



**ASSOCIAÇÃO DE POLITÉCNICOS DO NORTE (APNOR) INSTITUTO
POLITÉCNICO DE BRAGANÇA**

Research of marketing potential of Ukrainian startup project

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Bragança, July 2019.



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Abstract

The main purpose of this work is to research marketing potential of Ukrainian social startup project public restaurant «Urban Space», to choose and justify marketing potential evaluation model, that will have further application and making setting recommendations based on it.

In the empirical part, for the comprehensive diagnostics of marketing potential of investigated startup project the data was collected from official website, and by sending a personal request to the social startup project public restaurant «Urban Space» for getting experts evaluation of marketing potential. Evaluation of the marketing potential was carried out in dynamics in 2017 and 2018 years.

To determine the marketing potential were chosen Batova and Krilova (2016) model. The additive-multiplicative model were used for calculation of the area of polygons, constructed on the basis of the values of complex marketing potential indicators.

The level of the marketing potential of startup project in 2017 was characterized as low (0.59). By 2018, the public restaurant «Urban Space» reached an average level of marketing potential (0.85). Were concluded that, marketing department in general, functions quite successfully, however, not afford to realise of all opportunities provided by the external environment and not achievement of all goals. Based on the evaluation results of marketing potential within a specific goal, for implementation goal «increase of market share» public restourant has a low level of marketing potential (0.58), for implementation goal «customer retention» public restourant has an average level of marketing potential (0.63). Therefore was recommend a number of factors for actively contributing of customer retention.

Keywords: Startup project, marketing potential, marketing potential of startup project, marketing environment, social startup.

Resumo

O principal objetivo deste trabalho é a pesquisa do potencial de marketing de um projeto de startup social ucraniana restaurante público «Espaço Urbano» para escolher e justificar um modelo de avaliação potencial de marketing que será usada, bem como definir recomendações com base nele.

Na parte empírica, para o diagnóstico abrangente do potencial de marketing do projeto de startup investigado, os dados foram coletados no site oficial e foram enviando de um pedido pessoal ao projeto de startup social «Espaço Urbano» para obter avaliação de especialistas do potencial de marketing. A avaliação do potencial de marketing foi realizada em dinâmica para 2017 e 2018.

Para determinar o potencial de marketing foram escolhidos o modelo de Batova e Krilova (2016). O modelo aditivo-multiplicativo foi utilizado para o cálculo da área de um polígono construído com base nos valores dos indicadores complexos de potencial de comercialização.

O nível de potencial de marketing do projeto de startup para 2017 foi caracterizado como baixo (0.59). Em 2018, o restaurante público «Espaço Urbano» atingiu um nível médio de potencial de marketing (0.85). Concluiu-se que, o departamento de marketing em geral, funciona com bastante sucesso, porém, não permite a realização de todas as oportunidades proporcionadas pelo ambiente externo e a realização não de todos os objetivos. Com base nos resultados da avaliação do potencial de marketing dentro de um objetivo específico, para implantação do objetivo “aumentar o market share” o restourane público tem um nível baixo de potencial de marketing (0.58), para realização de um objetivo a retenção dos clientes tem um nível médio de potencial de marketing (0.63), portanto, foi recomendado uma série de fatores contribuindo ativamente para a retenção dos clientes.

Palavras-chave: Projeto de startup, potencial de marketing, potencial de marketing do projeto de startup, ambiente de marketing, startup social.

Анотація

Основною метою роботи є дослідження маркетингового потенціалу українського соціального стартап проекту громадського ресторану «Urban Space», з метою вибору та обґрунтування моделі маркетингового потенціалу, яка буде мати подальше застосування, а також розробка рекомендацій на її основі.

В емпіричній частині для всебічної діагностики маркетингового потенціалу досліджуваного стартап проекту дані були зібрані з офіційного сайту громадського ресторану «Urban Space», також було надіслано персональний запит з метою отримання експертної оцінки маркетингового потенціалу. Оцінка маркетингового потенціалу проводилася в динаміці за 2017 і 2018 роки.

Для визначення маркетингового потенціалу була обрана модель Батова та Крилова (2016). Адитивно-мультиплікативну модель використовували для розрахунку площі багатокутників, побудованих на основі значень комплексних індикаторів маркетингового потенціалу.

Рівень маркетингового потенціалу стартап-проекту на 2017 рік є низьким (0.59). До 2018 року громадський ресторан «Urban Space» досяг середнього рівня маркетингового потенціалу (0.85). Були зроблені висновки, що відділ маркетингу в цілому функціонує досить успішно, однак неможливо реалізувати всі можливості, які надає зовнішнє середовище та досягнути всіх поставлених цілей. На підставі результатів оцінки маркетингового потенціалу в рамках конкретної мети, для реалізації цілі «збільшення частки ринку», громадський ресторан має низький рівень маркетингового потенціалу (0.58), для реалізації цілі «утримання клієнтів» має середній рівень маркетингового потенціалу (0.63).

У зв'язку з цим було рекомендовано ряд факторів, що активно сприяють утриманню існуючих клієнтів.

