

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
SUMY STATE UNIVERSITY
Educational and Research Institute of Business, Economics and Management
Department of International Economic Relations

«Admitted to the defense»
Head of the Department

(signature) (full name)
_____ 20__ p.

Holubenko Maryna Andriyvna
(Full Name)

MASTER'S LEVEL QUALIFICATION PAPER

on the topic THE OF MARKETING RESEARCH ORGANIZATION MECHANISM AT
THE ENTERPRISE ENTERING THE INTERNATIONAL MARKET

"Specialty 292 "International Economic Relations"

Student 2 course _____

(course number)

(signature)

Maryna Holubenko

(full name)

group МБ.М-31/1

(group's code)

It is submitted for the Master's level degree requirements fulfillment.

Master's level degree qualification paper contains the results of own research. The use of the ideas, results and texts of other authors has a link to the corresponding source

Research advisor

Senior Lecturer of the Department, PhD _____

(position, scientific degree)

(signature)

Viktoriia Shcherbachenko

(full name)

Sumy, 2024

SUMMARY

of Master's level degree qualification paper on the theme

THE OF MARKETING RESEARCH ORGANIZATION MECHANISM AT THE ENTERPRISE ENTERING THE INTERNATIONAL MARKET

student Maryna Holubenko

(full name)

The main content of the master's level degree qualification paper is set out on 42 pages, including a list of used sources of 70 titles, which is placed on 6 pages. The work contains 3 tables, 2 figures.

KEYWORDS: MARKETING RESEARCH, ORGANIZATION MECHANISM, ENTERPRISE, INTERNATIONAL MARKET, MARKET ENTRY STRATEGIES, MARKETING ANALYSIS METHODS, COMPETITIVE ENVIRONMENT, GLOBAL MARKET TRENDS, RESEARCH PROCESS, MARKETING STRATEGY DEVELOPMENT, INTERNATIONAL BUSINESS EXPANSION, MARKET OPPORTUNITIES, MARKETING DATA COLLECTION, COMPETITIVE ADVANTAGE, DECISION -MAKING PROCESS.

The purpose of the master's level degree qualification paper is to study the organization of marketing research at ADIDAS, to identify proposals for improving the marketing research system at ADIDAS.

To achieve the goal, the following tasks were set:

1. To determine the economic essence and objectives of marketing research;
2. To determine the types and role of marketing research as the basis for determining marketing strategies;
3. To determine the stages of organizing and conducting marketing research in modern conditions;
4. To investigate the financial and economic characteristics of the activities of ADIDAS;
5. To assess the effectiveness of using marketing research results at ADIDAS;
6. To substantiate proposals for improving the enterprise's marketing research system.

The object of the study is the company "ADIDAS".

The subject of the study is marketing research of the enterprise.

The results of the study can be used by Adidas to enhance its competitive edge and strategic marketing in international markets. Key recommendations include optimizing warehouse operations, improving employee training through supervised e-courses, and adding a supervisor role for better compliance with standards. Proposals were also made to improve Adidas' overall marketing activities, aiming to strengthen the company's image and maintain its competitive advantage. The set goals, including strategy development and activity analysis, were successfully achieved.

Year of Master's level qualification paper fulfillment is 2024

Year of Master's level paper defense is 2024

TASKS FOR MASTER'S LEVEL DEGREE QUALIFICATION PAPER

(specialty 292 " International Economic Relations ")

student 2 course, group MB.m-31

(course number) (group's code)

Maryna Holubenko

(student's full name)

1. The theme of the paper is "The of Marketing Research Organization Mechanism at the Enterprise Entering the International Market " approved by the order of the university from 03 December 2024 № №1255-VI.
2. The term of completed paper submission by the student is 16 December 2024.
3. The purpose of the qualification paper is to study the organization of marketing research at ADIDAS, to identify proposals for improving the marketing research system at ADIDAS.
4. The object of the research is the company "ADIDAS".
5. The subject of research is marketing research of the enterprise.
6. The qualification paper is carried out on three sections and a list of sources used.
7. Approximate master's level degree qualification paper plan, terms for submitting chapters to the research advisor and the content of tasks for the accomplished purpose is as follows:

Chapter 1 Theoretical foundations of organizing and conducting marketing research. till 10.11.2024

Chapter 1 deals with economic essence and objective of marketing research, types and role of marketing research as a basis for determining marketing strategies, stages of organizing and conducting marketing research in modern conditions

Chapter 2 Analysis of the use of the results of the marketing research system on the example of «Adidas» till 27.11.2024

Chapter 2 deals with financial and economic characteristics of «Adidas» activity, evaluating the efficiency of using the results of marketing research in Adidas

Chapter 3 Ways to improve the marketing research system till 06.12.2024

Chapter 3 deals with substantiation of proposals for improving the system of marketing research of enterprise, entering the international market by «Adidas»

8. Supervision on work:

Chapter	Full name and position of the advisor	Date	
		task issued by	task accepted by
1	Viktoriia Scherbachenko, PhD, Senior Lecturer of the Department	1.11.2024	10.11.2024
2	Viktoriia Scherbachenko, PhD, Senior Lecturer of the Department	1.11.2024	27.11.2024
3	Viktoriia Scherbachenko, PhD, Senior Lecturer of the Department	27.12.2024	06.12.2024

9. Date of issue of the task: 15.10.2024

Research Advisor _____

Viktoriia Scherbachenko

The tasks have been received: _____

Maryna Holubenko

TABLE OF CONTENTS

INTRODUCTION	2
Chapter 1. Theoretical foundations of organizing and conducting marketing research	4
1.1. Economic essence and objectives of marketing research	4
1.2. Types and role of marketing research as a basis for determining marketing strategies	10
1.3. Stages of organizing and conducting marketing research in modern conditions	12
Chapter 2. Analysis of the use of the results of the marketing research system on the example of «Adidas»	23
2.1. Financial and economic characteristics of «Adidas» activity	23
2.2. Evaluating the efficiency of using the results of marketing research in Adidas	26
Chapter 3. Ways to improve the marketing research system	33
3.1 Substantiation of proposals for improving the system of marketing research of enterprise	33
3.2. Entering the international market by «Adidas»	37
CONCLUSIONS	40
REFERENCES	42

INTRODUCTION

Relevance of the research topic. The topic is relevant, since in the modern world, marketing research is an important component of the marketing strategy of any company. Modern markets are characterized by a high level of competition, constant changes in consumer needs and technologies, which require companies to constantly update their products and services.

The marketing research system allows companies to obtain important information about their customers, the market and competitors, which is used to form a strategy for selling their goods and services. Such information allows companies to adapt their products to customer needs, understand their expectations and requirements, which can lead to increased customer satisfaction and increased sales.

In addition, a marketing research system helps a company determine the effectiveness of its advertising campaign, find out which advertising channels are most effective for their audience, and reduce advertising costs, which can lead to increased company profits.

Therefore, a marketing research system is a necessary component for any company that seeks to remain competitive in the market and increase its profits.

The purpose of the course work is to study the organization of marketing research at ADIDAS, to identify proposals for improving the marketing research system at ADIDAS.

To achieve the goal, the following tasks were set:

1. To determine the economic essence and objectives of marketing research;
2. To determine the types and role of marketing research as the basis for determining marketing strategies;
3. To determine the stages of organizing and conducting marketing research in modern conditions;
4. To investigate the financial and economic characteristics of the activities of ADIDAS;
5. To assess the effectiveness of using marketing research results at ADIDAS;
6. To substantiate proposals for improving the enterprise's marketing research system.

The object of the study is the company "ADIDAS".

The subject of the study is marketing research of the enterprise.

Structure of the course work: the work consists of an introduction, three sections and a list of sources used.

Chapter 1. Theoretical foundations of organizing and conducting marketing research

1.1. Economic essence and objectives of marketing research

Since marketing is, first of all, an information-analytical process, within the framework of which information about the needs of the population, buyers is studied and analyzed in order to further satisfy them, the collection, processing and analysis of information about markets, goods, consumers, and firms is an important component of marketing.

In the conditions of the formation of market relations in Ukraine, an integral part of which are competitive relations, the problem of strategic planning of the competitive behavior of the firm, which would allow achieving success in the long term, is becoming increasingly relevant.

