The company focuses on simplicity, innovation and environmental friendliness of its products, while emphasizing its difference from traditional automakers in everything: from interior design to the sales model used. Tesla maintains active online communication with customers through social networks and forums, as well as high-profile PR activities that allow the company to regularly flicker in the media. In addition, the personal brand of its CEO, Elon Musk, plays a huge role in the company's popularity.

BCG analysis

According to the Appendix B, we can see that the Gross Profit has been rising greatly. In 2011 Gross Profit was \$143 million, but in 2018 it was already \$4043 million. There was a sharp increase in sales in 2017, when Tesla introduced its new car – Tesla Model 3, which is known as the cheapest car of Tesla. To understand Tesla's positioning on the vehicle market, BCG analysis should be done (Table 2.4, Figure 2.8)

Table 2.4 – Classification of Tesla`s main products.

	Description
Roadster	The first car of Tesla. Price – \$100000, were sold 2,500 units, production is stopped in 2012
Model S	Sedan. 225000 units are sold, sales in 2017 were like the sales of e BMW 6 and 7 series and the Mercedes-Benz CLS and S class, this car was declared as the best performing car, price – \$90 000
Model X	Luxury crossover. 81 000 units are sold, price – \$80 000, less expensive to own this car than BMW 6
Model 3	New one, created for mass-production. More 500 000 put down a reserve, price – \$27 500

Source: created by author on the basis [11]

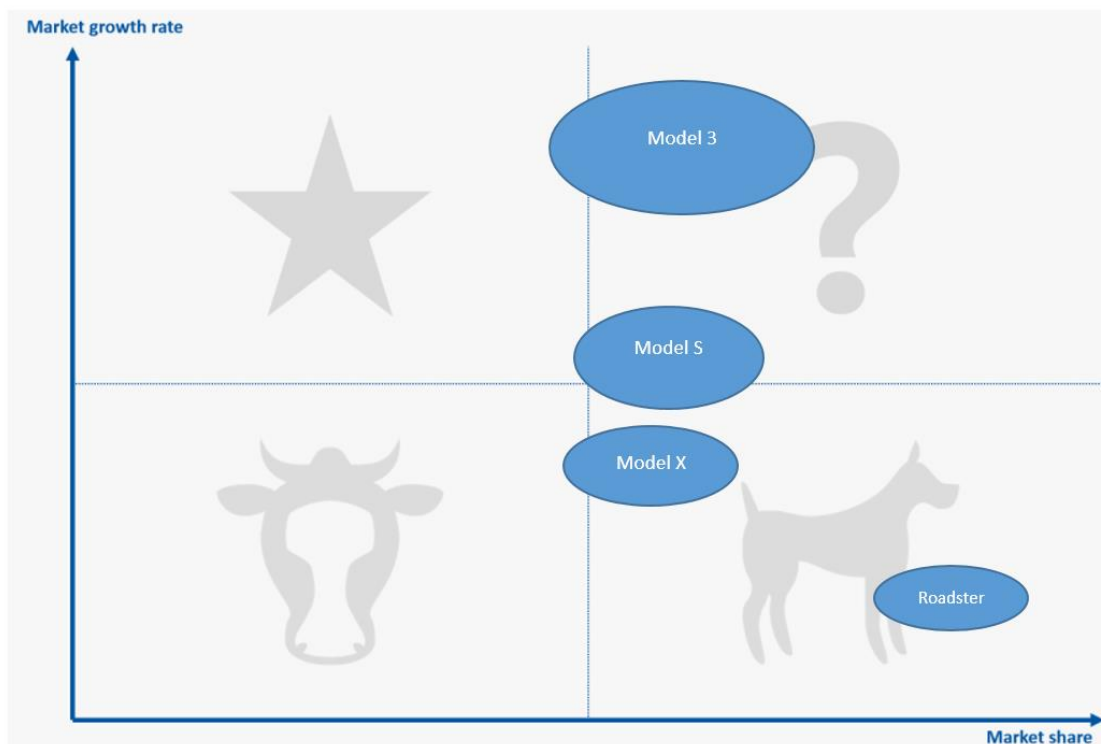


Figure 2.8 – BCG analysis of Tesla`s products

Source: created by the author on the basis [11]

It can be said, that Tesla is in the “Question Marks”. In 2020, a EV market represented just 9% of all cars sold worldwide. Tesla gained 24.5% of all EV market, that means, that in the global car market Tesla represented 2,2%. Tesla revenue continue to increase, but the market share is relatively low.

Porter`s 5 forces of competition

Porter's Five Forces Model is a way of examining and understanding a company's position in terms of social success and the impact of competition on business. The main goal of the model is to give businesses an analytical tool for adapting to highly competitive conditions. The less competition affects the company, the more profits can be made in your industry, and with high competition, it is more difficult to promote products. For considering that approach for Tesla company, Porters analysis is done (Figure 2.8).