Ключові слова: Стартап проект, маркетинговий потенціал, маркетинговий потенціал стартап проекту, маркетингове середовище, соціальний стартап.

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Acronyms

3F - Family, Friends, Fools

HP - Hewlett-Packard

I - Research Institute

K_R - Risk

MP - Marketing Potential

MP_o - level of marketing potential within a general goal

MP_k - level of marketing potential within a specific goal

P₁ - Resources Subsystem

P₂ - Abilities Subsystem

P₃ - Capabilities Subsystem

P₄ - Management Subsystem

R&D - Research and Development

S - Synergy

SCORE - Service Corps of Retired Executives

SR - Startup Ranking

SR Score - Startup Ranking Score

SR Social - Startup Ranking Social

SR Web - Startup Ranking Web

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Introduction

Theoretical and practical aspects of marketing potential of startups and creation of prerequisites and factors for more effective use of marketing potential require a more detailed study. Managers especially need to pay attention to determine marketing potential. Such potential can be found by analysing the current state of marketing potential and major trends of its changes. Application of complex indicators that would provide an adequate and overall assessment of marketing potential level have practical importance, as a basis for making recommendations for improvement marketing activity of company.

The main purpose of this thesis is to research a marketing potential to choose and justify marketing potential evaluation model that will have further application as well as setting recommendations based on it. Also it is important to take into account the systemic nature of the marketing potential, the external and internal environment of its formation, the target orientation of the potential, the availability of the information to be obtained and the practical simplicity of the methodology used and visual presentation the results of calculations.

The object of conducted research was marketing activity of the Ukrainian social startup project public restaurant «Urban Space».

In the empirical part, the thesis describes and analyses the data of expert's evaluation of marketing potential that carried out in dynamics in 2017 and 2018 years. The data collected from official website and by sending a personal request to the public restaurant «Urban Space» for getting experts evaluation of marketing potential.

To determine level of marketing potential Batova and Krilova (2016) additive-multiplicative model was chosen. Calculation area of polygons constructed based on the values of complex marketing potential indicators. Comprehensive indicators to assessment of marketing potential: resource subsystem, reserve subsystem, abilities subsystem, capabilities subsystem, management subsystem, and synergy. It necessary to consider the probability of manifestation factors of uncertainty of external environment in the form of risks. The detail and expanded of marketing potential: marketing potential within a general goal, marketing potential within a specific goal, reserve marketing potential and maximum possible marketing potential. In the analysis, was reduction individual indicators of marketing potential in integral numbers. For expert method, weight individual indicators was established. According to Batova and Krylova (2016) model, evaluation scale of Ukrainian social startup project public restaurant «Urban Space» of marketing potential provides 3 levels: low (Index is from 0.0 to 0.6); average (Index is from 0.6 to 1.5) and high (Index is from 1.5 to 23).

This work divided into 3 main chapters. The first theoretical part included three subgroups. The first subgroup contains the information about theoretical foundations of the startups activities. The second

subgroup concerns the essence, value and structure of marketing potential. The last subgroup concerns the methodological approaches to assessing of marketing potential.

The second chapter is a methodology's explanation, where the method of how the marketing potential evaluated and database was formed is shown in three subgroups.

Finally, the last part of the study illustrates the analysis and empirical results of the given study. All the results summarized in the conclusion part of master thesis, which presents the most important findings of this work.

1. Theoretical framework of the investigation of marketing potential. Theoretical foundations of the startups activities

1.1. Theoretical foundations of the startups activities

For understanding of the promising startups must obtained with a retrospective assessment of their occurrence. In the middle of 1980s, most of the world's high-tech companies faced with needs to change traditional approaches in service innovation. The existing paradigm of «closed innovation» envisaged that enterprises themselves study the market, make an innovative product and commercialize it. Business models of enterprises have been focus on technology. Until the 1980s, for high-tech companies, focus was development of new technologies, and only search of markets after, at the end of the twentieth century market already have begun to dictate the need for technology. The study and testing of markets by trial and error has become an expensive business experience for companies. Promising were small businesses that created innovative technology for the market or small segment of it. The spread of private venture capital contributed to the fact that it mastered often when new firms created that translate the results of external research at the stage of firm commercialization and transformation into growing companies with high capitalization position (Mrihina, 2015).

«First time the term of «startup» appeared in 1939 in the United States, Stanford University students William Hewlett and David Pickard created a small high-tech project and named it «Hewlett-Packard» (HP) startup» (2012, n.d.). In domestic literature has not formed clear ideas about the essence of startups, so in scientific sources can read a different interpretation of the startup, stages of existence.

According to definition was given by Blank (2012, p. 172) startup is «temporary organization designed to search for a repeatable and scalable business model». In this definition, the meaning of startup is separate from innovation and not confined with the level of uncertainty of the projects;

therefore, the definition is also to refer to the normal project. The main key of definition is that the startup is a temporary structure created for making any tasks for a certain period of time.

«For a startup founder concept of startup means the following three main functions: to provide a vision of a product with a set of characteristics; create a series of scenarios of the business model regarding customers, distributions, and finance of the company; understand, whether the model is the right one, based on customers behavior, as your model predicts» (Renderforest, 2019, n.d.).