For Ukraine, this is a rather urgent issue, but the lack of financial resources, the poor condition of fixed assets, the non-compliance of products with international standards, as well as the obsolescence of technologies, are, for many enterprises, one of the main reasons that prevent them from entering foreign markets.

But in Ukraine there are enterprises whose products and services are competitive not only in the domestic market, and the potential of production exceeds the domestic needs of the country.

In modern conditions, in order to ensure sustainable development, enterprises are forced to constantly monitor and improve the mechanisms for obtaining economic benefits from their activities. Marketing research is the most important component of activities for companies that want to gain a stable position among competitors and develop dynamically. It involves identifying urgent issues regarding the operational-tactical or strategic activities of commercial objects and initiates the process of searching, collecting, systematizing and processing data for further consideration when making management decisions. Marketing research determines and/or corrects the stage of decision-making in business, ultimately determining the profit or loss from activities and, in general, the competitiveness of the company in the market.

In conditions when the need for domestic enterprises to adapt to changes in the market environment becomes a reality, the role of effective methods of managing marketing activities and the need for its analysis is increasing.

Currently, at Ukrainian enterprises, management is the main leader in the economic analysis of marketing activities. The exception is enterprises where compliance with management quality standards is not formalized in everyday activities, but is ensured by forming appropriate analytical services and involving external analysts. Management and managers of enterprises choose the organizational form of economic analysis of business processes and performers in accordance with their own interests, needs and competencies.

Marketing research is the systematic process of collecting, analyzing, and interpreting information about the market, consumers, competitors, and other factors that affect a business. The primary goal of marketing research is to help companies make informed decisions about their products, pricing, advertising, and other aspects of business strategy [46].

Marketing research is a powerful tool for increasing business competitiveness and reducing risks when making strategic decisions.

Marketing research is a key tool for reducing business risks, optimizing products and services, and increasing competitive advantages in the market.

Marketing research allows you to identify consumer needs and preferences, determine market potential, forecast demand and assess the competitive environment. They help identify new opportunities for business development and risks associated with changes in the external environment. Thanks to this, enterprises are able to better adapt their products, prices, sales channels and advertising strategies to market realities [47, p. 405].

The main goal of marketing research is to reduce uncertainty in the decision-making process. They allow you to reduce risks and avoid erroneous investments. Thanks to this, enterprises can more effectively manage their resources and increase the economic efficiency of their activities. Thus, marketing research becomes a tool that provides enterprises with a sustainable competitive advantage.

Marketing research is the process of collecting, analyzing, and interpreting information about the market, consumers, competitors, and other factors that affect a company's operations. Its main goal is to obtain relevant data for making informed business decisions, such as determining target audiences, assessing demand, analyzing the competitive environment, and developing effective strategies for promoting goods and services. Using marketing research

helps reduce risks, adapt to market changes, and increase a company's competitiveness [48, p. 4].

Market conditions, economic, political and legal, scientific and technical, socio-cultural, natural and environmental factors can hinder the successful implementation of the tasks of the marketing unit.

Marketing research can be called a communication channel that connects the company with the external environment.

The main tasks of marketing are: market analysis in the areas of production, sales, trade, advertising, pricing and other types of activity of the enterprise; development of a marketing strategy and orientation of all divisions of the enterprise to meet consumer requirements and achieve set goals in the market with maximum profit; study of consumer properties of manufactured products, study of requirements that buyers place on them; study of the relationship between technical and consumer parameters of the enterprise's products; assessment of the competitiveness of the enterprise; analysis of the responsibility of products manufactured by competitors to purchase requests; study of the market situation and demand for the enterprise's products, study of factors that determine the structure and dynamics of consumer demand for the enterprise's products; segmentation of the consumer market into parts with different properties; study of market needs that are not satisfied by competing enterprises; development of short-, medium- and long-term forecasts of demand for products that are produced and newly created; assortment planning, development of assortment structure of production; development of innovation policy, planning of development, modernization and improvement of mass-produced products; determination of pricing policy of the enterprise; development of trademarks and packaging; selection of channels of goods circulation; determination of methods of transportation, storage, sale of goods; organization of product advertising; stimulation of product sales; development and implementation of a system of stimulation of sellers and buyers; provision of technical maintenance of manufactured products [7, p. 248-253].

There are two approaches to defining marketing:

1. Institutional-distributional: marketing is considered in macroeconomic terms as a theory of the movement of goods between enterprises.

2. Functional: marketing is considered as a set of functions for the sale of goods.

A market is a set of buyers and sellers who are trying to buy a product or are interested in selling goods and are inclined to exchange.

Markets are characterized by the level of supply and demand, exchange relations between the seller and the buyer, national borders of the exchange sphere, industry affiliation of the product as an object of international commodity exchange. Marketing and the market define such key concepts as need, demand, supply, product, exchange, agreement, market [49, p. 327].

Marketing principles are the basic provisions, circumstances, requirements that determine the essence of marketing and its foundations:

1. Orientation to the consumer, his needs and requirements, which involve the market offering not goods and services, but means of solving consumer problems.
2. Flexibility in achieving the set goal, by adapting to market requirements.
3. An integrated approach to solving marketing problems and developing marketing plans, which involves the use of not individual measures, but the marketing complex as a whole [2, p. 268].

The marketing complex is the essence of marketing tools, a certain structure that ensures the achievement of the set goal and the solution of marketing problems. The marketing complex consists of “4P”, namely: product, price, promotion, distribution.

In accordance with the principle methodology of marketing as a market concept of management and sales, there is a universal approach to the classification of marketing functions, which consists in identifying four blocks of complex functions, each of which has a number of sub-functions [3, p. 83].

Marketing control activities involve comparing the compliance of the achieved results with the planned, expected goals. Evaluation is the determination of the level of compliance of the obtained results with the established marketing goals.

The next step involves the analysis of the obtained results, the coincidence or deviation of specific indicators or expectations in the process of marketing activities from the planned ones [6]. The practical implementation of strategic and tactical tasks of the enterprise over a certain period of time may be accompanied by deviations that are practically impossible to predict. Tactical control of the enterprise's marketing activities contributes to making more informed decisions and timely adjustments taking into account the state of the problems that

arise. The process of marketing control at the enterprise takes place in several stages and covers certain functions [50].

An important direction of the strategic activity of the marketing service is the correct determination of the volume of demand in the market, the formation of an effective “portfolio of orders”, which can be implemented in production and through marketing and commercial activities [4, p. 772].

Tactical planning includes: development of specific tasks for the nearest period in the assortment, trade, pricing, advertising, financial, personnel policy of the enterprise. Tactical plans are developed for the nearest year and a half and during this period, audits are systematically carried out [35, p. 232–249].

The initial provisions when considering the essence and role of marketing research are:

- 1) orientation of the organization's activities to the needs;
- 2) the purpose of the organization is to create value;
- 3) marketing is a management function.

The purpose of the organization's activity is to create value: for the consumer (society);

for the organization (investors and employees) - to increase value by satisfying needs and making a profit [51].

Market research is important because expanding into new markets can be expensive and risky. By conducting market research, a business can better understand consumer needs, cultural norms, and regulatory requirements. It can also help identify potential obstacles and challenges. Understanding the cultural, legal, and social variables that can affect business conditions and consumer behavior is especially important for international market research.

Poor research can lead to serious mistakes and damage a brand's reputation. Additionally, when a company enters an international market, branding research can help it find the right balance between brand relevance in the local market and brand consistency worldwide. Therefore, it is very important to allocate time and resources to the market [9, p. 130].

An integral part of every business plan is marketing research. It involves the methodical collection and analysis of information about consumer preferences, behavior, and market trends.

The development of research methods and procedures in the field of marketing research is based on a theoretical and analytical foundation. The three stages of marketing research are genesis, development, and testing. In the initial stage, the target market is identified and the research objectives are set. In the development stage, researchers create a research process and collect data. In the testing stage, the data is analyzed and conclusions are drawn [52].

Marketing, as a management function, should help achieve these goals. Marketing research as a component of the analytical function of marketing should identify ways to achieve the organization's goals.

In conditions of uncertainty, any enterprise, including the restaurant business, must form marketing strategies to promote products on the market [12, p. 213].

