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ENTREPRENEURIAL ENVIRONMENTAL MANAGEMENT MODEL OF MARKETING IN A POLITICAL-ADMINISTRATIVE SYSTEM OF UKRAINE

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The article deals with proposals for entrepreneurial model of environmental management, in particular environmental marketing in modern political and administrative systems. In the context of the complexity of the social structure, forming a dense network of communications, globalization, cultural and economic-ecological space offers new mechanisms for the relationship between the state and civil society in environmental management.

Keywords: *entrepreneurial model of management, environmental marketing, administrative system, consulting center, business culture, organizational and management system, customer needs, market.*

Introduction. Development of environmental economics in the market-legal field highlights the need for active use of public administration, changes the nature of environmental management. Politico-administrative system – a set of established connections and relations within the executive branch, the executive and other branches of government in their dynamic interaction with civil society institutions. Under the conditions of market transformations in the economy, using the elements of innovation policy, institutional framework for ensuring environmentally friendly environmental management play an important role in the organizational and

economic relations environmental marketing management at both the state and the local region.

The key issue of the transition to sustainable management of natural resources is the question of the mechanisms of implementation of environmentally oriented business development. Already have priority to research and development of new preconditions, contributing to the formation of environmentally economical mechanism of nature use at the regional level – to regulate the permissible intensity of exploitation of natural resources in the formation of entrepreneurial management model at national, regional and local levels.

It should be noted that Ukraine today is characterized by poor development of entrepreneurial business culture and obviously the lack of experience in effective innovation management at environmental management.

Politico-administrative system in entrepreneurial type of control is based on the principle of separating politics from service, of market checking quality and efficiency, focus on customer needs, transferring the control from the procedure of execution to the procedure of work quality, the contract system of employment and payment by results. Ideas of government management reorganization by D. Osborne and T. Gaebler (USA) (1992, 1994, 2001) have led to the consideration of entrepreneurial management model. After examining the innovation of state governments and local governments, D. Osborne and T. Gaebler (1992, 1994) had proposed to implement the idea of entrepreneurship in the public sector in order to improve its effectiveness and efficiency.

Analysis of recent researches and publications. The analysis of existing research and publications shows that the question of entrepreneurial model in environmental management yet has not been developed and not considered in any of Ukrainian publications.

Main purpose of the article. The aim of the study is to examine the political-administrative and economic-environmental management in modern conditions of environmental management, according to greening business and due to institutional frameworks to implement and maintain environmental marketing in promoting sustainable business model based on the introduction of entrepreneurial type.

Results and discussions. Management of modern political and administrative systems faces the threats with endogenous (inside the system) and exogenous nature – from the external environment. Any crisis situations developing in the political and administrative system of the state, of course, affect the nature, namely, the depletion or conservation of natural resources and environmental pollution.

Exogenous challenges include: the impact of foreign conflicts, global economic crisis, the processes of integration / disintegration of the community of states, intergovernmental scientific and technological competition, and so on. The exogenous calls lead to different (and sometimes opposite) effects on different states

depending on the level of complexity and innovation potential of their political-administrative, social, economic and ecological systems. For example, the lack of approved strategic priorities in the development of the Ukrainian economy has significantly affected (especially in times of crisis) the dynamics of the new environmentally friendly processes introduction. An urgent need to intensify innovation and ecological processes across the national economy is connected with a number of development trends and challenges of the global economic system. Among the main ones – a steady increase in the contribution of information and information technologies in the creation of added value; increase in the share of intangible assets in the company's total assets; the need to overcome the energy barriers to growth; the growing influence of environmental factors on the economic development of countries.

The key external challenge in terms of innovation and environmental development is considered to be the transition process of the world economy into a new quality. The transition of the economies of the leaders to the next (sixth) technological order, technological change, especially in the resources and alternative energy. These calls dictate the need for advanced development of certain specific areas of scientific research and technological development ("green" energy, new technologies in industry and agriculture, etc.).

Endogenous calls can be divided into two main types: conflicts within the social structure between the different social strata and the crisis of the nation state as a form of political organization of society. Several key factors that influenced the formation of the crisis: the socio-political, economic, socio-cultural and, of course, environmental.