The next definition given by Ries (2011, p. 157) «The startup is the creation of an established organization that is developing new products and services in conditions of extreme uncertainty». Ries (2011) noted that innovation products as one of the main activities. Moreover, the distinction assigned to uncertainty of the project and should increase features of unsuccessful commercialization.

The Cambridge dictionary provides the following definition «startup - a small business that has just been started¹».

Merriam-Webster Dictionary provides definition of startup «act or an instance of setting in operation or motion» or «a fledgling business enterprise²».

Classical understanding of marketing is not appropriate for startups. The processes of research and promotion of marketing organizational function have more narrow profile, that are due number of factors: financial resources limited, high risks associated with a large degree of uncertainty, lack of experience in doing business, complexity of the idea of ending product for a particular market, and not all of traditional research and marketing measures are suitable for a startup (Sytnik, 2016).

According to Rode and Vallaster (2005) startups are raw companies, without any organizational structure, acting legally and economically in the market for a short period of time. Moreover, authors explained that this type of business is regularly characterized by a strong personal influence of founders and small business networks. Each startup has individual development path, and it is impossible to ask for each single program, on which it will develop. The main task of the distribution of startup stages are to have an idea of what a startup is and to show which path it can take.

Great contribution for the study of the essence of startups made by Graham (2012), founder of the business incubator Y Combinator. The main features of the startup according to Graham (2012, n.d.) considered a rapid growth and culture of a cheap startup «the big growth is necessary because the real work on the product begins only after it has already started production». Therefore, in the basis of the startup is radical innovation, even if real work on the product or startup has not begun in the current period.

Mulyk and Solntsev (2017) allows identify innovations, financial resources, team and marketing of innovations as an integral part of the startup project. Mulyk and Solntsev (2017) studied startups activities and development stages of startups and considered the startup as a separate business,

¹ See at: <https://www.merriam-webster.com/dictionary/startup>

² See at: <https://dictionary.cambridge.org/ru/словарь/английский/start-up>

starting to work from scratch, from the birth of idea to the release of goods (services) on the market. The main components of the startup project that make up its basis presented on Figure 1.

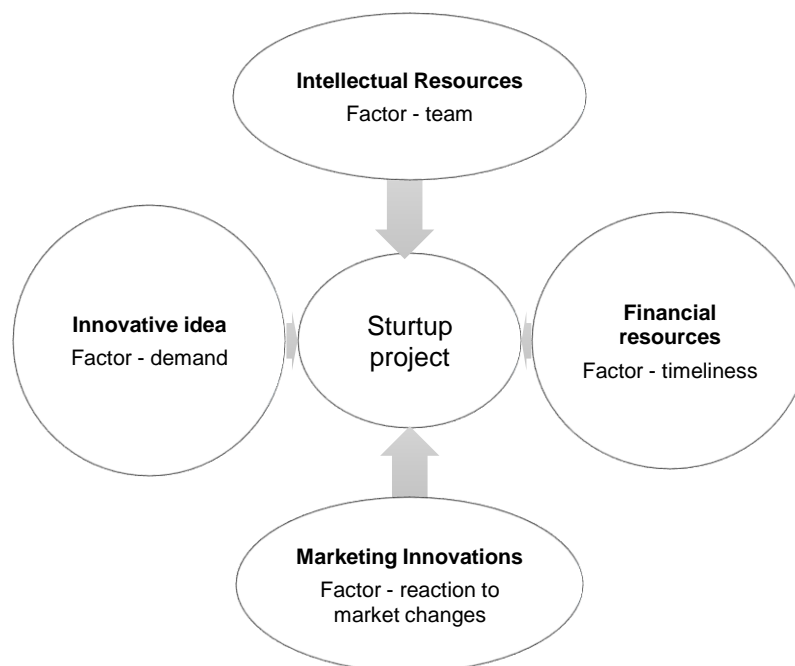


Figure 1. Components of the startup project.

Source: Adapted from Mulyk and Solntsev (2017, p. 339).

According to Mulyk and Solntsev (2017), there are more different classification stages for development of the startup. It is important to note that marketing objectives, target audiences and marketing activities will be different in different stages of startup development; they must adjusted in the light of the slightest changes in the conditions of startups analysis.

The startup projects involves the formation of a modern innovation infrastructure creating conditions for the development of innovative entrepreneurship. At fact that for startup projects do not have sufficient funds to ensure dynamic growth. It is important to provide favorable conditions for identifying their own strengths and increasing competitive advantages (Dovbenko, 2014).

«Startup is a passion, with drive, focused on an idea. It navigates through uncountable difficulties for finding a way to success - overcoming even impossible-to-climb barriers» (Renderforest, 2019, n.d.).

According to Polishchuk (2018), startup considered as a project that has certain stages of development. The stages division is approximate and depends on the purpose and focus of the startup, on the scope of activities and other criteria's that will affect to speed of development, amount and level of investment in the startup. Therefore, there is no universal approach to the description of the development of startups. Often mentioned reduced classification of stages of startups development. According to which startup have five stages of development: seed stage, startup stage,

growth stage, expansion stage, exit stage. Steps of the startup development and sources of financing presented in Table 1.