The advantages of primary information include compliance with the objectives of the research task, the ability to control the data collection methodology, the availability of results for the company and confidentiality for competitors, the absence of data inconsistency, reliability, high accuracy and compliance with the purpose of the study. At the same time, primary information has a number of disadvantages, among which are the large expenditure of time, labor and financial resources for its collection, the need to involve specialists from third-party organizations [13, p. 55].

Theoretical and applied research solves marketing problems by creating new methodological approaches to their study. Applied marketing research solves specific marketing problems to create alternatives for strategic decisions of the enterprise's activities in the market.

At the same time, the concept of marketing research is much broader than the concept of market research or market analysis, it also includes monitoring macroenvironmental factors, diagnosing microenvironmental factors, identifying threats and opportunities, strengths and weaknesses of the enterprise. Therefore, in a broad sense, marketing research is designed to solve such tasks as: studying market characteristics, sales analysis, studying business activity trends, studying competitors' products, short-term forecasting, studying pricing policy [53, p. 127].

A highly competitive business environment and growing risks require high-quality information for making management decisions. Effective decisions cannot be based on

intuition alone. The task of marketing research is to provide management with accurate, reliable, and up-to-date information needed to solve a problem [14, p. 46].

Marketing gurus define marketing research as follows: marketing research is a function that connects an organization with consumers through information. The information is used to identify and define marketing opportunities and problems, evaluate and control the implementation of marketing activities, and improve the understanding of marketing as a process.

Φ. Kotler defines marketing research as the systematic preparation and conduct of various surveys, analysis of the data obtained and presentation of the results and conclusions in a form appropriate to the marketing task facing the company. The emphasis on marketing problems and marketing tasks, in our opinion, limits and does not ensure compliance with the role of marketing in the organization's activities.

In our opinion, marketing research and the analytical function of marketing as a whole should form the basis for managerial decision-making by managers and only then, on this basis, contribute to solving marketing problems and tasks, which is confirmed by the definition contained in the international code of practice for marketing research [15, p. 40].

The 1994 ICC/ESOMAR International Code of Practice for Marketing and Social Research defines marketing research as follows: “Marketing research, including social research and public opinion research, is the systematic collection and processing of information about individuals or organizations using statistical and analytical methods and approaches used by applied social sciences.

The purpose of marketing research is to obtain in-depth data and assist in the process of making informed decisions.”

1.2. Types and role of marketing research as a basis for determining marketing strategies

The most rapid development of marketing research occurred in the period after World War II. Already in the 50s and 60s of the 20th century, researchers began to use the experimental method, and in almost all European countries marketing research was conducted for various companies, which aimed to provide company management with information for decision-making [1, p. 69].

Already in the 60s and 70s, computer technologies began to be used to analyze marketing information, thus the stage associated with the theory of mass consumer service continues to this day. Mass qualitative research is being conducted to predict and explain consumer behavior.

Thus, we have come to the division of the concept of “marketing research” into two main components – fundamental and applied research.

Fundamental marketing research is a study of the main market patterns and trends, the dynamics of macroeconomic indicators, and applied marketing research is research conducted to meet the needs of enterprises in information for making management decisions.

This division is convenient for classifying the goals of marketing research. At the same time, it cannot be agreed that information from fundamental marketing research is no less useful for making management decisions than information from applied research [54, p. 1].

That is why, in any case, if a modern enterprise wants to carry out commercial activities, it is first necessary to collect information about the market environment: the state of competition, the dynamics of changes in demand and supply, consumer behavior, macroeconomic factors that can affect changes in market trends. That is, first of all, a modern enterprise must determine the risks and opportunities of the external environment, identify the problem and conduct fundamental research and research markets [17].

In the event that a marketing study of market potential has provided the enterprise with information on the feasibility of implementing changes, it is logical to proceed to the next research goal - a study of the internal business environment, a study to solve the problem, an applied study, a study of the state of affairs at the enterprise, that is, a study of marketing potential.

Another direction of research is distinguished - "research carried out according to an innovation plan." Such research is close in nature to experimental, but its purpose is not simply to identify causal relationships in the object, but to develop, based on knowledge of such relationships, some new methods of activity, marketing [5, p. 66].

In the case of low awareness of the market situation, lack of information about competition in the market, about consumer preferences, researchers turn to exploratory research. They collect secondary information about the market situation, turn to experts for assessments and forecasts of the situation, conduct qualitative research to determine

hypotheses for further quantitative research. In the case of low information entropy, a descriptive study is conducted to make a management decision [55].

So, having examined the stages of development and existing methods of marketing research, we can state that marketing research was and is an integral part of enterprise marketing. The development of marketing research and its tools has always been associated with the introduction of new methods or the use of advanced technologies [19].

That is why, in our opinion, today there is a transition to a new stage of development of marketing research - personalized in-depth research of consumer characteristics and their behavior, and the paradigm is changing towards individual marketing, fundamentally new approaches to consumer segmentation and processing of huge data sets on the behavior of micro-segments of consumers.

So, the general goal of marketing research has always remained unchanged - to provide decision-makers with relevant information about the market [8, p. 424].

1.3. Stages of organizing and conducting marketing research in modern conditions

The objectives also vary depending on the area of market research:

- Demand research, one of the most important and most frequently implemented areas, is based on the laws of supply and demand, research of demand factors, study of the demand curve, assessment of the price elasticity of demand, product market capacity, market dynamics, forecasts of indicators, etc.
- Consumer research includes the study of purchase decision-making processes, consideration of individual consumer characteristics, environmental influences, assessment of purchase satisfaction, study of consumer behavior after the purchase, market segmentation, etc.
- Product research involves analyzing and forecasting the life cycle of a product, assessing the position of a product in the market, researching the prospects of a new product, its positioning, assessing the competitiveness of a product, etc.
- Price analysis includes studying the level and dynamics of prices, developing a price forecast for goods, researching the factors of consumer sensitivity to the price of goods, the effectiveness of pricing strategies and pricing methods.

- The study of sales channels aims to select the possible and most effective sales channels for a product based on an analysis of sales and channel profits [69].
- Promotion analysis is aimed at selecting possible types of promotion, studying their effectiveness, identifying the most effective ones, testing them, and, as a result, optimizing the promotion budget.
- Competitor analysis is based on determining the type of market in terms of the level of competition, identifying leading competitors, their positioning, assessing the market share and competitiveness of the organization, and evaluating the attractiveness of the business [70].

Marketing research takes place in several successive stages. This algorithm helps to obtain reliable results and achieve the set goals:

1) Planning. First, the steps of the future research are determined: the stages and timing of the work are defined and the form of reporting on each action is established. In the course of planning, create a system for evaluating results and take into account the budget [38].

2) Define the problem. Before starting work, the problem and goals of the marketing research are set, and the reasons for the company's difficulties are identified: low sales, lack of trust in the brand. This helps narrow down the range of information and select research methods. The goals can be different: search, descriptive, and experimental.

3) Developing a research methodology. At this stage, a hypothesis is formulated, analytical methods are chosen, questions are defined, and the principles of selecting subjects are determined. This is why situations are modeled. Most companies prefer to use primary research [39].

4) Data collection. To collect information, telephone and written surveys and personal meetings are conducted. It is important that employees are trained and able to process incoming information.

5) Data analysis. After collecting the data, it is deciphered, checked and corrected. Analysis is needed to determine the validity of hypotheses and make business management decisions [40].

According to research, predictive models are the most profitable today. With their use, you can process big data on the behavior of potential consumers, aggregate data not only on their online behavior, but also from smart media with which they interact [56, p. 22].

Today, sources of information in marketing research can be both data on customer purchases and behavior not related to the purchase of a product or service. Among the current tools for searching and collecting information, the already popular SMM, SEO and the widespread use of “mobile advertising” [10] are also distinguished.

SMM (social media marketing) is a marketing method that specializes in using social networks to operate communities of people interested in a certain topic, sell products, improve the image, communicate and study the needs of the target audience [11, p. 55]. Social networks, which provide enterprises with direct contact with the target audience, also make it possible to study this audience in detail. The correct use of this tool allows marketers to create communities of supporters and loyal consumers, develop an understanding of the image and priorities of the consumer, and ways of making purchasing decisions.

SEO (search engine optimization) is a marketing method that involves optimizing and adjusting the publication of information about the company in search engines on the Internet. The use of SEO ensures the differentiation of the enterprise on the Internet and understanding the semantic requests of customers. SEO analytics provides enterprises with tools for flow analysis, the ability to experiment with content and provide the enterprise’s value proposition on the Internet [20, p. 43].