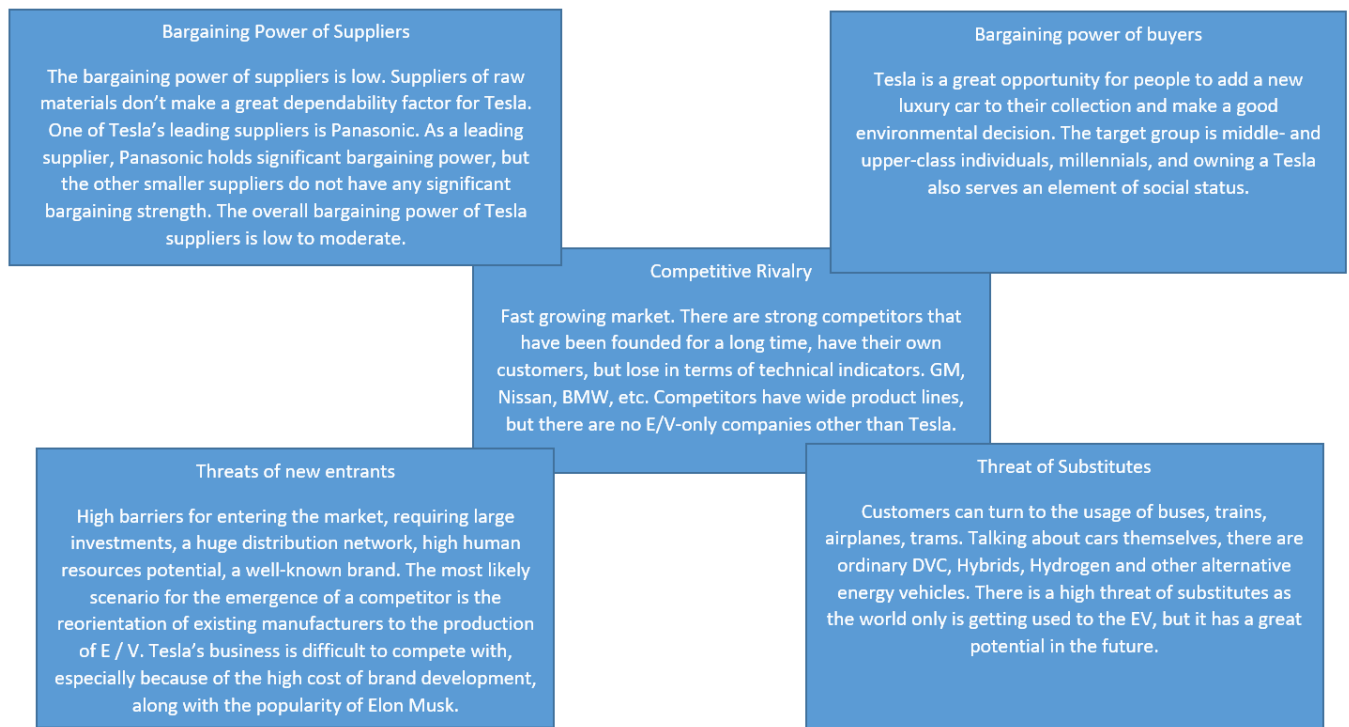


Figure 2.9 – Porter's Five Forces Analysis of Tesla.

Source: created by the author

SWOT-analysis

Business does not exist in a vacuum - for its development, it is necessary to take into account the strengths of the company, risks, and even the situation in the world. That's what SWOT analysis is for: assessing growth opportunities and obstacles from the outside. This analysis will be helpful to understand current state of Tesla, its attractiveness for customers and determine its competitive advantages. (Table 2.5)

Table 2.5 – SWOT-analysis of Tesla.

Strength	Weaknesses
Brand-awareness. Everyone knows Tesla because of the unbelievable popularity of Elon Musk and because of great innovations, that are done by this company and that are changing the world and us too. Technology: Tesla has implemented in its cars artificial intelligence and Tesla autopilot, that is far to implement by other companies. Also it uses AI in the manufacturing that declines amount of workers needed. Great leadership and team spirit: CEO Elon Musk is extremely passionate about engineering and his personal brand brings a lot of attention to Tesla.	Low Market Share: Compared to competitors like General Motors with 17.9%, Ford with 14.7% or Toyota with 13.5%, which has been gaining each years, Tesla only has 0.02%, which is not enough to survive. Performance Issues: The inflated ambitions of Tesla and its owner are not always translated into reality. Tesla is planning every year to achieve a great number of produced car, but it doesn't have enough possibilities to produce them all. Losses. The business has suffered losses throughout its history - and only in 2020 showed a profit of \$ 721 million. In particular, thanks to the sale of regulatory loans.
Opportunities	Threats
Potential for growth. Now 9% of the car market is made up of electric cars. But, according to the forecasts of the consulting company Deloitte, by 2030 they will occupy 25% of the car market. Political and government support: Tesla is coming up with the idea of green and non- carbon society and proposes the idea of taxes on carbon. This idea isn't implemented yet, but therefore Tesla is gaining support from government.	Competition: Previously, Tesla was one of the few players in the electric car market, but now Renault, Mazda, Toyota and other auto giants have paid attention to this promising niche. By 2030, BMW plans to occupy half of the European green car market, Mazda is going to produce only electric cars and hybrids, Honda electrifies 2/3 of its cars. Customer attitude: Consumers still do not perceive electric cars as ordinary cars - most prefer internal combustion engines.

Global Sales Expansion. The company may not wait until 2030 and increase its sales earlier by entering new territories. Now the main consumers of electric cars are China, the USA and European countries. But there is the rest of the world still waiting for Tesla. And entering such markets is an opportunity for development. Sustainability Trends. Some countries make strategies on refusing from the ordinary cars at all, which will be good for Tesla expansion Planned production of own batteries. In the fall of 2020, Elon Musk announced plans to produce his own batteries. By the way, this will also help reduce the cost of Tesla models. Fuel deficit. As the war has started, the deficit of petrol spread among all Europe, which can be good for Tesla, as there is no petrol.	Product Deficits. Tesla uses raw materials from suppliers to create batteries and other parts for electric cars. Lithium, aluminum, copper and other materials are not endless, and their prices fluctuate. This affects production and makes the company dependent on contractors. Lawsuits. Lawsuits are regularly filed against the company that question Tesla's technology - which leads to financial losses. For example, a Norwegian court ordered Tesla to pay \$16,000 to owners of Tesla Model S cars manufactured in 2013-2015. Users have noticed a deterioration in battery performance: after a software update, the range of trips has decreased, while the time for a full charge, on the contrary, has increased.
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Source: created by the author

Tesla Motors has the necessary strengths to remain successful in business in the coming years. However, as outlined in this SWOT analysis, there are various issues that a company must address in order to maintain its competitiveness and improve profitability. Tesla must improve its international cooperation. For example, new customers in high-potential developing countries can drive business growth while fulfilling Tesla's mission and goals. In addition, the company must continue its significant investment in technology research and development in order to continue to innovate in production. Also, Tesla should contribute to potential growth in the global automotive market, despite aggressive competition.

2.2 Substantiation of main directions for marketing management improvement in Tesla Motors

Obviously, when Tesla released its first electric car, no one even expected that very soon this brand would be talked about all over the world. Also, no one could have imagined that a young car company could turn the entire automotive industry around, turning electric cars into a full-fledged competitive product for traditional cars powered by internal combustion engines. Today, look at the world as a whole. Electric cars surprise no one. But, oddly enough, Tesla has not yet been able to dominate the market, despite the fact that, in fact, created this market from scratch.

A Market Retailer researcher emphasizes that Tesla's sales strategy is significantly different from the approach of other manufacturers - Ford, Fiat Chrysler and General Motors. The company does not have a network of dealers.

Tesla engages consumers through three channels:

- Test drives.
- Online sales.
- Company's own shops.

Tesla Motors CEO Elon Musk explained: "There is a fundamental conflict of interest between sales of high-tech electric cars and gasoline-powered vehicles that drive existing dealer sales." Therefore, the company sells its vehicles in the online store and in 17 of the company's own points of sale around the world.

The main problem with this sales model is the high cost of maintaining own network. Moreover, even with the investment in its development, it is difficult for Tesla to compete with existing dealer networks. The positive side of this approach - control over the implementation of the marketing strategy.