Table 1. Steps of the startup development and sources of financing.

Stage of development of startup	Contents of the stage	Sources of funding	Necessity of the stage
Seed stage	There is an idea, a team or part, enthusiasm and desire	Own savings; 3F (family, friends, fools); accelerator, incubators	Detailed plan for startup development; Participation in contests, exercises, check the viability of the startup
Startup stage	Created prototype; coordinated command with distributed functions; formed development plan	Own funds; The cost of «business angels»; crowdfunding	To establish a system of promotion to the market, attracting users / clients. Search for additional funding
Growth stage	An operating company that has a pre-existing product, service or technology and brings product. There are regular users and a prominent place	A major investor or investment company	Refinement of shortcomings. Scaling the market. Attracting more users
Expansion stage	Completed functional product that brings profit. Exhausted advertising, service, management	Distribution of shares between investors. If necessary, additional funds could be attracted	Determine the future of the company. Continue to expand the circle of users or go to new markets
Exit stage	Established company work. Good position on the market, constant profit	Issue of shares. Investors receive income in the form of dividends or through the sale of their shares in business	The company functions as an ordinary business and brings to the founders and investors profits, or investors sell the company or its part to the investment fund or investor

Source: Adapted from Babiachok and Kulchytsky (2018, pp. 11-12).

In accordance to Koulopoulos (2011) the uncertainty character of innovation explains purpose of startups companies, because when entering market of many times without parameters, or even without a history of decisions of the competitors, tends to generate a climate of quite apprehension. When conceptualizing innovation refers to needs to create value from substantial changes of product / service improvements, both options are acceptable within startup.

According to Chalmeta (2001) startups plan their future focusing what provides them more confidence about their success. One focal point should be long-term competitiveness regarding the market changes that are happening increasingly fast. If a company wishes to maintain and improve the competitiveness, it must seek for operations and organization forms that provide benefit using available resources.

However sustaining effort over the long term is especially challenging because of the high failure rates and uncertain outcomes. Startups are often based on innovative ideas with growth potential, and could be the company to change the marketplace and create the uncontested market space. A

startup has promising ideas, organizational agility, the willingness to take risks, and aspirations of rapid growth (Weiblen and Chesbrough, 2015).

«Most likely a startup and a small business start from a mere idea, and with founder's own or friends/family money, or a bank loan. Later, a successful startup receives funding from angel investors, venture capitalist. With each funding, an investor receives a part of the company and becomes a co-owner of the startup» (Renderforest, 2019, n.d.). Exploring the essence of the startup, it is important to compare it with similar organizational structures (Table 2).

Table 2. Comparison of startups with small businesses company.

Indication	Startup	Small business enterprise
Innovation	Based on the implementation of new ideas	Based both on the implementation of new ideas and on the copying of existing ideas
Scope of activity	IT products, high technology	Services, distribution, production
Trajectory of successful development	Are oriented on the short-lived existence, success is associated with the transformation into a large company, with the sale, merger or public placement of shares	Focusing on long-term existence in almost unchanged form, success is not associated with a sale or merger
The growth rate	High	Low
The ability to scalability of the business model	High	Low
Influence on the Market	Significant	Minor
Infrastructure	Business incubators, business accelerators, start-up schools, technology parks	Business centres, business incubators, technology parks, leasing centres, entrepreneurship funds, investment funds, innovation funds, information and advisory institutions, etc.
Sources of investment	Own funds, business angels, venture foundations, siege funds, crowdfunding	Own funds, bank loans, business angels
Scope of activity	International	Preferably local or regional

Source: Adapted from Sytnik (2017, p. 66).

Startups and small businesses have some common and distinctive features. It is important to distinguish these similar organizations. However, in effort to increase their own innovative and marketing potential, large companies create internal organizational structures, or affiliate startups, whose activities aimed to developing and promoting an innovative product that is important to the company. The difficulty is, that startups technology work in the innovation field that creates high risks for the perception of new business products on the market. It cannot checked before by any marketing research. Must identified the following risks when new startup launching: incorrectly selected team, inadequate business idea assessment, lack of proper funding (Popko, 2014).

According to Blank (2013), there are six different types of startups (Table 3).

Table 3. Six types of startup by Steve Blank.

Types of startup	Explanation
Lifestyle Startups	Lifestyle entrepreneurs are living their preferred lives while working for no one. In Silicon Valley, such professionals are freelance coders or web designers, who love their jobs, because of passion.
Small Business Startups	Small businesses are grocery stores, hairdressers, bakers, travel agents, carpenters, electricians, etc. They are those, who runs his / her own business to feed the family. Small business entrepreneurship not designed to scale.
Scalable Startups	Google, Uber, Facebook, Twitter are just the latest examples of scalable startups. From the very beginning, the founders believe that they are going to change the world. Such startups hire the best and the brightest. They always search for a repeatable and scalable business model. When they find it, they start to look for more venture capital to boost their businesses. Often scalable startups group together in innovation clusters (Silicon Valley, Shanghai, New York, Boston, Israel, etc.).
Buyable Startups	During the last five years, startups that offer Web and mobile app solutions sold to larger companies. This tendency becomes more and more popular. Their goal is not to build a billion dollar company, but sold to a larger company for pretty cash.
Large Company Startups	Large companies have a finite life duration. Changes in customer preferences, new technologies, legislation issues, new competitors create pressure, forcing large companies to create new innovative products for new customers in new markets (for example - Google and Android).
Social Startups	They are passionate and driven to make an impact. However, unlike scalable startups, their mission is to make the world a better place, not for wealth's sake, but for an idea.