Modern world markets are developing rapidly, which determines the need to use new methods and tools for their research. All marketing research is aimed at studying markets. Each operating enterprise conducts its own market research, namely the study of market conditions, competitors, consumers, supply and demand and other components of marketing. Thus, marketing research is a kind of diagnostics that requires timely and relevant tools for the formation of a successful enterprise, industry and economy as a whole.

Nowadays, the adoption of strategic decisions has become important, which involves obtaining reliable and timely collected information about customer needs, product range, market condition, competitors and the general environment. One of the main means of obtaining this information remains marketing research.

The head of the enterprise must be able to identify possible problems in different circumstances, set priorities for solving the most important and urgent tasks, make optimal decisions based on available marketing information, and develop alternative action plans. In this regard, there is a need to obtain and specify the necessary information [18, p. 95].

The enterprise must have the ability to clearly define the problem, the solution of which requires the collection of the necessary data. In some cases, at the initial stage of the study, defining the problem can be difficult, since often only its symptoms become apparent. It is important to start by specifying the focus of the study. Knowing what question needs to be answered helps the enterprise to effectively organize any research [23].

Improvements in technology have led to improvements in the self-service model, when brands can conduct their own short surveys. But perhaps the most significant change under the influence of technology in the marketing research industry is flexibility. Market research technology allows marketers to quickly test, measure statistics and adapt projects. Technology helps traditional marketing to develop alongside digital. For example, eye-tracking technology allows marketers to observe shoppers engaging in their natural behavior while walking through a physical or virtual store, noting fixation and gaze points. This can be very effective in usability studies, product and packaging testing, and consumer behavior research.

Marketing research allows you to estimate the size of the market, its potential, the competitive situation, assess the needs and demand of customers, their behavior and preferences, analyze the state of the market and its trends, as well as develop and implement effective marketing strategies and plans [62, p. 1].

Marketing research uses a variety of methods and tools for collecting and analyzing data, such as questionnaires, observations, focus groups, analysis of web statistics, social networks, sales, etc. The results of the research allow companies to be more effective in offering their goods and services, correct shortcomings, establish communication with customers and develop new marketing strategies.

With the development of technology, market research has also undergone changes. The article examines the impact of digital technologies on this process, as well as the opportunities they provide for improving the efficiency of research and analysis of results. Having conducted research on the impact of technology on marketing research, we can conclude that today marketing research cannot be effectively conducted without the use of technological methods and tools [21].

One of the main advantages of using digital technologies in marketing research is an increase in the accuracy and speed of data collection. Thanks to the automation of processes and the use of analytical tools, researchers can collect and analyze large volumes of data in a

short time. In addition, technologies allow for deeper data analysis, which allows you to understand the needs and desires of consumers. For example, using Internet analytics, you can track consumer reactions to certain products or services, their impact on the market, and forecast trends. Technologies also provide new opportunities for collecting data in real time, which allows for rapid analysis of results and, accordingly, adapt marketing strategies to consumer needs.

However, the growth of digital technologies also poses new challenges for researchers, such as the need to ensure confidentiality and protect personal data. It is also important to maintain a balance between the use of technology and the human element in the research process [63].

Therefore, it can be argued that technology has a significant impact on market research and consumer behavior, allowing for improved research efficiency and analysis of results, increased accuracy and speed of data collection, deeper data analysis, and trend forecasting [27].

We agree with the position that for modern marketing research systems, a multi-level information system and consulting support for the agro-industrial complex as a holistic formation of functional relationships are important. At the same time, in our opinion, the implementation of such a system is a long-term process that requires significant capital investments and the formation of an effective market environment that is transparent for all participants.

The formation of such a system is presented to us as a strategic direction for the development of the system of information support for entrepreneurial activities of subjects of the agro-industrial complex of the market. It is quite possible that the functioning of effective internal information systems of enterprises will become a step towards the creation of a single

integrated information system of agro-industrial production, operating at the regional and national levels [28].

An essential feature of the internal information system of an enterprise is its marketing orientation. This is due to the fact that in market conditions, the validity of marketing approaches used by the entrepreneur, that is, taking into account the objective needs of consumers, is a key factor determining the prospects for economic activity in a dynamic and aggressive market environment [24, p. 92].

In the past, survey tools were mainly created for experts, they often lacked convenience and accessibility. However, as the market developed, these tools became more intuitive and user-oriented. Today, even beginners can take advantage of convenient solutions to conduct their own research, eliminating the need for extensive experience or help.

By applying a do-it-yourself approach, companies and individuals are able to use the power of marketing research. This gives them the opportunity to gain a deeper understanding of their target markets, consumer preferences and industry trends, which allows them to make informed decisions. With the right tools and an understanding of the market research process, independent research is more achievable than ever before [65].

Marketing research results are used to inform marketing decisions regarding the market, consumers, competitors, etc.

In our opinion, the quality of management decisions directly depends on how well and carefully the data is prepared for the final analysis. Insufficient attention to this point can lead to incorrect interpretation of certain facts, and therefore to incorrect conclusions based on the research results [29, p. 16].

Marketing, according to the American Marketing Association, is the activity of institutions that create processes within which information and offers that are valuable to stakeholders are exchanged. Marketing gives value to goods (services) that stakeholders need and forms their convictions to purchase them at an appropriate price in a specific place [66, p. 1623].

The basic components of the marketing mix (product, distribution, advertising activities, price) create value, where the price demonstrates the complexity of the

production processes involved in the manufacture and promotion of the product (service) and ensures profit. Marketing activity is a component of value-oriented management that develops through the adoption of management decisions [33, p. 1055].

In the second half of the 20th century, D. McCarthy developed a basic model of the marketing mix - 4P, which included four elements: product, price, place, promotion []. In the current conditions of uncertainty in which domestic enterprises are located, the 4P model is ineffective and requires deepening due to such elements as: people, process, performance, positioning [25]. This approach provides a deeper understanding of the value (tangible and intangible) of the offered goods (services) for the selected target audience or society as a whole.

When choosing a marketing strategy, an enterprise must understand what type of stakeholders it will cooperate with and whether it will be able to satisfy their needs with its own resources and technologies.

The mission declared by the enterprise demonstrates its focus on the audience and technological progress. It has a concise and inspiring statement of what the enterprise wants to achieve in the future. The selected goals transform the declared mission into specific actions and results that the enterprise wants to achieve in a certain time.

When forming a marketing plan, special attention is paid to existing research and innovations, as well as the ability of the enterprise to cooperate with the external environment [26, p. 214]. The use of Swot analysis, Pest analysis, Space analysis, Porter's five forces analysis, SNW analysis, and others helps to prevent unjustified risks and to understand the market prospects that the enterprise plans to enter.

The more famous the brand that promotes the product, the faster the probability of its payback [34, p. 89].

When creating a marketing event, it is necessary to understand at what stage the given product is: market entry, sales growth, market maturity, market decline. Understanding the nature of the stage contributes to better satisfaction of customer needs and profit.

At the initial stage of entering the market, the introduction of the product should be gradual, which will reduce the likelihood of risk of possible failures and losses [30].

At the stage of intensive sales growth, profit increases, but it must be remembered that demand will decrease over time. At this stage, the costs of promoting the product (service) are usually reduced. At this stage, maximum attention should be paid to intensifying advertising activities and forming a sense of loyalty to the product in the long term [31].

Underestimating the influence of competitors on the market segment is the most common mistake that is not taken into account when promoting a marketing strategy.

The market decline stage is the result of the emergence of new products, more efficient technologies, and changing trends in customer preferences (decreased loyalty). However, some customers may still remain loyal to it [67, p. 4549].

The withdrawal of a product at the stage of decline begins with checking its characteristics and comparing them with the characteristics of similar products. If there is an opportunity to preserve the choice, then it can be modernized. Otherwise, a decision is made to withdraw it from the market. Therefore, when forming a marketing strategy, it is necessary to provide for methods of withdrawing the product (gradual, after the expiration date, simultaneously, immediately) that is losing its position. Gradual withdrawal occurs without significant changes in the marketing strategy and does not involve extending the term of presentation on the market. It can, for example, be withdrawn in unprofitable promotion channels. Withdrawal by expiration date consists in leaving the product as it is, highlighting each positive feature, if any. Using this approach, the enterprise continues the temporary nature of the product's existence on the market. If there are unfavorable situations in relation to the product, then it can be withdrawn immediately even at the stage of market maturity. This approach will be justified in the case when the presence of this product on the market significantly increases the costs of its presence or when the product's useful life is extended, it fails [35, p. 232].