According to Tesla, the salaries of shop assistants do not depend on the volume of sales. Therefore, they do not have the sole purpose of selling a car, like employees of a regular network. According to Musk, the company deliberately acts in such a way as to emphasize the difference between electric cars and other cars. American entrepreneur Paul Dorsey (Paul J. D'Arcy) identified other differences from the traditional car sales model:

- There are no goods in stores, Tesla cars are made to order.
- The price is fixed, the company does not make discounts.
- In some US states, you cannot test the machine.
- To get a car, you need to wait a few months.

Challenges of promoting Tesla:

- Building a new luxury brand from the ground up.
- "Evangelization" of a new type of car - an electric car.
- The cost of Tesla Model S is \$60-160 thousand. At the same time, you cannot travel freely on it (in 2015, the Supercharger network of charging stations covered only the main US transport lines).
- Mastering a new sales model.

Tesla points of sale are located in urban centers. Typically, car dealers have stores on the outskirts so that cars can be tested.

Summing up, it is necessary to note several significant aspects highlighted in the analysis of the corporation's activities.

First, the company is at the forefront of its industry. Moreover, the Tesla Inc. this is not only the production of electric cars, but also many other branches in the field of energy technologies, such as solar panels, batteries with a long resource, research in the field of renewable energy sources.

Secondly, the company produces a unique product, which at this stage of its development is intended only for wealthy clients.

Third, Tesla competes with such market giants as Ford, BMW, Mercedes, Mazda and others, which naturally creates an aggressive environment in which the company survives.

All these points lead to extreme financial instability of the enterprise budget. As we can see from the Appendix B, it has been on the verge of bankruptcy more than once. From this we can make a couple of important amendments to the current strategy used at the moment:

1. The reputation of the innovator has already been obtained. The company should move to a more balanced behavior in this area. Focus on existing technologies, translate them into mass production of electric vehicles for the middle class. The average age of the customers is 43, because just people, that have high income or savings can afford Tesla. Ordinary, that are the older people. To gain the younger segment of customers, Tesla should present a cheaper product. Maybe there won't so many additional components and opportunities, as other cars already had, but it will be affordable for people with lower income.

2. Expand new markets. The company may not wait until 2030 and increase its sales earlier by entering new territories. Now the main consumers of electric cars are China, the USA and European countries. But there is the rest of the world with big states. And entering such markets is an opportunity for development. For that, charging systems should be established in new countries – firstly, in the big cities. This will make possible for people to use their cars freely in their countries, without essential leaving the country because of misunderstanding.

3. Increase the quality. Tesla's quality issues are mostly cosmetic defects (such as paint defects, ill-fitting body panels, squeaks) rather than key elements of the car such as powertrain or infotainment features. So it's more about poor quality control in production, rather than engineering miscalculations. However, there are also claims specific to electric vehicles. They concern less range on a single battery charge than expected. Thus, the range estimate is inaccurate. Musk himself, explained this by “growth in production,” noting in

passing that now the issue of quality is under special control in the company, and all such problems are being solved much faster than it was even a year ago. Previously, Tesla was one of the few players in the electric car market, but now Renault, Mazda, Toyota and other auto giants have paid attention to this promising niche. By 2030, BMW plans to occupy half of the European green car market, Mazda is going to produce only electric cars and hybrids, Honda electrifies 2/3 of its cars. So, the company should make more efforts on controlling the quality standards of each car to overcome previous issues.

4. Lack of batteries. The company is running out of lithium-ion batteries. And contrary to the company's claims that this problem has already been solved, at the moment there is still a serious problem of lack of raw materials for the mass production of batteries for electric cars in the world. So, according to Deutsche Bank, the world's lithium reserves are currently enough for 185 years. But today's production levels may already be causing problems for automakers due to a shortage of lithium supplies. Tesla should try to find a solution to the problem of missing the batteries, or create/innovate new technology, that would handle with these in the future.

5. Increase the process time of receiving the car by a client after the payment. The image deteriorates due to failures in the timing of the start of mass production of a particular model. For example, in 2012, when the Tesla Model S entered the market, car production was delayed by 6 months. In 2016, the all-wheel drive Model X entered the market, which was 2 years late. The same can be said for the Model 3. Many cars people will end up waiting at least a year as full production is currently delayed. And here, as you can see, the problem is directly related to performance. And the longer Tesla ramps up production, the more people will demand the return of their money left as an advance payment and compensation. The problem can be solved by creating additional manufacture center to handle with all orders. There will be extra money paid, but Tesla will be able to provide its cars to all customers in time and rise up its production efforts.

These steps will allow to move to a more sustainable innovation strategy and experience less fluctuations in the company's budget.

In addition, it is possible to organize cooperation between the Tesla corporation and other auto concerns, such as Nissan, BMW, Audi, Ford, Mercedes and others. This will allow to significantly increase the volume of production in a short time and also move to a more stable policy.

To make Tesla Motors more efficient from the marketing management side, we should find new methods and tactics regarding online advertising. As was mentioned previously, Tesla has to implement focused advertising to increase its sales. The company faced losses for a long period of time every year, except Quarters 3 and 4 in 2018. It spends a lot of money on Research and Development (approximately \$2 000 on each car), so our task now is make it less expensive.

Because of high cost of purchasing a Tesla vehicle, so customers` decision-making process is very intensive. Multi-method approach should be included in analyzing – marketing methods will be assessed, and then all results will be used for creating two research instruments. The first one is for existing Tesla`s users and potential consumers. The second one is for businesses, sales managers and big car distributors. These results will be useful for recommendations for Tesla marketing activity. Thus, the model for multi-method approach is created (Figure 2.10)