In a policy of sustainable economic development, there are significant difficulties and problems associated with both the theoretical and methodological basis, with the strategic goals and objectives at the national level and their practical implementation at the local level. Administrative reform, currently being implemented in Ukraine, significantly expands the rights of local authorities in planning and environmental management, and the problem here is that the provision of local councils the extensive rights should be used by the most effective way, combining territorial and sectoral approaches and interests.

In order to solve the complex problems associated with the forecast implementation of strategic planning and management decisions in the field of environmental management and environmental policy it is advisable to use eomarketing research in conjunction with the entrepreneurial model of management of natural resources.

Organizational and economic relations in the management of environmental marketing should be built and developed on the basis of rational combination of sectoral and territorial management principles (Sadchenko 2002, 2011, 2013). The

combination of sectoral and regional interests in relation to environmental marketing has its own characteristics at national, regional and local levels.

I. At the state level environmental marketing is designed to ensure the promotion of environmentally compatible types of production and economic activity by sector (within individual sectors of the economy). To do this, you must develop industry-specific environmental marketing program to be implemented under the supervision and management of the relevant line ministries and agencies in the public sector, as well as the national program to support and stimulate environmental marketing in small and medium business (private sector).

Another aspect of environmental marketing at the state level is the promotion of Ukraine to an active member of the evolving global market for environmental goods and services. In the global competitive environment, Ukrainian companies in the creation and implementation of innovative, environmentally friendly products should focus primarily on the world markets. And this promise should become the dominant of the Ukrainian economic development as a whole. It is necessary to develop a special program for environmental marketing ministries and agencies engaged in foreign trade. For this purpose, it is necessary to conduct a comprehensive assessment of the environmental resources and capabilities of Ukraine (for example, opportunities for the development of organic agriculture with a focus on exports of environmentally friendly products, the placement in the country branches of foreign companies and companies with high environmental requirements, to the conditions of placing on the development of environmental tourism, possibility for the disposal of the national territory of radioactive and toxic wastes, etc.).

The third aspect of environmental marketing at the state level – is the development and implementation of state regional environmental policies aimed at identifying and addressing major environmental problems in the regional context. As a region are usually considered large natural geographic region of the country, characterized by a specific combination of stable environmental problems (eg, Carpathian, Polesie, Donetsk, Crimea, Black Sea, Azov regions of Ukraine). In this case, environmental marketing aims to encourage regional authorities (administrative areas that are within the respective natural and geographical areas) to solve large-scale (zonal) environmental issues of national importance.

Institutional aspects of sustainable environmental management includes the definition of the respective roles and functions in the process of existing organizations and agencies responsible for the control and management of natural resources, as well as regional and local authorities. As context, it is necessary to consider the administrative and territorial reform and the reform of local government in Ukraine. Expanding the rights of local authorities and territorial communities means that they already can act as independent agents of their own economic development. Exactly they should become the main responsible for the

implementation of environmental management programs.

At the institutional way environmental marketing at the state level in Ukraine can be implemented in the form of the branch (sector) of the National Association of marketing, within which to develop the main directions of the practical use of environmental marketing as a tool for solving environmental problems according to the modern market economy and administrative reform (reform of local self-government).

As legitimate institutional channels environmentally sound environmental management appropriate to use the existing regional socio-economic development programs to support small and medium-sized businesses, sustainable development program (including program development of environmentally sustainable enterprises).

II. At the regional level environmental marketing has two main components:

1. "Eco-friendly" (environmentally compatible with the natural environment) marketing of natural resources and environment, as a corporate view of environmental marketing, the subject of which are regional authorities – the legal owners of natural resources in the territory of the respective regions. The ultimate goal of this kind of environmental marketing is to get corporate profits used for the sustainable development of the region.

Particularly noteworthy marketing of environmentally friendly areas. Such areas are currently in demand due to the increased demand for organic food, as well as the emergence of environmental requirements in terms of placement of a number of high-tech industries (microelectronics, biotechnology, certain R & D). Reviewing current pollution quotas specific areas (certified for emissions and discharges of pollutants) is a part of that marketing. Regional authorities are setting a maximum emission limit in respect of certain hazardous substances in a certain space, and the distribution of rights to the use of this "environmental resources" among users of the environment (especially industrial) is regulated by the market. This practice is widely used in the US and other developed countries. It is advisable to develop a similar program for Ukraine to implement the relevant pilot project in one of its industrial regions (for example, in the Odessa region).

