

Antoniuk Olga Vladimirovna

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## ЭКОНОМИЧЕСКИЕ НАУКИ

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*Olga Vladimirovna Antoniuk*  
*Taras Shevchenko Kyiv National University, Ukraine*

## METHODS OF STRATEGY EFFECTIVENESS ESTIMATION IN NATION BRANDING®

Global processes in international economy and intensification of the competition in global markets made the governments searching new instruments of positioning and promotion of nation ideas, resources, goods and services. Thus the behavior of a country in the world marketplace reminds the behavior of a company more and more, mostly because of necessity of a positive international image formation. Design and realization of the country brand promotion strategy is a long and expensive process, which may become waste of the resources because of numerous mistakes both in the phase of designing and in the phase of implementation. The least studied problem in nation branding is the problem of estimation of the nation brand promoting strategy results as an international investments attracting factor. This fact sets an important task to research any methods to sum the affect of brand strategy implementation up.

In this context theoretical heritage of classic school of management deserves attention, also the question of international strategy effectiveness were covered in works of V. Miklovoda, N. Kubnij, I. Kovalchuk, V. Pastuhova, O. Kanishchenko. The question of national branding were enlighten in the works of such scientists: D. Aaker, S. Anholt, C. Askerguard, K. Asplund, S. Blake, G. Gerr, K. Keller, Ph. Kotler, I. Martin. Some of the aspects were researched in the works of Ukrainian and Russian researchers: V. Vergun, E. Galumov, K. Gridina, O. Gorbushina, V. Korol'ko, L. Moroz, O. Pankrukhin, J. Palekha, G. Pocheptsov, A. Starostina, A. Lychova, K. Khachaturov, T. Tsygankova etc., but still the methods, which estimate the very nation brand promotion strategy were not studied enough, what makes the goal of this paper actual.

*The goal of the paper* is to study existing methods of international strategies estimation and try to adapt them to nation branding.

There is no a single optimal method how to estimate the effectiveness of international marketing strategy. In economic literature they give us three main approaches how to study the effectiveness of a strategy: target approach, system approach and selective approach [2].

Target approach is aimed to define the effectiveness of a strategy as its ability to get the targets which were set before the strategy implementation. According to this approach the activity of the participants should be realized only with the aim to achieve these targets. The rationality of this method is in recourse choice, which would make the target achievement at the lowest cost. At the same time this approach requires the coordination of the targets of the strategy with the national and industry goals, quantitative and qualitative dimension of the objectives of strategic management and their achievement with a clear algorithm. It's obvious that this approach can be used in the condition when all the targets of international strategy are strictly defined and the result of their achievement can be exactly captured and measured.

Adopting this approach to the nation branding strategy we should say that in this case the strategy should be started with clear and achievable economic indicators setting. Considering the specificities of national branding these indicators should be set to every level of perception on the nation brand and also they should include the character and the scale of the promotion strategy instruments [1].

But still there are some imperfections of this approach. Such detailing of the targets has a certain difficulty for some instruments of nation brand promotion strategy, among them diplomatic missions, which depends on the country where the mission is placed, thereafter the costs of target achievement may differ (depending on the formal and informal institutional conditions in individual countries). That means that responsible for nation branding public authority must consider the conditions of activity of different missions.

V. Naumova determinates the effectiveness of international marketing as a degree of achievement of marketing objectives oven a certain period of time. Quantitative-qualitative indicator of the effectiveness of current strategies of international marketing is shown in such a way [4]:

$$E_{CMM} = C_{II},$$

where  $E_{CMM}$  means effectiveness of international marketing strategy;

$C_{II}$  - degree of achievement of marketing objectives oven a certain period of time.

In the context of the following method the effectiveness of nation brand promotion strategy can be estimated as a degree of achievement of the each level of perception targets.

The next approach on strategy estimation is based on a system principle. According to this approach the criteria of strategy effectiveness is an ability of the object and its components to adapt to the changing environment. In the case of nation branding that means the effect will depend on the interaction and interplay of the promotion system of the nation brand promotion strategy. This dependence may be shown in this way:

$$E_{СПБК} = \varphi,$$

where  $E_{СПБК}$  means effectiveness of nation brand promotion strategy;

$\varphi$  - level of interplay of the promotion system components of the nation brand promotion strategy.

Recently scientists have justified the use of selective approach. Selective approach based on selection of strategic components and ensuring satisfaction of their interests. To assess the effectiveness criteria are used, corresponding to a *strategic component* of the organization. The indicated approach rejects the view that the effectiveness can be evaluated based on predetermined criteria or mere system performance. This approach emphasizes the minimum level of satisfaction with all elements of the organization, motives and goals of which differ. In the context of brand promotion strategy of the state it goes about the complex of sub brands, the progress of each of which allows to achieve their common goal. For example, brand promotion of individual regions, industries or cities. It is important for the agency in charge for promotion strategy to identify which components should be considered strategic.

Thus, the approach to evaluating the effectiveness of brand promotion strategy of the state in terms of satisfying the interests of its constituents requires a clear strategic positioning of these interests and choice of formulations and criteria they meet. Such criteria must be balanced and designed not only to meet the strategic interests of constituents, but also to achieve the ultimate goals.

Each approach has certain advantages and disadvantages that are more or less sown in different conditions. Good results can give a weighted and balanced combination of all approaches, with the shortcomings of one could be offset by other benefits.

In our opinion, the effectiveness of brand promotion strategy of the country can be considered, based on the understanding of efficiency as the correlation of results and costs [3].

So in conclusion, we can say that brand promotion strategy of the state as any other strategy needs to be estimated in order to prevent mistakes and overspendings. But today there is no theoretical basement for correct estimation of the results of nation branding. The brand promotion strategy in light of the methodological evaluation of the effectiveness of national branding target, systematic and selective approach may be used evaluating the effectiveness of strategic management. A targeted approach aimed at determining the effectiveness as the ability to achieve pre-set goals. The criterion of efficiency in the system of national branding approach is the ability to meet the challenges of promoting exogenous factors and adapt to them. Selective approach based on selection of strategic components and ensuring satisfaction of their interests. The use of a particular approach depends on the purpose of analysis and its information support.

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Юрій Александрович Акиндеев

Российский экономический университет им. Г. В. Плеханова

#### МАЛОЕ ПРЕДПРИНИМАТЕЛЬСТВО В МОДЕЛИ ЭКОНОМИЧЕСКОГО РАЗВИТИЯ АГРОПРОМЫШЛЕННОГО КОМПЛЕКСА<sup>©</sup>

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Одной из важнейших задач государства является обеспечение продовольственной безопасности. В настоящее время сельское хозяйство Российской Федерации, обладая самым мощным в мире агропромышленным потенциалом, но лишённое адекватной государственной поддержки, окружённое более сильными в конкурентном отношении отраслями и чрезвычайно зависимое от природных факторов, не решает задачи определённые Доктриной о продовольственной безопасности страны. Сегодня 36% продуктов питания, которые продаются в наших магазинах, завезены из-за рубежа, а в крупных городах доля импорта составляет 70-80% - это значит, что объёмы импорта на 15-20% превышают порог продовольственной безопасности.