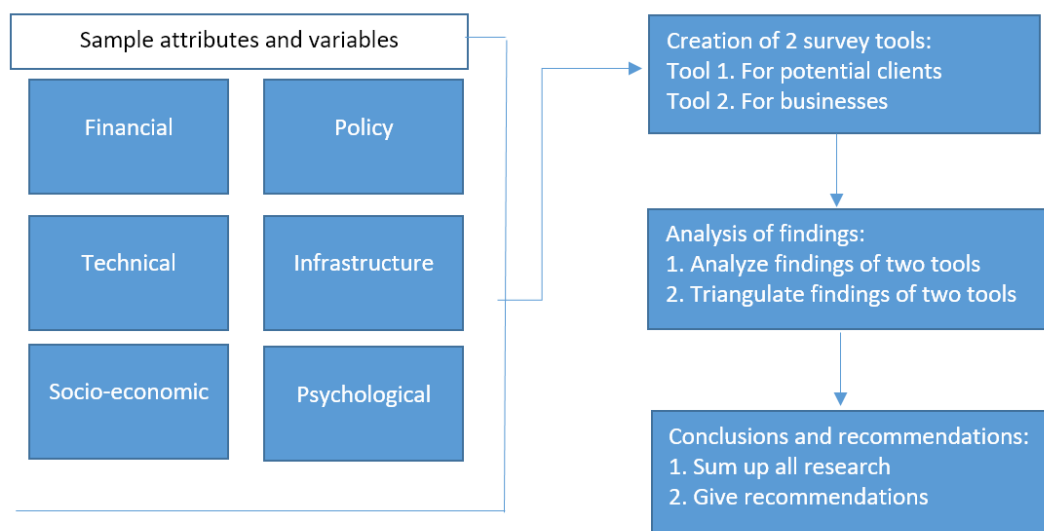


Figure 2.10 – Research model

Source: created by author

The aim of this research is to answer on these two questions:

1. What marketing strategies can be implemented to increase Tesla`s sales?
2. Which motivational factors drive Tesla to success?

Research method is highly needed, because it helps to receive good knowledge by set of different information. There are two types of this method:

- Deductive, or top-down, makes possible to observe situation using surveys and different observations. Conclusions from this type help to understand important issues, that show nature of the situation, and appropriate recommendations are given.
- Inductive, or bottom-up, develops a set of hypotheses about the situation. They are checked through surveys and some second researching, and the data received is analyzed by statistical analysis tools.

Here deductive method will be used to analyze Tesla, because the survey tools help us to receive the responses and analyze them to conduct conclusions.

Two others methods, regarding research method, are qualitative and quantitative, that were previously described in the work. We will use in our research qualitative method, as the data will be analyzed according to the simple data analyzing and the results/answers is made for the answering to our main question of research.

For this analysis we will use surveys and semi-structured methods, that will help to receive answers from potential clients on similar questions. Two surveys are proposed below, the first – for potential customers, and the second – for managers of car distributions. (Table 2.6, 2.7)

Table 2.6 – Survey for potential customers

Question	Option 1	Option 2	Option 3
Do you have Tesla?	Yes	No, but I plan to	None of the above
How do you evaluate your knowledge about Tesla?	Detailed fin/tech knowledge	Read something	Nothing
What motivates you to purchase Tesla?	Fashion	Green car	Fuel saving
What information you would like to see in the advertisement?	Technical/Financial info	Proses	Prices
What social media do you use mostly?	Facebook	Instagram	Twitter
What is your age?	25<	25-45	45>
Your email			

Source: created by author

Table 2.7 – Survey for managers of car distributions

Question	Answer
What do you think is the most important information about Tesla in advertisements?	(own answer)
What will be interesting for customers?	(own answer)
What channels do you use when targeting?	(own answer)
What will stimulate people purchase Tesla vehicles?	(own answer)
What is stopping people buy Tesla?	(own answer)

Source: created by author

Knowing, that Tesla want to do a mass release of Tesla cars and now is trying to find new manufacturing places for these releasing, it should gain a lot of customers. So, the survey should pass as many people as it could be, from different countries and with different income and social status. It will help the company to understand on which aspects it should pay more attention.

Survey will be given to people via email or it can be as advertisement in social media with the request to pass the test.

To understand the timelines and deadlines, Gantt Chart has to be done. (Table 2.8.)

Table 2.8 – Gantt Chart of Research Survey

Planned activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10
Study of fin/tech data, and more empirical data										
Find appropriate tool to design the survey										
Find responsible people, distribute the tasks between them										
Design the survey										
Allocate the survey in media										
Gather answers										
Analyze the survey's received data										
Make conclusions										

Source: created by author

The survey can be done on Typeform, which is free of charge. The survey for potential clients can be established on the Twitter, on the page of Elon Musk, as he has already approximately 50 million subscribers, so there will be no costs needed. The survey for businesses should be directly send to their emails.

After that, when the company will have a great number of people, who is really interested in purchasing Tesla car, remarketing should be done. Remarketing is a technology

for displaying ads to people who have either been on the site or have contacted the company (we have their mobile number or email). This is the most effective way to promote a car dealership on the Internet.

The use of remarketing is relevant for car dealers, since buying a car is a process that can take several months. Missing a potential buyer, just because they are forgotten by a company, means wasting advertising budget on the first contact. Also, with the help of remarketing, we can unobtrusively talk about various discounts and special offers.

Remarketing is divided into two types - simple and multi-level. Simple means “catching up” with all users with the same ad. In multi-level, you show different ads depending on what action the user has previously taken and how long they interact with your company. Multi-level remarketing increases the effectiveness of an advertising campaign by an average of 20-30%.

In Tesla we should use multi-level remarketing, as purchasing a car – is a big and expensive decision, so every person should be treated individually. To understand, how this can work, we will use Gantt Chart. (Table 2.9.)

Table 2.9 – Gantt Chart of remarketing

Action	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15
The first visit - showing main advantages	■														
Advertising an interesting model with benefits and promotions		■	■	■	■										
New benefits and promotions						■	■	■	■	■					
A reminder of the possibility of a free test drive of the model of interest											■	■	■	■	■

Source: created by author

All of these methods would be helpful for Tesla to spend less money on Research and Development and to increase its awareness about potential clients, they needs and

motives. By using more social medias opportunities and decreasing the price for cars, Tesla will gain more market share and will be attractive for more customers.

By this survey we can also understand, people from which countries are really interested in purchasing Tesla. It should definitely expand the market and find appropriate tools to present its vehicles in European market (as now it mostly has not bad market share in USA and China). As the war started, the new opportunities arise for Tesla. Because of sanctions and the problems with logistics, it is expensive and hard to run a car on petrol. Tesla here can be a good solution for a lot of people.

CONCLUSIONS

The qualifying bachelor's work highlights theoretical generalizations and substantiates practical proposals for managing the marketing activities of a business organization. The main conclusions of the study are given below.

1. After analyzing the scientific work of economists on the marketing management activities of the business organization, a definition was underlined as follows: marketing management - the process of planning and implementing policies for pricing, promotion and development of ideas, products and services, aimed at the implementation of the exchange, which satisfies both individuals and the company.

2. Nowadays, it is very important to correctly identify marketing strategies for the company's product. There are a lot of different goods and services, so becoming a leader in certain market is not at all easy. And it's even more difficult to do something new and win the trust of the majority of buyers. The process must have a clear plan and be consistent with company policy. Otherwise, due to internal contradictions, the company will lose some of the customers or their trust. Or at all, the public will not accept the product and the company may become bankrupt.