We consider it necessary to emphasize that in modern conditions the following marketing research methods are used in the consumer market: quantitative and qualitative. The quantitative ones include telephone surveys, online surveys, face-to-face interviews, modern electronic research (retail audit). The qualitative ones include group discussions, qualitative online research.

Shevchenko L.S. in his textbook describes in detail the methods of collecting primary marketing information as: "

1) survey - finding out people's opinions or obtaining information from them on any issue. Surveys are divided: by the number of respondents - into surveys of private individuals, entrepreneurs, experts and other categories of the population; by the number of respondents - into individual and group surveys; by the number of problems studied - into surveys on one or more problems (topics); by the methods of conducting - into oral interviews (private or by telephone) and written surveys (by mail, e-mail); by the degree of standardization - into free and standardized surveys; by the degree of openness of the research goal - into open and hidden surveys. Focused group interview - a group interview organized in the form of a conversation between several respondents, usually 6 - 12 people, on a topic set by the interviewer (moderator). Communication occurs mainly between the respondents themselves, and the moderator only directs the conversation in the right direction. The method allows you to reveal people's motivations, see their attitude to the problem.

The main types of focus group interviews are: mini-groups, nominal groups, conflict groups, creative groups, landing groups, brainstorming, Delphi, etc. In-depth interview - conducted to deeply understand the essence of the issue under study, to clarify its details. One of the tasks of an in-depth interview is to encourage the respondent to be frank in expressing himself on a certain problem. However, this method places special demands on the interviewers themselves and is quite complex;

2) the researcher's observation of people and their behavior (for example, a salesperson's observation of customers making purchases; visiting competitors' stores to study the level of service, etc.);

3) an experiment - such a study, when under controlled conditions one or more factors are changed (for example, the type of product packaging) while keeping the others unchanged. After some time, the role of the studied factor (packaging) in the company's marketing activities (product promotion, sales, etc.) is clarified. Experiments can be conducted in special research centers of the company (laboratory experiment) and in real market conditions (field experiment);

4) imitation - is based on the use of special computer programs to artificially reproduce and clarify the degree of influence of various marketing factors on the company's activities;

5) panel - a research method that involves multiple surveys on the same topic of interest to groups of buyers, or observation of sales development in a certain group of trading enterprises at regular intervals" [32].

Types of marketing research can be classified according to various criteria:

- Qualitative research is a research method that provides more detailed and in-depth information about the object or phenomenon under study. These studies are not based on statistical data, but usually use interviews, focus groups, observations, and other research methods. The purpose of qualitative research is to collect information about the object under study from different perspectives, to understand the behavior and motivations of the people under study. These studies allow companies to better understand consumers, their needs and desires, which can help develop more effective marketing strategies. One of the main methods of qualitative research is interviews. Interviews can be conducted in the form of one-on-one interviews (personal interviews), group discussions (focus groups), or online. Qualitative research can also include observation, content analysis, and other methods. The main advantages of qualitative research are the ability to obtain more detailed and in-depth information about the object under study, understanding the motivations and experiences of the people under study. However, qualitative research may be less accurate and representative than quantitative research [36, p. 150].

- Quantitative research is a research method that is based on the collection and analysis of statistical data to obtain quantitative results. These studies usually

include questionnaires, surveys, experiments, testing, and other methods. The purpose of quantitative research is to collect and analyze a large amount of data about the object under study in order to establish statistical significance and obtain objective information about the trends and characteristics of the phenomenon under study. One of the main methods of quantitative research is a survey. Surveys can be conducted in various formats, such as online surveys, telephone surveys, surveys in the form of personal interviews, street surveys, etc. Quantitative research can also include statistical analysis of data, which allows you to draw conclusions based on a large amount of data. The main advantages of quantitative research are the ability to obtain objective and statistically significant information that can be useful in developing marketing strategies.

However, quantitative research can have certain disadvantages, such as the lack of an in-depth understanding of the motivations and experiences of the consumers under study. Also, quantitative research may not always provide a sufficiently complete picture of the object under study.

For example, some phenomena may be difficult to quantify, such as individual tastes, preferences, or attitudes toward a brand.

Primary research is research conducted to gather new and primary information to address specific problems or issues. These studies are carried out directly by the company or its client, and include the collection of data from various sources, such as surveys, interviews, focus groups, observations and other research methods. Primary research allows companies to collect specific and contextual information that cannot be obtained from existing sources. This research allows companies to obtain important data about their customers, their needs and wishes, as well as about the market and competitors [37].

One of the main methods of primary research is a survey. Surveys can be conducted in a variety of formats, such as electronic questionnaires, telephone surveys, personal interviews, etc. In addition, companies can use other methods such as focus groups (group discussions), observations and experiments. Primary research can be costly and time-consuming.

Chapter 2. Analysis of the use of the results of the marketing research system on the example of «Adidas»

2.1. Financial and economic characteristics of «Adidas» activity

For more than 100 years, the Adidas company has been a symbol of success in the world of sports. The Adidas company was founded by Adolf Dassler in 1948 by Adolf himself. Before Adidas got its name, it was Dassler, because two brothers Adolf and Rudolf worked on it. Rudolf was a salesman in the company, and Adolf was a shoe developer. It was in 1948 that the two brothers quarreled, and Adolf created his own company, Adidas, and Rudolf founded the Puma company. In 1949, the name was registered as a trademark, and at the same time the Adidas symbol was registered - the famous three stripes.

The Adidas company has only two factories, one in Germany and the other in America. But almost all production is carried out by 130 independent partner companies, which have a total of 289 factories, of which 71% are located in Asia, 18% in the Americas, 6% in Africa and 5% in Europe.

Until the summer of 2021, the brand owned such companies as “Reebok”, “Rockport”, which specialize in the production of classic and casual shoes, “CCM”, which is engaged in the production of hockey equipment and “Taylor Made Golf”, which specializes in the production of golf equipment. However, today the company “Adidas” is selling the company “Reebok” for \$ 2.5 billion to the American company “Authentic Brands Group”. The productivity of “Reebok” lagged behind the main brand “Adidas”, and in 2020 it suffered from the pandemic.

The company has five brands: “adidas originals” which is positioned on expensive branded clothing and shoes for every day, such as sneakers “FORUM”, “YEEZY”, “ZX”, “Superstar”; the “adidas sportswear” brand, which is positioned only on women's and men's clothing; the “TERREX” brand develops shoes and clothing for various sports; the STELLA MCCARTNEY brand produces women's running, fitness and sports accessories; The END PLASTIC WASTE brand recycles various materials and produces clothing, shoes, swimwear and accessories from them,

which indicates the company's conscious position regarding the environment and the planet as a whole.

“Adidas” is one of the most important advertisers, which focuses on television advertising with the participation of many world stars: such as Kaka, Lionel Messi, Steven Gerrard, David Beckham, Arjen Robben, Lucas Podolski, David Villa, Michael Ballack, Ana Ivanovic, Marat Safin, Kevin Garnett, Tracy McGrady, Novak Djokovic, Mario Ancic and others. The company is also known for its large sponsorship contracts with famous athletes and sports teams, especially in the field of football. Contracts with Adidas have been signed with such football clubs as Milan, Bayern, Real Madrid, Chelsea, Dynamo Kyiv, Liverpool, Fenerbahce, Galatasaray, as well as with many world national football teams.

As the Sport.ua portal notes: “the famous German sportswear brand Adidas has decided to terminate cooperation with the Russian Football Union. This is due to the Russian military aggression against Ukraine. Thus, Adidas will stop sponsoring the Russian national football team. The company is also considering the possibility of completely withdrawing from the market of the aggressor country” [16].