Source: Adapted from Blank (2013, n.d.) and Renderforest (2019, n.d.).

During the startup development period it becomes be traditional business in accordance to terms of its financial evaluation. In this case, traditional business is a company, which engaged in entrepreneurial activities in different economic activities in order to get a profit. It can be concluded that the transition from the startup to the traditional business is more occurs often at the stages when the company stopped to grow, there is no high volumes of investment, but business continues to make profit in planned volumes (increasing proportionally to the investment), a business model is formed, relations with partners are being established (Semenikhina, 2018).

According to Lamskov (2016) in recent years, more attention has been to social startups and social entrepreneurship, the reason of this is formation of a new leaders. They want to solving human quality of life problems, making access education, preservation of national crafts - and begin this work in improving the situation around: in their city or region, for a group of people whose problems are familiar and close to them problems.

Social startups are gaining popularity from each year their number is rapidly increasing. The aim is to helping individual populations, society reformation and support of each other. Therefore, the consequences of each startup activity can considered as two components: financial (commercial) and social (Semenikhina, 2018).

According to Moskvichev (2013), one of the most interesting tendencies of western startups in recent times is the emergence of startup projects based on solving social problems. On the one hand, the reason for such phenomena are the economic crisis. Another possible reason is the growth of social responsibility of entrepreneurs.

However, many of startups are purely commercial. Usually, social startup projects are not profitable, and therefore are not interesting for most private investors. In this case, the state should encourage entrepreneurs to invest in social startup activities, in according to which the implementation of related projects to their main business would be advantageous (Semenikhina, 2018).

Can summarized, that analyze of startups activity is necessary to do, in according to the nature and peculiarities of the operation of the startup projects in the analysis process is important to determine of marking potential in the context of complex diagnostics of its constituent elements.

1.2. The essence, value and structure of marketing potential

Marketing potential is one of the main key concepts of marketing, in consequence, the company will be able to determine current state, identify hidden solutions and develop effective strategies for the future development. The most complete of marketing potential use is one of the most important strategic tasks of companies. According to Balabanova and Mazhinsky (2014), the interest to the category of company potential appeared at 1970's - 1980's. After was published works that contained various aspects of the concept definition of potential. There was a discrepancy in the interpretation of the potential definition, structure and relation with other categories. Marketing potential is a relatively new economic category. However, a small theoretical foundation for interpreting and evaluating already been established. Marketing potential is one of the most important concepts of the modern marketing, because of most effective use of this category, company will be able to determine status, to identify hidden reserves and develop effective strategies for future development.

Goncharuk (1998) was highlighted the potential of the company, which included finance, management, production, sales, personnel and marketing. The author did not define the marketing potential category, but he proposed a groups of factors by which marketing potential estimated: availability and research level, pricing policy, methods of promotion and promotion, real company market share. The author does not take into account the innovative disposition not only for marketing potential but also for the entire potential of the company.

Gulyaev (2001) proposed a complete potential composition of a small enterprise general management, financial management, production, research and development activities, personnel, culture of relations and marketing. The author did not detail the structure of marketing potential. The concept of marking potential in the scientific literature recently relatively appeared. It should noted that now, as well as for the concept of the company's potential, not provided clear and clear dismissal of the structure of marketing potential and its essence.

Nowadays, the maximal possible using of marketing potential is a strategic task of domestic enterprises. However, very often modern company do not fully use their marketing potential, or even do not use of it. Actually, the essence of marketing potential concept until now incompletely disclosed. Different scientists have a certain differences interpretation of the concept of marketing potential. As a result, the main question of the formation and implementation of marketing potential are very relevant. Many companies use only a small part of their marketing potential. As a result, there is a

need to research the marketing potential, which is extremely important in the context of the current instability of the economic system. Because of this, will allow quickly identifying internal opportunities, weaknesses, and hidden reserves and finding the company place on the market (Lysenko and Skryhun, 2010).

In modern conditions, many companies do not fully use marketing potential, because of lack of understanding of its role and the need to develop an effective mechanism for managing of marketing potential, the evaluation possibility in order to maximize the satisfaction of users groups, to formation of strategic directions of activity. Marketing potential is an integral part of the overall company potential, which generally aimed to achieving corporate goals and, involves generating profit from company activities. Marketing potential form a number of factors, which, in general, determine the real opportunities to forming the competitiveness in the market (Oliylyk and Ivanenko, 2016).

Merzlikina and Shakhovskaya (1996) called marketing potential of the company of market potential and claim that it is an integral part of the company. According to the approach marketing potential characterized by a group of indicators: market share, competitors, diversification of products, diversification of customers, professional staffing, material resources, labor resources, etc. The advantage of approach is a wide range of quantitative and qualitative indicators that characterize the effectiveness of the company's internal environment. The disadvantage of the approach is that it does not reflect many factors of resource and marketing concepts component (innovation, time, information resources, marketing research, and risk management).