2. Marketing environment and reproduction habitat. Environmental problems arising from pollution or excessive exploitation of natural resources, may be different geographical coverage of its impact. The subject of environmental marketing in this case are the local and regional authorities (Sadchenko 2003, 2014).

Marketing approach to the management of socio-economic and economic and environmental development of the region and the preservation of its natural resource potential is a set of measures aimed at increasing welfare and safety conditions of life of the population, in particular through preferential taxation of enterprises, in the case of the implementation of environmental measures security in the region, providing

benefits for a loan for the implementation of these measures, the exemption from taxation of funds of Environmental Protection.

III. Environmental marketing has a strong anthropocentric character at the level of primary territorial level. The main idea, as a rule, is an environmental conditions of the local territorial community (at the level of the administrative district, rural, village and city councils). The subject of environmental marketing here are the municipal government that can address local environmental issues within its competence. For this purpose, they may use the following kinds of environmental marketing:

- Marketing of the sustainable environmental enterprises – support for small business that operate on the principles of environmental compatibility with the nature environment;

- Marketing of environmental knowledge and technologies among the local population in order to improve its environmental culture;

- Marketing of the traditional nature use – support and promotion of traditional forms of nature use, historically cultivated in the local territorial community and contribute to the conservation of biodiversity and the decision of local socio-economic issues (employment).

The concept of sustainable development (at the level of local government) involves the development of methods of socio-economic and environmental inventory and its inclusion in the existing regulations governing the processes of nature use at the regional, sub-regional and municipal levels, as well as the methodology of socio-economic and environmental impact assessment areas based on socio-econo-ecological passport territory.

For successful work on the development of methodologies, projects, programs should establish a focal point for environmental marketing, which will combine the interests of local authorities, businesses and the public on issues of environmental security. The effectiveness of the focal point of environmental marketing will be determined by the results of the spread of ideas and approaches of economic and environmental "know-how" through the local authorities. Methodological guidelines for local authorities might be presented by a special provision.

The transition to a modern model of economic growth is accompanied for Ukraine with a low level of innovative activity in environmental management. New targets associated with the organizational structure of management, in particular, environmental marketing, with incentives and infrastructure support for the development of science and innovation, as before, is not fully realized, their legislative and enforcement software is imperfect, also delayed or postponed indefinitely time. Increasing competitiveness in domestic and overseas markets due to the commercial use of new technologies is stopped by a weak elaboration of the final stages of research projects, their lack of innovative perspectives offered by low-technology solutions in environmental management. Nationwide, the effect of

innovation and environmental management of natural resources and environmental performance is almost imperceptible not have close, regular and productive contacts between science and business, the effective functioning of the national innovation system as a whole.

Orientation on market mechanisms does not eliminate the need to address the issue of efficient organization of the interaction of the elements of politico-administrative system between themselves and external agents. Creation and manage a focal point of environmental marketing can be built on the principles of entrepreneurial management model.

Centers for the study of environmental demand, supply and market capacity of natural-resource potential of the country, the region serve as a link between enterprises, trade; also play a coordinating role both in the region and beyond.

These centers together with companies, firms, companies must study the demand: to specific environmentally friendly resources, products, goods and services; conduct surveys of the population, both in the region and beyond; explore the possibility of production of goods using environmentally friendly technologies in enterprises of the region, etc.

As a result ecomarketing research identifies possible actions to produce demanded by the market for environmentally friendly goods and services in compliance with environmental standards in the production, exchange, sale and consumption of these products.

Ecomarketing research can be carried out on their own, their own services enterprise (specialists of the ecomarketing department). The company may also apply to services provided by external organizations. In this regard, it is advisable to create specialized consulting organizations on environmental issues – for example, ecomarketing firms and associations (SCAEM – Specialized Consulting Association for Environmental Marketing), who will work on the principles of entrepreneurial management model. SCAEM – to reduce the costs of their research can create departments that would be interested in collecting syndicated, standardized environmental information (for example, by monitoring the environment of the region), which they could sell to several customers.

This structure can be represented as the entrepreneurial model of environmental management, in particular environmental marketing. In the politico-administrative system of the new entrepreneurial model, the government plays the role of a catalyst. It transmits the executive functions (providing services) non-profit, public organizations, leaving a control function and the development of the overall direction of work in the field of environmental management and environmental policy.