Adidas is one of the world's largest corporations engaged in the production and supply of sportswear and sports equipment in Europe, Asia, North and Latin America. The company was founded in 1949 by brothers Adolf and Rudolf Dassler in Herzogenaurach, Germany. Adidas offers its products by brands:

- Adidas, which provides footwear, apparel and equipment in two segments: the Sport Performance segment develops modern products with a focus on running, football, basketball, tennis and training. the Sport Style segment is aimed at fashion-conscious consumers. together with its subsidiaries, it designs, develops, manufactures and markets products for sports and sports lifestyle worldwide.

- Reebok specializes in the production of fitness products. Reebok includes the Sport segment, which is engaged in specialized fitness activities and functional innovations for the brand's products, and the Classics segment, which provides classic branded goods and lifestyle products.

“Adidas is not a sportswear brand for professionals, but for amateur athletes. High-quality clothing of different price segments, designed for the general user, as well as sportswear, is fashionable sportswear for every day for active recreation.

In terms of prices for sportswear, the highest price segment will be sportswear from such manufacturers as Giorgio Armani, Ralph Lauren, Prada Sport, JohGaliano, Sportmax, Dolce & Gabana, and other brands of companies that produce expensive sportswear for professional sports. The main supplier countries are Italy, Finland, France, Japan and Germany.

Sportswear of such brands as Nike, Adidas, Reebok, and Puma belong to the middle price category. These goods are mainly supplied from the US and Germany.

The lowest price segment includes sportswear by such companies as Vega, Pilot, Navigator and others. This segment is represented by manufacturers and countries of Southeast Asia and Turkey.

The market of sportswear and goods can also be segmented by places of sale. These places can be multi-brand retail chains - stores that offer a wide range of products from leading manufacturers in different product and price categories.

The mission is to be a leader among global sports brands.

Company principles:

- Be open;
- We openly express our opinions and listen to the opinions of others;
- We welcome unconventional ideas and approaches and are open to new things;
- Be based on facts;
- We use only reliable information and rely on facts when making decisions or taking action;
- Don't play political games;
- We act honestly and openly and are always guided by the interests of the company and our clients.

The principles of corporate ethics in our work are:

- We work as a team, show partnership and are always ready to support our colleagues;
- Be efficient;
- We do our best to achieve maximum results. We do not rest on our laurels and always strive for more [16].

Table 2.1

Analysis of the financial performance of the enterprise

Indicators	2022	2023
Revenue	14,882 billion euros	14,5 billion euros
Gross profit	47,7 %	49,3%
Profit from operating activities	1,185 billion euros	1,254 billion euros
Net profit	0,791 billion euros	0,839 billion euros
Assets	11,651 billion euros	11,599 billion euros
Number of employees	46 306 thousand	50 728 thousand

So, analyzing the table, we can see that the company is operating efficiently, with net profit increasing, but revenue decreasing. The company is actively developing, increasing the number of employees, opening new branches around the world.

Goals of the Adidas company:

- Development of the Adidas business;
- Increase in profits from the sale of goods (and ideas);
- Increase the company's market share;
- Strengthening the image of the product/brand/company [16].

2.2. Evaluating the efficiency of using the results of marketing research in Adidas

The sporting goods market is considered to be practically the largest, with its volume in the 2020s approaching \$249 billion per year (other analysts estimate \$100 billion per year). According to some data, the annual total sales of the global sports equipment market is approximately 40% of gross sales, which is higher than the volumes of both the sports footwear market (20%) and the sportswear market (38%).

According to British analysts, the sports industry accounts for the bulk (70-80%) of consumer spending on the purchase of sports products (distributors, manufacturers, retailers). The infrastructure of the sports industry is in the process of being formed. Back in 2019, according to a study by the World Federation of Sporting Goods, the size of the global sports market was \$92 billion. In 2021, this figure was close to \$175 billion, in 2022 it reached \$200 billion, and in 2023 it was almost \$240 billion.

A significant share of sales of sporting goods takes place in Western countries - Europe and the United States. According to the World Sports Forum, the growth of the European sports market over the past 3 years was 5.4%, which is higher than the total GDP growth of the European Union over the same period. This can be explained by the large-scale popularization of sports by all segments of the European population, which is also facilitated by the high standard of living, and the high incomes of Europeans, which allow them to spend not only on the essentials, but also on sports. China accounts for the vast majority (65%) of the world's total production of sports products. This is because China has cheap labor, which makes the production of products (not only sports) more profitable, and a large number of people who cannot afford products of well-known brands can buy similar goods made in China. In addition, a large number of owners of well-known brands are moving their production to this country.

After conducting market research, managers from the advertising agency and marketing department summarize the final results of the campaign. For Adidas, such an indicator as product sales is very important, and the method of direct calculation of the size of the products sold is an integral component of the report. The direct count

method is effective and inexpensive for evaluating the effectiveness of marketing research.

The target audience has an average income level, according to estimates by statistical companies as of the beginning of 2023.

The German brand Adidas AG is ranked 67th in the ranking of the most expensive and high-quality sports goods brands.

The top three leaders for 2023 are as follows: Nike leads the list (its sales amount to approximately \$8 billion), followed by Adidas (approximately \$7 billion), and Reebok closes the top three (at least \$3 billion).

Table 2.2

Dynamics of sales volume of the top three (2020-2023, USD billion)

Year	«Nike»	«Adidas»	«Reebok»
2020	6,2	4,8	1,9
2021	6,6	5	2,2
2022	8	7	3
2023	8,7	9,2	5,1

ADIDAS is currently the leader. And if we are talking about spontaneous brand awareness, then all three major market players are at about the same level.

If we refer to the first mention, then, of course, ADIDAS will be the leader, because the company has been operating in the market for a long time. As for sales, these figures are again at about the same level.

The table below shows that companies invest a lot in advertising and marketing.

Table 2.3

Marketing expenses in leading companies (2020-2023, million USD)

Year	«Reebok»	«Nike»	«Adidas»
------	----------	--------	----------

2020	230	595	570
2021	312	543	630
2022	347	720	660
2023	375	950	750

This data makes it possible to correctly assess the market size, current total marketing costs, the company's market position and the overall dynamics of the company's development.

A 10.52% increase in marketing spending in 2021 compared to 2020 resulted in a 4.16% increase in sales (or \$0.2 billion). A 4.76% increase in expenses next year led to a 40% increase in sales. Finally, a 12% increase in spending in 2023 led to a 31.42% increase in sales.

In addition to advertising on television (STB, Novy Channel, 1+1, etc.), advertising publications published many articles covering issues of interest directly to Adidas, highlighting the positive qualities of the company's products and support for children's sports. Third-party experts stated that the company is very competent in its marketing research and promotions.

In addition to advertising messages in the media aimed at increasing sales, there are other marketing campaigns aimed at maintaining customer loyalty to Adidas.

The maintenance and construction of Street Ball sports grounds in Ukraine costs Adidas \$150,000 annually. StreetBall is one of the variants of basketball with changed rules. In addition, Adidas spent more than \$230 thousand to organize sports games at these venues. The goal of this marketing campaign is to encourage young people to buy, and to strongly associate the Adidas brand with sports. At these events, the initiative of young people to buy ranges from 73 to 89 percent [16].

Next, we will compare Adidas and Nike in more detail on a 100-point scale using the following criteria: CEO rating (ratings by Nike CEO John Donahue and Adidas CEO Casper Rorsted), company culture (culture within the company), employee loyalty index (likelihood that a person will recommend the company as a

place to work), product variety (variety of products at the enterprise), employee skills and preferences (how professional employees are), and employee professional development (training and advanced training of employees).