According to Moroz and Lebed (2009), marketing potential is a combination of internal capabilities and external chances of an enterprise to meet the needs of consumers and obtain maximum economic benefits on this basis. The activities of commercially interested enterprises aim to achieving the maximum profit level and use all of possible marketing measures, expansion of production, innovation, investment and strategic potential.

Popov (1999) the essence of marketing potential named maximum opportunity for the company to use all the advanced work in the marketing field.

The concept of marketing potential according to Batova and Krylova (2016) is one of the most ambiguously interpreted concepts, it is very important to identify the elements of structure and the links that arise between them. This will allow comprehending the process of formation and implementation structure of marketing potential, which has great scientific and practical importance. This situation related to understanding of the importance of marketing potential for the company, relevant and practical mechanisms for managing of marketing potential of modern enterprises. The problem of the formation and use of the most effective marketing system of the enterprise is acute. The marketing potential is an integral part of the overall potential of the company. The place of marketing potential among the components of the overall potential of the company presented in Figure 2.

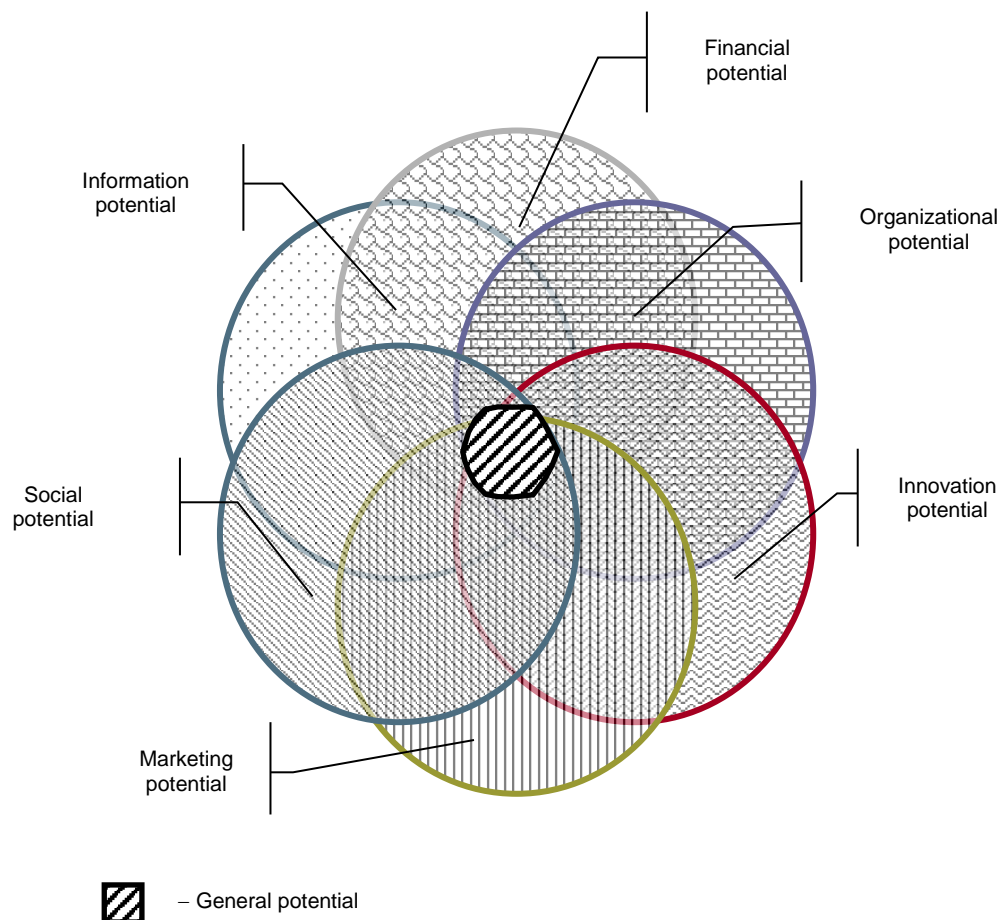


Figure 2. General potential of company.

Source: Author's own elaboration based on Balabanova and Maginsky (2014, p. 14).

Marketing potential of enterprise represents a certain function of resources, reserves, abilities for use and opportunities of the environment. Determined by the objectives of marketing activities, factors of uncertainty of external environment, risks and synergy effect. The assessment of the marketing potential in the framework of developed method involves need to determine the level of the investigated potential, as aggregate of its forming elements, from the position of the target oriented marketing potential and accounting for trends related to risk assessment and synergy. Examined the theoretical basis of marketing potential category, can find the lack of orderliness and complexity in the interpretation of this concept (Batova and Krilova, 2016).

In consequence of the formation of effective system of marketing potential, company have competitive advantages, therefore it is expedient to determine the scientific approaches to study its (Romanova, 2015). Interpretation of the meaning of marketing potential concept and proposed directions for marketing potential structure defining presented in Table 4.