In many Western countries there is a need to establish a political and administrative system of the new Entrepreneurial type, based on the principle of separating politics from the service, quality and efficiency of the market, focus on

customer needs, the transfer of control to the procedure of execution on the quality of work, the contract system of employment and payment according to the results. The new model provides decentralization of management. The main objective of the government is to provide local communities to solve their own problems and to monitor the degree of satisfaction of the needs of the local population. Create a competitive environment by overcoming the state monopoly on certain types of services to the population. The effective competitive environment (promote innovation, ecological innovations, enabling the return of employees, which increases the ultimate quality of natural resources, facilities and services) can only be created in a stringent regulatory framework, i.e. the competition rules must be clearly defined, and the process – be under constant supervision. Therefore, there is a need in creation a new model of limited or regulated competition.

In the application of entrepreneurial management model of environmental marketing can submit proposals for the introduction of market-based incentives, and the unit itself must perform the following tasks: to quantify the performance of government agencies, focusing more on the results of their operations and not on the amount disbursed resources; encourage competition among manufacturers and suppliers of public goods; strengthen the legal status of citizens by transferring control functions from the bureaucratic structures to lower levels – the level of local government or the citizens themselves; in the course of business, often guided by goals, not instructions; focus more on making money, not squander them (as is the case traditionally); bureaucratic prefer market mechanisms, etc. The entrepreneurial model of state environmental management emphasizes the need to separate the functions of policy-making and implementation.

Conclusions. Modern institutional aspect of the implementation of environmental marketing can be public, private and social forms. The proposed institute – organization of social activities and social relations embodying economic, environmental, political, legal provisions to ensure the environmentally sound environmental management.

The increasing complexity of the social structure, the multitude of civil movements, the formation of a dense network of communications, finally, the globalization of cultural and economic space required to find new mechanisms for cooperation between the state and civil society.

Entrepreneurial model of political and administrative system is not the only and most effective in modern conditions of development of the state in the sphere of nature. However, it was she who was the main issue on the agenda everywhere reaching administrative reforms. The orientation on market mechanisms does not eliminate the need to address the issue of efficient organization of the interaction of the elements of political-administrative system between themselves and external agents in wildlife. Strategic direction of change was decentralization, and long-term

goal – the formation of horizontal management network, which, along with government organizations, will include the private sector and community groups.

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**АНТРЕПРЕНЕРСЬКА МОДЕЛЬ УПРАВЛІННЯ ЕКОЛОГІЧНОГО МАРКЕТИНГУ В
СУЧАСНІЙ ПОЛІТИКО-АДМІНІСТРАТИВНІЙ СИСТЕМІ УКРАЇНИ**

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Головна мета статті – розглянути пропозиції щодо впровадження антрепренерської моделі управління природокористуванням, зокрема екологічним маркетингом, в сучасних політико-адміністративних системах. В умовах ускладнення соціальної структури суспільства, формування щільної мережі комунікацій, глобалізація культурного та економіко-екологічного простору нами пропонуються нові механізми взаємовідносин між державою і громадянським суспільством у сфері природокористування.

***Ключові слова:** антрепренерська модель управління, екологічний маркетинг, адміністративна система, консалтинговий центр, бізнес-культура, організаційно-управлінська система, потреби клієнта, ринок.*

**АНТРЕПРЕНЕРСКАЯ МОДЕЛЬ УПРАВЛЕНИЯ ЭКОЛОГИЧЕСКИМ
МАРКЕТИНГОМ В СОВРЕМЕННОЙ ПОЛИТИКО-АДМИНИСТРАТИВНОЙ
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Главная цель статьи – рассмотреть предложения по внедрению антрепренерской модели управления природопользованием, в частности экологическим маркетингом, в современных политико-административных системах. В условиях усложнения социальной структуры общества, формирования плотной сети коммуникаций, глобализация культурного и экономико-экологического пространства нами предлагаются новые механизмы взаимоотношений между государством и гражданским обществом в сфере природопользования.

***Ключевые слова:** антрепренерская модель управления, экологический маркетинг, административная система, консалтинговий центр, бизнес-культура, организационно-управленческая система, потребности клиента, рынок.*