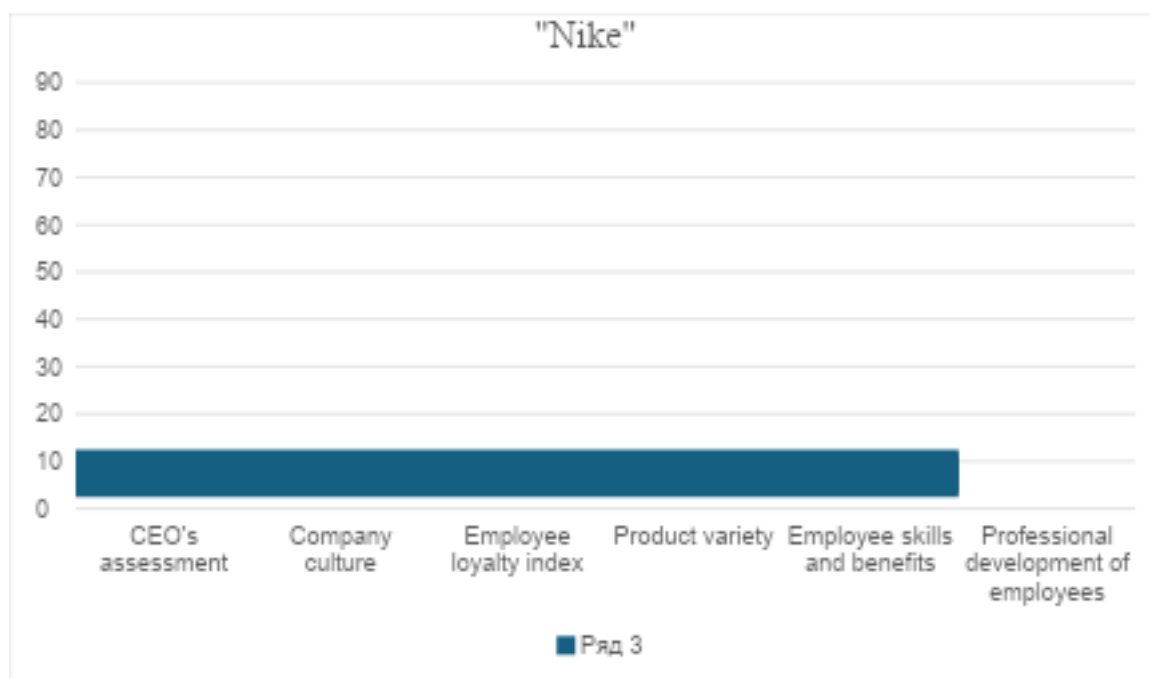


Figure 2.1 – Comparison of Nike and Adidas

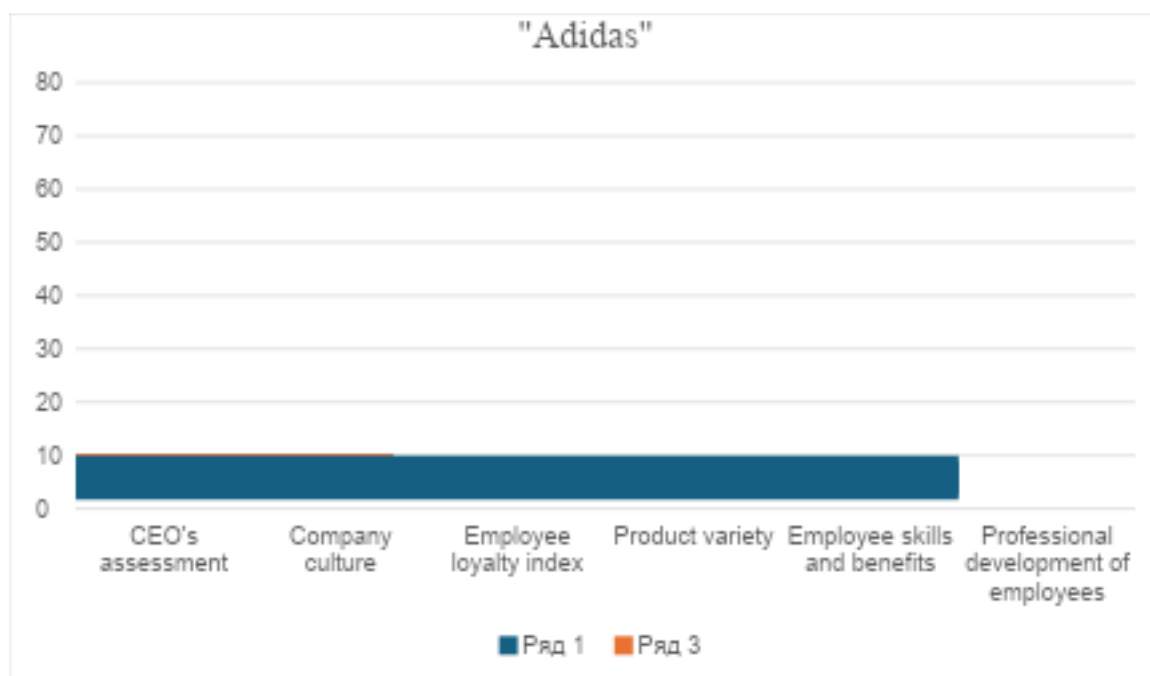


Figure 2.2 – Comparison of Nike and Adidas

Let's consider the SWOT analysis of the Adidas company:

Strengths (S):

- Leading position in the sporting goods market;
- The Adidas brand is perceived by many as one of the components of a status position;
- The majority of outlets have a favorable geographical location;
- Strict adherence to the internal corporate culture;
- Extensive experience in the global sporting goods market, resulting in the brand's popularity around the world (positive business reputation and brand awareness);
- The company's experience has provided it with extensive expertise in marketing research, which has enabled it to save money on marketing research when developing new markets.

Weaknesses (W):

- It is difficult to maintain a good level of customer service due to high staff turnover;
- Insufficient attention to clients' interests;
- Limited legal powers, as the legal form of the company, such as LLC, is very limited in the ability to attract additional financial flows, which hinders the development of the company.

Opportunities (O):

- Increasing the popularity of sports among Ukrainian citizens and the rest of the world;
- Development of sales via the Internet;
- Maintaining and protecting the existing market share;
- Development of small towns in Ukraine.

Threats (T):

- Increased competition due to the high saturation of the sporting goods market;
- Threats to doing business in Ukraine due to the aggravation of the geopolitical situation and military operations;
- Volatility of exchange rates;

- Due to the inaccessibility of financial flows to the company, it can only develop at the expense of the parent company, and as a result, it may lose market share;
- A large share of the goods of a given brand is produced in China, which leads to copying and counterfeiting;
- Decrease in the number of customers, which was caused by the demographic crisis.

But in terms of marketing, the company has room for improvement. It is recommended to increase advertising and sales of sportswear inventory via the Internet, since the number of Internet users is constantly growing, most of the population has a computer and access to the Internet. But in addition to selling and advertising online, you can also conduct surveys there, it will be cheap and effective [16].

According to Figure 2.1 and Figure 2.1, we see that Nike outperforms Adidas in all aspects. From this, we can conclude that Adidas needs to improve its competitiveness.

Chapter 3. Ways to improve the marketing research system

3.1 Substantiation of proposals for improving the system of marketing research of enterprise

Since the company has its own website selling the company's products, the “Shopping Without Borders” project was developed. The online counter will be located directly in the store's sales area, to work with the customer on the company's website. Since the required size is often not available, and the customer is eager to buy the goods, an alternative option was developed. Through the online counter, with the help of a sales associate, the customer will be able to order the goods they need and get acquainted with the collections that have not yet arrived at the store [45].

This project allows you to perform the following actions:

- View information about the product;
- Checking the availability of goods in city stores;
- Place an order for the selected product;
- Internet access is a prerequisite for the correct operation of the project.

The program's home page contains:

- Top menu, tabs:
- Catalog - navigation by collections, product search using filters;
- Profile - registered user information;
- Search - search for the desired item by article number or name;
- Favorites - items that were marked as liked by the client;
- Scanned - barcode scanning function;
- Cart items postponed by the client for purchase.
- Main field - convenient navigation through the most relevant products, collections, offers, exclusive products.
- Bottom field - Catalog and Search buttons.
- When searching and selecting a product with the desired article number, you need to use the navigation on the home page screen.

When choosing a category, it is possible to provide the buyer with the most interesting options using the filter:

- sport;
- category (clothing, shoes, accessories);
- color;
- technology.

By clicking on the model of interest, you can view information about the product:

- product photo;
- product description;
- customer reviews.

When adding to favorites, the "Add to favorites" function is used at any time during the product search. In this case, the buyer can always return to the models they liked and make a purchase from them [57, p. 135].

If the client has not decided on a choice and is not ready to make a purchase, it is possible to send a list of liked items to the client's email [41, p. 196].

When choosing the size of interest, several options are possible:

- The article is available only in the store - the system will indicate the size that is available in the store;
- The article is not available in the store, the article is available only for ordering from the website - If the size is not available in the store, you will be offered to place an order online;
- The article is available in the store, and is also available for ordering.