3. Tesla can be concerned as a monopolist in its industry that introduces such modern technologies into production. Other corporations do not take as much risk at the moment and are more conservative.

4. Tesla doesn't spend money on advertising because the actions of its CEO, Elon Musk, promote the brand better than any advertising campaign. His personal brand is gained through success, charisma and drive and is now a guarantee for many partners, customers and investors.

5. Tesla's cutting-edge research and its application to manufacturing requires a significant amount of resources. At the same time, the company's product

is intended for a very narrow audience of consumers. This leads to an unstable economic position of the company.

6. Solutions to these problems were proposed, which suggest to implement following actions: expand the audience of buyers, weaken the emphasis on research and pay more attention to marketing and sales. These steps will make it possible to move on to a more stable development of the corporation and avoid the risks of bankruptcy.

7. Tesla should concentrate now on expanding new markets to find new customers. Because of the war, people would prefer to change their petrol car on Tesla car as now there is a great problem with finding petrol, there is a great deficit in Europe. By expanding European market now, it will have all possibilities to gain a significant amount of customers.

Tesla stands as a fast-growing, innovative Fin-Tech company – but it is no longer one and produces conventional, albeit trendy, consumer discretionary products. In a bad economy, consumers are more likely to forgo buying these items in favor of increasing savings.

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Autonomous Vehicles Readiness Index

Overall rank	Country	Total score	Policy and legislation		Technology & innovation		Infrastructure		Consumer acceptance	
			Rank	Score	Rank	Score	Rank	Score	Rank	Score
1	The Netherlands	27.73	3	7.89	4	5.46	1	7.89	2	6.49
2	Singapore	26.08	1	8.49	8	4.26	2	6.72	1	6.63
3	United States	24.75	10	6.38	1	6.97	7	5.84	4	5.56
4	Sweden	24.73	8	6.83	2	6.44	6	6.04	6	5.41
5	United Kingdom	23.99	4	7.55	5	5.28	10	5.31	3	5.84
6	Germany	22.74	5	7.33	3	6.15	12	5.17	12	4.09
7	Canada	22.61	7	7.12	6	4.97	11	5.22	7	5.30
8	United Arab Emirates	20.89	6	7.26	14	2.71	5	6.12	8	4.79
9	New Zealand	20.75	2	7.92	12	3.26	16	4.14	5	5.43
10	South Korea	20.71	14	5.78	9	4.24	4	6.32	11	4.38
11	Japan	20.28	12	5.93	7	4.79	3	6.55	16	3.01
12	Austria	20.00	9	6.73	11	3.69	8	5.66	13	3.91
13	France	19.44	13	5.92	10	4.03	13	4.94	10	4.55
14	Australia	19.40	11	6.01	13	3.18	9	5.43	9	4.78
15	Spain	14.58	15	4.95	16	2.21	14	4.69	17	2.72
16	China	13.94	16	4.38	15	2.25	15	4.18	15	3.13
17	Brazil	7.17	20	0.93	18	0.86	19	1.89	14	3.49
18	Russia	7.09	17	2.58	20	0.52	20	1.64	18	2.35
19	Mexico	6.51	19	1.16	17	1.01	17	2.34	19	2.00
20	India	6.14	18	1.41	19	0.54	18	2.28	20	1.91

Source: Autonomous Vehicles Readiness Index [9]

TESLA MOTORS: SELECT FINANCIAL AND OPERATING DATA (\$ million and units)

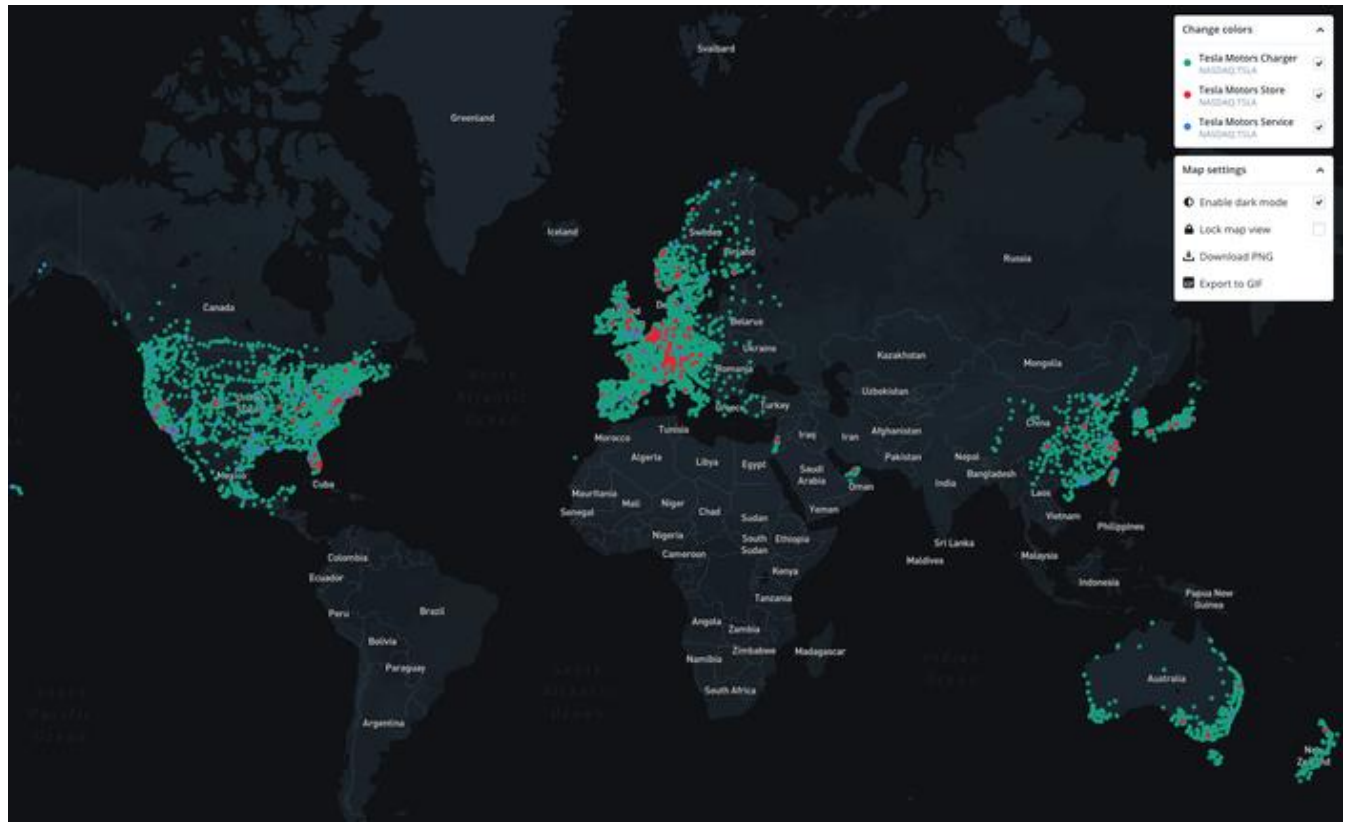
TESLA MOTORS: SELECT FINANCIAL AND OPERATING DATA (\$ million and units)														
	2011				2012				2013				2014	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	
Net income/(loss)	(49)	(59)	(65)	(81)	(90)	(106)	(111)	(90)	11	(31)	(38)	(16)	(50)	
SELECT BALANCE SHEET DATA														
Cash and cash equivalents	101	319	213	255	219	211	86	202	214	746	795	846	2,394	
Total current assets	227	418	412	373	359	317	285	525	526	1,130	1,219	1,266	3,156	
Total assets	407	646	700	713	761	777	809	1,114	1,144	1,888	2,166	2,417	4,500	
Total current liabilities	113	139	154	191	236	287	386	539	536	487	1,169	675	1,413	
Long-term debt	8	3	4	9	9	9	2	3	5	68	131	586	1,520	
Total stockholders' equity	168	348	294	224	154	62	(28)	125	169	629	564	667	912	
WORKING CAPITAL														
Accounts receivable	20	23	18	10	14	11	9	27	46	114	48	49	72	
Inventory	51	54	49	50	55	67	159	269	238	255	348	340	451	
Prepaid expenses and other current assets	12	10	11	9	7	7	8	8	11	14	27	28	49	
Accounts payable	50	57	54	56	64	79	162	303	304	262	302	304	376	
SELECT CASH FLOW STATEMENT DATA														
Depreciation and amortization	4	4	4	5	4	4	8	13	18	22	28	38	44	
Capital Expenditure	(21)	(54)	(69)	(41)	(55)	(58)	(62)	(64)	(58)	(41)	(77)	(89)	(141)	
Change in accounts receivable	(3)	5	9	(4)	3	2	(18)	(19)	(67)	66	(2)	(23)	(23)	
Change in inventory	(3)	5	(1)	(5)	(11)	(92)	(109)	31	(17)	(93)	7	(110)	(110)	
Change in prepaid expenses and other CA	3	(1)	2	2	0	(1)	(1)	(3)	(3)	(14)	(0)	(21)	(21)	
Change in accounts payable	8	(4)	3	8	14	83	141	1	(42)	40	2	72	72	
DELIVERIES AND PRODUCTION														
Model S deliveries							321	2,400	4,900	5,150	5,500	6,892	6,457	
Model X deliveries														
Model S/X deliveries							321	2,400	4,900	5,150	5,500	6,892	6,457	