Table 4. Definition of marketing potential concept.

Author(s)	Definition
Bygrave (1994)	Marketing potential is a set of ways and opportunities of the enterprise in the implementation of marketing activities
Emenka (2005)	Marketing potential is the ability of the marketing system of an economic entity to ensure constant competitiveness on the basis of good management and the organization of marketing of the enterprise as a whole; use of the latest marketing tools; rational use of financial and material resources
Popov (2002)	Marketing potential is a set of tools and opportunities of the enterprise in the implementation marketing activities
Batova and Krilova (2016)	Marketing potential is the function of resources, reserves, ability to use them and the capabilities of the environment, determined by the objectives of marketing activities, factors of uncertainty of the external environment, risks and synergy effect.
Balabanova and Mazhinsky (2005)	Marketing potential is the aggregate potential of marketing resources and the aggregate potential of the marketing efforts of the enterprise, the logical use of which will ensure the effective achievement of corporate goals
Tolstykh (2013)	Marketing potential is a set of funds and opportunities of the enterprise in the implementation of marketing activities, that is, a set of indicators or factors characterizing its strength, sources, capabilities, means, abilities, and other production reserves that can be used in economic activity
Berlin and Arzyamov (2001)	Market potential represents the maximum possible amount of sales at this level of resource endowment and is a measure of the use of production and economic potential
Rodionova (2009)	Marketing potential is the ability and willingness of his marketing system to manage the demand for the goods and services offered, using marketing resources and opportunities available business environment
Barancheev and Strizhov (1996)	Marketing potential is a measure of readiness, the ability of the enterprise, its marketing service to fulfil marketing functions in a timely and efficient manner, to solve the tasks set; This is the degree of compliance of the given state of the marketing service with the state that is necessary for solving the set tasks
Kolesnik (2013)	Marketing potential is a set of tangible and intangible resources, internal and external possibilities of their use for marketing development, indicators of which are determined for the current and forecast (target) state
Malchenkov (2013)	Marketing potential is the subsystem of the economic potential of the enterprise, providing through the use of its own resources, resources of other subsystems (management, personnel, industrial technology, financial, innovation) and resources of business partners, the implementation market research, commodity, price, communication, distribution, sales policies aimed at ensuring its competitiveness in the target market
Akifeva and Batova (2015)	Marketing potential is a system that integrates cash marketing resources, established reserves, abilities to use them and favourable opportunities of the external environment.

Source: Adapted from Balabanova and Mazhinsky (2014, p. 22) and Batova and Krylova (2016, pp. 12-13).

In according to Batova and Krylova (2016) since the essence of any concept sufficiently revealed by identifying its main elements and the links between them need for research in this area becomes an actual scientific and practical task. The structure of the marketing potential will be understandable as number of elements of the system, their interconnections and mutual positioning. In foreign and domestic theory and practice there is no unanimity about the structure of the marketing potential of the enterprise, but also the amount of research in this area is very small. Therefore, authors consider the structure of marketing potential if differently ways.

Batova and Krylova (2016) critically analysed existing in the modern economic literature opinions about the structure of the study concept, presented in Table 5.

Table 5. Analysis of different views of the structure of marketing potential.

Author(s)	Elements of marketing potential	Advantages	Disadvantages
Bagiyev and Tarasevich (2005)	The structure of MP: state marketing activity; state of marketing information system; development of marketing; presence of specialists in the field of marketing; development of management structure of marketing activities; development of marketing communications and their culture.	Account of factors influencing the formation of MP.	Lack of links between elements of the developed structure. Controversial list of elements of the structure of the MP.
Popov (2002)	Five levels of MP: resource; more detailed; divisional; methodical; specifying.	Simple to understand structure. Opportunity varied number of elements. The ability to select the degree of detail MP.	Lack of specification of elements and cumbersome structure at the last levels of representation of the MP. The absence of a complex of external factors that form the MP.
Kolesnyk (2014)	In the structural of the MP are: External marketing environment of the enterprise; internal marketing environment of the enterprise; MP control system; market opportunities.	Simple in practical use. Take into account the influence of the environment of MP. The presence of the control subsystem.	Lack of detail structure elements. The vagueness of the place management system MP in the structure of the investigated potential.
Malchenkov (2013)	The first one includes the potentials of elements of the marketing mix; industrial and technological; personnel; innovative; managerial; business partners. The second level includes analytical; grocery; communicative; collaborative; pricing management; sales management.	Easy to understand structure. The ability to select the degree of detail of the presentation of the MP. The presence of the control subsystem MP.	Lack of due detail of elements of MP. Confusion and ambiguity in the graphical display of the developed structure of the MP.
Yuldasheva (2006)	The structure of the MP distinguishes the following elements: the ideological subsystem; control subsystem; resource subsystem; external environment.	Lack of bulky structure. The presence of the control subsystem MP. Reflection of connections between elements.	Not compliance with the developed structure of the MP. The lack of detail of the structure of the MP.
Semerikova and Patrikeeva (2008)	There are two main elements: market opportunities; marketing resources.	Simple for practical use structure.	Lack of proper detailing of the structure elements. The obscurity of the MP control system in the structure of the investigated potential.