You can also check the availability of the article and a certain size in stores nearby.

When placing an order, you must:

- Add the selected item to the cart.
- Check the selected items, quantity, order amount.
- Choose a convenient delivery method: delivery to the store or home.

When purchasing goods in a store, you must contact an employee of the sales floor and indicate the selected product [42, p. 203].

The "Intuitive Warehouse" project has been developed to reduce the time spent searching for goods in the warehouse [58, p. 169].

Shoe placement in the Intuitive warehouse:

Shoes occupy approximately 70% of the warehouse space of a retail store. They have priority placement in the warehouse and should be located near the exit to the sales area.

Shoes should be placed closer to the exit to the sales hall according to the highest priority categories [59, p. 163].

When placing shoes, the following division should be taken into account:

Gender division:

- Men;
- Women;
- Children.

Division by category:

- Performance;
- Neo;
- Originals;
- aSmC;
- Porsche Design Sport.

Division by brand sports category:

- Running;
- Outdoor;
- Training;
- Basketball;
- Football;
- Swim [43, p. 4].

There should be no more than two items on one shelf. Within one item, it is important to arrange the shoes by size in such a way that the smallest size is on the

bottom left in the first row, and the largest size is on the bottom left in the second row:

To increase the speed of bringing shoes to the sales floor, it is necessary to provide visual support. To do this, you need to use one of three placement methods:

- Place the right half-pair on a box pushed forward;
- Fasten the half-pair to the rack panel;
- Place a photo of the item on the bottom left box with the item. Placement

of textiles:

- Textiles should occupy approximately 25% of the warehouse space of the retail store [60].

It is placed in the warehouse after the shoe store, in the second place in terms of zoning priorities [61, p. 155].

When placing textiles, the following division must be taken into account:

- Division by gender, category, sports category of the brand is carried out according to a similar placement of shoes;
- Within the sports category/collection - division into product types (Jackets, Hoodies, TrackTops, Pants, Shorts, T-Shirts, Polos, Suits, etc.), arranged in the same order as we put on ourselves - from bottom to top;
- Within the product type - the product must be stored, emphasizing the color, from light to dark [44].

No more than three items should be stored in one box. If there is not enough space for storing an item in the selected box, then the item is placed in the boxes on the left and/or right on the same shelf of the same rack. All goods in textile boxes are stored in plastic bags [64].

Placement of accessories: accessories (balls, bags) and other (equipment) should occupy a maximum of 5% of the usable area of the retail store warehouse. This should be the non-commercial part of the store warehouse that is as far away from the sales floor as possible.

A color scheme for navigation through the warehouse should be placed at the entrance to the store warehouse. Navigation is a system of signs placed on the racks [68].

3.2. Entering the international market by «Adidas»

In recent months, Adidas's supervisory board chairman Thomas Rabe has repeatedly raised the issue of the company's low overall revenue, and he was not satisfied with Rorsted's excuses, which blamed problems in the Chinese market and an exit from Russia.

Some of the people said that problems with the company's product line had been apparent since 2019.

"To be honest, even before COVID, our growth was lacking," said one of the company's senior executives.

Some insiders have talked about the cyclical nature of the sports industry's boom and bust, suggesting that external factors are the main drivers of the company's problems.

But outside observers, such as Ingo Spaich, asset manager at Adidas shareholder Deka, disagree.

"The global sporting goods sector is growing at about twice the rate of GDP," he says, noting that Adidas has failed to translate that trend into sustainable earnings growth. "That says a lot about the company's management."

West's Yeezy line was the only one whose sales did not decline, and it was she who helped the company not to give up its position at all. But Adidas denies this and points to double-digit growth rates in other categories, such as fitness and basketball.

In 2019, Adidas made a bet on the brand, which then accounted for only 3% of sales: the company increased the brand's marketing campaign and deliveries to markets in South America and the Middle East. And this despite the fact that by that time the reputational risk of working with West was already obvious: in 2018, he had already apologized for saying that 400 years of slavery "seemed like a choice."

At work, the rapper was also not a model of reliability. According to a former Adidas manager, he constantly changed his mind, postponed projects and did not pay attention to the company's work deadlines.

By the end of 2022, Yeezy was generating €1.7 billion in annual revenue, about 7% of total revenue, but investors were not told about it. According to one analyst, the importance of the brand was not discussed so as not to betray the company's dependence on it.

Some company executives tried to deal with the problem by starting collaborations with other stars, such as Beyoncé, but this did not have the same commercial success.

Now, the company's warehouses will be filled with €500 million in potential revenue of Yeezy sneakers until Adidas finds a way to sell them under its own brand.

In early 2021, Adidas was hit by a consumer boycott of brands that used cotton from the Xinjiang region, where forced labor and other human rights abuses flourished. Then, Chinese stars withdrew from partnerships with Adidas, which led to a loss of market share to other competitors.

A draconian lockdown in China has further hit sales, with analysts predicting sales of just €3 billion this year.

Rorsted's allies say the company could not have foreseen the boycott or lockdown, but Deutsche Bank analyst Adam Cochrane believes "it has some of its own problems to blame, as it has not managed external factors as well as it could have."

Rorsted joined Adidas in 2016 from German chemicals conglomerate Henkel, where he established himself as an effective leader, tripling the company's share price. At Adidas, he was tasked with cutting costs and improving profitability. By 2019, he had managed to increase sales by more than 40% to €23.6 billion, closing the gap with Nike.

The company says the figure was not included in its annual report for "editorial reasons," and it cited recent successes such as its Adizero running shoes, which are

popular with marathon runners, and a “smart” ball used at the 2022 World Cup in Qatar that provides data for video replays.

Insiders say Gulden will need to shake up the top management and increase investment in development to create new product lines to replace Yeezy.

In an interview with the FT in 2019, he recounted how he often slept on the floor in Asian shoe factories in the 1990s while searching for local suppliers. He said that as CEO of Puma, he often visited the labs, talked to designers and pitched his ideas. “Luckily,” he added, “they didn’t do everything I suggested.”

“You could say that Gulden and Kasper went to different business schools,” said Cochrane, who believes Gulden’s hands-on approach is exactly what Adidas needs now. “The whole company needs to be revitalized, as well as its belief in what it does and sells ” [22].

CONCLUSIONS

In the market economy of the latter, one of the most important places in the enterprise management system is occupied by marketing, the main goal of which is to satisfy the needs of consumers. The effective functioning and development of firms are associated with the application of the marketing approach in their activities.

Marketing is engaged in the study of consumer behavior, which includes its needs and requirements.

Marketing is a set of all types of business activities that ensure the promotion of goods and services from producers to consumers, as well as the study of the situation, preferences and attitudes of consumers and the systematic use of this information to create new consumer goods and services.

Marketing management system is a production and sales activity of enterprises and firms, based on a comprehensive market analysis. It includes the study and forecasting of demand, prices, the organization of research and development work to create new types of products, advertising, coordination of internal planning and financing, etc.

The fundamental principle of marketing activity, which distinguishes it from other types of economic activity, is a dual and complementary approach. This approach involves the integration of two types of activity: a comprehensive study of the structure, processes and patterns of consumer demand and active influence on the market, as well as existing demand, the formation of consumers and consumer preferences.

For effective operation, the enterprise needs not only the presence of a strategy, but also a constant analysis of the existing strategy, an analysis of the degree of its compliance with the prevailing conditions on the market. Since without this, neither successful activity nor the maintenance of a stable competitive advantage is possible, which in modern market conditions is very important for any enterprise.

The main competitive advantage of Adidas is the presence of extensive experience in the sporting goods market, a wide range of products.

During the work, it was proposed:

- creating an intuitive warehouse, increasing the speed of finding goods;
- to have each employee take e-courses in the presence of the director or administrator, improving the skills of the company's employees;
- measures to reduce internal and external theft;
- adding the position of supervisor to comply with company standards and order in the sales hall.

During the work, proposals were developed to improve Adidas' marketing activities in order to create a favorable image of the company.

During the work, the set goals and objectives were achieved, namely:

Goal – recommendations were developed for improving Adidas' marketing activities.

Tasks:

- the essence of the concept of "marketing activities", its content, planning and organization were considered;
- an analysis of Adidas' marketing activities and their management was carried out;
- proposals were developed for improving Adidas' marketing activities.

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