[illegible]

TESLA MOTORS: SELECT FINANCIAL AND OP

	2017				2018				2019	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Net income/(loss)	(396)	(400)	(670)	(771)	(785)	(743)	255	210	(668)	(389)
SELECT BALANCE SHEET DATA										
Cash and cash equivalents	4,006	3,035	3,530	3,368	2,666	2,236	2,968	3,686	2,198	4,955
Total current assets	7,027	6,359	7,068	6,571	6,384	6,700	7,920	8,306	7,678	2,070
Total assets	25,053	26,043	28,107	28,655	27,271	27,910	29,263	29,740	28,913	31,873
Total current liabilities	6,245	6,546	6,468	7,675	8,650	9,141	9,775	9,992	9,243	9,589
Long-term debt	7,148	7,122	9,581	9,418	8,764	9,571	9,673	9,404	9,788	11,234
Total stockholders' equity	4,987	5,105	5,774	4,237	4,451	3,906	4,509	4,923	4,606	5,715
WORKING CAPITAL										
Accounts receivable	440	454	607	515	653	570	1,155	949	1,047	1,147
Inventory	2,220	2,438	2,471	2,264	2,566	3,325	3,314	3,113	3,837	3,382
Prepaid expenses and other current assets	271	313	321	268	379	422	325	366	465	570
Accounts payable	2,075	2,359	2,385	2,390	2,604	3,030	3,597	3,404	3,249	3,134
SELECT CASH FLOW STATEMENT DATA										
Depreciation and amortization	378	766	1,166	470	416	485	503	497	468	579
Capital Expenditure	(553)	(947)	(1,700)	(787)	(656)	(610)	(510)	(325)	(280)	(250)
Change in accounts receivable	59	(14)	(154)	92	(137)	83	(585)	206	(98)	(100)
Change in inventory	(153)	(218)	(33)	207	(302)	(759)	11	201	(723)	454
Change in prepaid expenses and other CA	(77)	(42)	(8)	53	(111)	(43)	97	(40)	(99)	(105)
Change in accounts payable	215	284	26	5	214	426	567	(193)	(156)	(115)
DELIVERIES AND PRODUCTION										
Model S deliveries	13,450	12,000	14,065	15,200	11,730	10,930				
Model X deliveries	11,500	10,000	11,865	13,120	10,000	11,370				
Model S/X deliveries	24,950	22,000	25,930	28,320	21,730	22,300	27,710	27,607	12,091	17,722
Model 3 deliveries			220	1,550	8,180	18,449	56,065	63,359	50,928	77,634

Geography of Tesla sales centers in the world



Source: Tesla's growing worldwide presence [7]

Methods for evaluating the effectiveness of marketing

Methods	Description	Examples
Qualitative Methods	Qualitative methods involve the use of a marketing audit, during which a comprehensive analysis of the organization's external environment, as well as all threats and opportunities, is carried out. At the same time, two areas of marketing control can be distinguished: results-oriented marketing control and marketing audit, i.e. analysis of the qualitative aspects of the organization's activities.	• interview (focus group, in-depth, expert, projection) • observation (direct, situational, ethnography) • other (experiment, content analysis, modeling, SWOT analysis)
Quantitative Methods	Quantitative methods for evaluating the effectiveness of marketing require comparing marketing costs to gross profit and advertising costs to sales; they characterize the final financial results of the organization. In general, the effectiveness of marketing activities (index of profitability) is defined as the ratio of the total discounted profit received from the implementation of marketing activities in each year of the billing period to the total discounted costs of these activities. At the same time, marketing activity is effective if the profitability index is greater than the capital rate, and ineffective if it is less. Conducting profitability analysis and cost analysis can also be one of the options for a quantitative method for evaluating the effectiveness of marketing. When evaluating marketing activities, it is necessary	• Polls (by email, by phone, face-to-face) • Audit (analysis of the range, prices, distribution, promotional materials in retail outlets for the studied product group.)

	to present parameters that characterize the activities of a particular business unit - sales volumes, the organization's market share, marginal and net profit. At the same time, the volume of sales (gross turnover) is a complex indicator and reflects not only and not so much the success of efforts to sell the product, but also the correctness of the chosen price, and most importantly, how the product "hit" the target group of consumers. The dynamics of sales volume is an indicator of the organization's position in the market, its share and trends. It should also be noted that an independent place in the analysis of the cost structure and the assessment of the organization's development potential is taken by the analysis of the break-even point - the break-even volume shows how much goods must be sold in order for the resulting marginal profit to cover all fixed costs. This volume is an indicator of the organization's ability to maneuver in the market.	
Sociological Methods	Sociological methods for evaluating the effectiveness of marketing are aimed at using the tools of applied sociology - the development of a sociological research program and, in accordance with it, the conduct of the study itself. The assessment of the effectiveness of marketing communications (the effectiveness of advertising, sales promotion, public relations, personal sales, direct marketing) is also focused on the use of applied sociology tools.	• reconnaissance (interview form, mass or expert questionnaire, sample designs, mathematical analysis of primary information); • descriptive (is used when the object of research is a relatively large community of people, characterized by a variety of characteristics)

		(population of a city, district, region, region, etc.); • analytical (the goal is not just to describe the structural elements of the phenomenon under study, but also to elucidate the cause-and-effect relationships that underlie the prevalence, dynamics, stability / instability of this phenomenon; a complex of sociological methods is used that complement each other - various forms of survey, analysis of documents, observation.
Scoring Methods	Scoring methods for evaluating the effectiveness of marketing "isolate" its effectiveness for each event to comply with the list of criteria for matching the structures and processes of the marketing concept with the assignment of certain points for each criterion.	• assigning points to various objects • determination of importance coefficients and ranking of objects Usage of a specific scoring scale.
Information Methods	Currently, there is an increasing number of information methods for evaluating the effectiveness of marketing, which are most widely considered on the Internet.	• search marketing (search engine optimization of the site, and advertising), • email marketing • mobile marketing • affiliate marketing • social marketing • viral marketing • emotional marketing



метадані

Заголовок

Marketing management in business organization.docx

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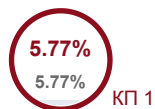
Перелік можливих спроб маніпуляцій з текстом

У цьому розділі Ви можете знайти інформацію щодо модифікації тексту, яка може бути спрямована на зміну результатів аналізу. Невидимі для особи, яка оцінює вміст документа у роздруковці чи файлі, вони впливають на фрази, порівнювані під час аналізу тексту (викликаючи передбачувані помилки), щоб приховати запозичення, а також підробити значення у звіті про подібність. Слід оцінити, чи є модифікації навмисними чи ні.

Заміна букв	B	0
Інтервали	A→	0
Мікропробіли	.	42
Білі знаки	␣	0
Парафрази (SmartMarks)	a	64

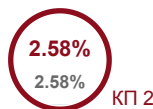
Обсяг знайдених подібностей

Зверніть увагу, що високі значення коефіцієнта не автоматично означають плагіат. Звіт має аналізувати компетентна / уповноважена особа.



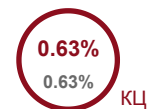
25

Довжина фрази для коефіцієнта подібності 2



15447

Кількість слів



98278

Кількість символів

Подібності за списком джерел

Прокрутите список та аналізуйте, особливо, фрагменти, які перевищують КП 2 (позначено жирним шрифтом). Скористайтеся посиланням "Позначити фрагмент" та перегляньте, чи є вони короткими фразами, розкиданими в документі (випадкові схожості), численними короткими фразами поруч з іншими (мозаїчний плагіат) або великими фрагментами без зазначення джерела (прямий плагіат).

10 найдовших фраз

Колір тексту

ПОРЯДКОВИЙ НОМЕР	НАЗВА ТА АДРЕСА ДЖЕРЕЛА URL (НАЗВА БАЗИ)	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	https://smallbusinesstraininginc.com/why-tesla-may-go-bankrupt-the-companys-strengths-and-weaknesses/	50	0.32 %
2	https://smallbusinesstraininginc.com/why-tesla-may-go-bankrupt-the-companys-strengths-and-weaknesses/	49	0.32 %
3	https://smallbusinesstraininginc.com/why-tesla-may-go-bankrupt-the-companys-strengths-and-weaknesses/	43	0.28 %
4	http://panmore.com/tesla-motors-inc-swot-analysis-recommendations	39	0.25 %
5	https://finansavisen.no/nyheter/bil/2020/11/02/7583510/ny-salgsrekord-for-el-og-hybridbiler	35	0.23 %

6	https://smallbusinessstraininginc.com/why-tesla-may-go-bankrupt-the-companys-strengths-and-weaknesses/	34	0.22 %
7	https://www.iea.org/commentaries/electric-cars-fend-off-supply-challenges-to-more-than-double-global-sales	30	0.19 %
8	http://www.agrosvit.info/pdf/17_2019/11.pdf	30	0.19 %
9	Comparative study of 1,2-dimethylhydrazine and azoxymethane on the induction of colorectal cancer in rats Antenor Teixeira Leal, Davi Silva Carvalho, Bruno Carneiro Bandeira, Mario Jorge Jucá;	30	0.19 %
10	https://www.grnjournals.us/index.php/ajshr/article/download/1063/986/2819	29	0.19 %

з бази даних RefBooks (0.47 %)

ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
джерело: Paperity			
1	Comparative study of 1,2-dimethylhydrazine and azoxymethane on the induction of colorectal cancer in rats Antenor Teixeira Leal, Davi Silva Carvalho, Bruno Carneiro Bandeira, Mario Jorge Jucá;	50 (2)	0.32 %
2	Marketing activities in mineral ore complex of Yugoslavia Culibrk Ratko;	12 (2)	0.08 %
джерело: RePEC			
1	THE ROLE OF CUSTOMER SATISFACTION IN THE QUALITY MANAGEMENT SYSTEMS: A CROSSCULTURAL STUDY Anna Strychalska-Rudzewicz, Andrzej Kobylanski, Bozena Pawlowska;	11 (1)	0.07 %

з домашньої бази даних (0.71 %)

ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	Real estate marketing 1/27/2020 Kyiv National Economic University named after Vadym Hetman KNEU (кафедра маркетингу)	28 (5)	0.18 %
2	AUDIT PROCEDURES IN PROCESSES OF PREVENTION OF FRAUD IN FINANCIAL STATEMENTS 12/10/2021 Kyiv National Economic University named after Vadym Hetman KNEU (кафедра бухгалтерського обліку та консалтингу)	22 (3)	0.14 %
3	Peculiarities of International B2B Marketing.docx 11/26/2021 Kyiv National Economic University named after Vadym Hetman KNEU (кафедра міжнародного менеджменту)	21 (3)	0.14 %
4	THEORY OF FORMATION AND IMPLEMENTATION OF MANAGEMENT DECISIONS 4/11/2019 Kyiv National Economic University named after Vadym Hetman KNEU (відділ координації та моніторингу періодичних фахових видань)	16 (3)	0.10 %
5	ACCOUNTING AND AUDITING IN THE MANAGEMENT OF RECEIVABLES AT THE ENTERPRISE 12/13/2021 Kyiv National Economic University named after Vadym Hetman KNEU (кафедра бухгалтерського обліку та консалтингу)	12 (1)	0.08 %

6	Zubchenko.docx 1/29/2018 Kyiv National Economic University named after Vadym Hetman KNEU (кафедра стратегії бізнесу)	11 (2)	0.07 %
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з програми обміну базами даних (0.30 %)

ПОРЯДКОВИЙ НОМЕР	ЗАГОЛОВОК	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	Marketing MIX problems solving_Bur.is_2017_ZUProgram.doc 6/1/2017 Azerbaijan State University of Oil and Industry (ASUOI) (BA (ZU, BBA, MBA) programi)	29 (1)	0.19 %
2	Implementation of a Quality Management System (On the case of company Holding «Uly Dala») 7/4/2019 Almaty Management University (Департамент MBA)	12 (2)	0.08 %
3	TOURISM MARKETING (1).docx 12/19/2019 Almaty Management University (Research and development department)	5 (1)	0.03 %

з Інтернету (4.29 %)

ПОРЯДКОВИЙ НОМЕР	ДЖЕРЕЛО URL	КІЛЬКІСТЬ ІДЕНТИЧНИХ СЛІВ (ФРАГМЕНТІВ)	
1	https://smallbusinessstraininginc.com/why-tesla-may-go-bankrupt-the-companys-strengths-and-weaknesses/	223 (8)	1.44 %
2	http://panmore.com/tesla-motors-inc-swot-analysis-recommendations	60 (3)	0.39 %
3	https://finansavisen.no/nyheter/bil/2020/11/02/7583510/ny-salgsrekord-for-el-og-hybridbiler	55 (2)	0.36 %
4	http://www.agrosvit.info/pdf/17_2019.pdf	39 (3)	0.25 %
5	https://www.iea.org/commentaries/electric-cars-fend-off-supply-challenges-to-more-than-double-global-sales	38 (2)	0.25 %
6	http://www.agrosvit.info/pdf/17_2019/11.pdf	30 (1)	0.19 %
7	https://www.grnjournals.us/index.php/ajshr/article/download/1063/986/2819	29 (1)	0.19 %
8	https://er.knutd.edu.ua/bitstream/123456789/16044/7/FPSMCER_mono_2020.pdf	24 (4)	0.16 %
9	https://skced2020.hneu.edu.ua/wp-content/uploads/2020/12/hneu-lystopad_-2020-pechat.pdf	22 (4)	0.14 %
10	http://mk.nmu.org.ua/ua/source/majesttez2014.pdf	18 (3)	0.12 %
11	https://www.textbroker.com/testimonial	18 (2)	0.12 %
12	http://ds.knu.edu.ua/jspui/bitstream/123456789/1039/3/Experimental%20Economics%20and%20Machine%20Learning%20for%20Prediction%20of%20Emergent%20Economy%20Dynamics.pdf	17 (3)	0.11 %
13	https://www.linkedin.com/pulse/journey-butterfly-its-relevance-entrepreneurship-meta-sanjiv-goyal	16 (1)	0.10 %
14	http://www.market-infr.od.ua/journals/2017/14_2017_ukr/14_2017.pdf	13 (2)	0.08 %
15	https://auriumtech.co.uk/news/ev-news	13 (1)	0.08 %

16	http://www.pag-journal.iei.od.ua/archives/2017/2-2017_eng/2-2017_eng.pdf	12 (2)	0.08 %
17	http://iaeam.onaft.edu.ua/wp-content/uploads/sites/23/2016/02/Zbirnik12.pdf	11 (1)	0.07 %
18	http://pev.kpu.zp.ua/journals/2017/5_05_uk/5_05_2017.pdf	10 (1)	0.06 %
19	https://www.ipl.org/essay/Tesla-Strategic-Analysis-Essay-PJVMCWSQG	8 (1)	0.05 %
20	https://ev.hedeffilo.com/ev-gundem/blog/elektrikli-arac-pazari-2021-yili-verileri	6 (1)	0.04 %

Список прийнятих фрагментів (немає прийнятих фрагментів)

ПОРЯДКОВИЙ НОМЕР	ЗМІСТ	КІЛЬКІСТЬ ОДНАКОВИХ СЛІВ (ФРАГМЕНТІВ)
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Протокол аналізу звіту подібності науковим керівником

Заявляю, що я ознайомився (-лась) з Повним звітом подібності, який був згенерований Системою виявлення і запобігання плагіату щодо роботи:

Автор: Бугріна Олександра Ігорівна

Назва роботи: Marketing management in business organization

Науковий керівник: Шатілова Олена Володимирівна

Підрозділ: кафедра менеджменту

Коефіцієнт подібності 1: 5,77

Коефіцієнт подібності 2: 2,58

Після аналізу Звіту подібності констатую наступне:

- ☒ виявлені в роботі запозичення є сумлінними і не мають ознак плагіату. Тому робота визнається самостійною і допускається до захисту;
- ☐ виявлені в роботі запозичення не мають ознак плагіату, але їх надмірна кількість викликає сумніви щодо цінності роботи і самостійності її автора. Роботу направити на доопрацювання;
- ☐ виявлені в роботі запозичення є недобросовісними і мають ознаки плагіату або в ній містяться навмисні спотворення тексту, що вказують на спроби приховування недобросовісних запозичень. У зв'язку з чим, робота не допускається до захисту.

Обґрунтування: виявлені запозичення є доброчесними і підтверджені посиланнями, або ж виявлені подібності є наслідком використання загальноновживаних усталених словосполучень.

27.05.2022 р.



О.В. Шатілова