Source: Adapted from Batova and Krylova (2016, pp. 25-27).

According to Romankiv (2007) in the constant market conditions fluctuations and the influence of market environment on company activity, there is an urgent need to increase marketing potential activity, which should be express in the process constant structural changes as in internal as in external business processes of companies.

Studying the company is marketing potential, the transformational changes should considered, including the radical ones. Exploring the marketing activity, a special role of carrying out the transformational changes in order to increase the level of the enterprise's marketing potential should noted. The changes in marketing strategies during a recession investigated in the work of Notta and Vlachvei (2015); when the strategic changes in the companies of different industries at the world

level focused on, and fundamental changes occur in the marketing strategies during the economic crisis. Based on the above, we can conclude that the concept of marketing potential is at the stage of formation. This trend considered one of the new but very promising areas of economic research, which need to develop both theoretically and in practical terms.

In order to reveal content of marketing potential, according to Batova and Akifyeva (2015), it is necessary to determine the composition of marketing potential elements. The authors highlighted of structural elements of marketing potential: resource subsystem (internal marketing resources of an enterprise and external resources); reserves subsystem (currently unused reserves of the marketing department); ability subsystem (ability to use resources and reserves); opportunities subsystem (the opportunities of the micro and macro environment for the use of existing resources, reserves and capabilities); management subsystem (management system of marketing resources, reserves, abilities and potential in general).

Consequently, according to the Batova and Krylova (2016) the main purpose of the company marketing potential is to maintain consumers and form the consumer market (real and potential) of the company. The main task of the company's marketing potential is to increase the company's competitiveness in an unstable and changing environment. For better study of the formation and development of marketing potential, it is advisable to apply a systematic approach that allows to consider the elements of marketing concept that are studied in mutual relations and interaction with each other. Thus, the results of study can outline some of the existing problems of theory and practice of marketing potential company forming, which able to become areas of future research.

1.3. Methodological approaches to assessing of marketing potential

The modern market conditions characterized by instability of trends, demand and supply variability, commodity prices and factors of production, changes in a competitive marketing environment and other economic factors. At the same time, one of the important components, which will allow for stable company development, is its marketing component. In this regard, ensuring the availability of adequate valuation parameters of marketing potential is the basis for further work on the development and implementation of the company's development plan (Karpenko, 2007).

According to Mazhynskyy (2003), the problem of the methodological basis of organizing to marketing potential assessment requires specific approaches to its study and is relevant for modern enterprises.

Marketing potential should considered in relationship with other components of the company's complex potential. In assessing of marketing potential is necessary to follow specific requirements, which create a constructive basis for effective management adoption. Marketing potential assessment should based on the resultant approach and characterize the company's ability to generate revenues from products sales in different environmental conditions; assessment of marketing potential should also characterize the potential amount of enterprise revenue in different variants of managerial decisions on the parameters of promotion and products marketing; in

assessing of marketing potential, it is necessary to take into account company's hierarchical management structure of the potential, in such way that the assessment of the marketing potential described the operational, tactical and strategic capabilities of the company in the field of promotion and marketing products (Karpenko, 2007).

There is a large number of approaches to the marketing potential concept, in this regard; in the literature has developed different approaches for its evaluation. In connection with the diversity of approaches to the concept marketing potential concept, there are different approaches (Table 6).

Table 6. Approaches classification to evaluation of marketing potential.

Approach to the assessment of the marketing potential	The essence of the approach
Effective approach	Reflects ability level of marketing system, which estimated by quantitative methods. This group includes characterizing business profitability financial indicators, as well as indicators of the competitiveness of the enterprise.
Diagnostic approach	It reflects to the level of development and competitiveness of the marketing system, which evaluated by subjective methods (opinion polls of managers and specialists; diagnostic interviewing of employees; methods of observing management processes).
Complex approach	A complex approach based on the integrated use of effective and diagnostic approaches.
Approach to assessing the potential of marketing in the context of life cycle	Depending on the product life cycle and assessment details, the following options for assessing the marketing potential: 1. All phases of the product life cycle are taken into account or one (two) phases, if the enterprise is large and has the necessary units; 2. The entire system is assessed by many parameters that characterize the set of «hard» (strategic goals and marketing plans; technology and marketing methods; organizational structure of marketing) and «soft» (skills and experience of the marketing service team; shared values by staff; organizational behavior management style) elements of the production and economic system of the enterprise and its marketing service; 3. Individual «key» parameters evaluated.

Source: Adapted from Batova and Krylova (2016, pp. 51-52).

Markova (2010) in based on the criterion of the origin and development of the enterprise and take into account the established conditions in the process management of overcoming the crisis situation and the further development of marketing potential, highlights the following strategic models of marketing management: planned, entrepreneurial and model based on experience.

Tyagunova (2011) highlights the following approaches in managing of marketing potential of enterprise: a system, integrated, integrated, functional, dynamic, reproductive, process, normative, quantitative, administrative, behavioral and situational.

Grosul and Artemenko (2013, p. 110) distinguish the following conceptual approaches to the management of marketing potential: «integrated, productive, commercial, classical, marketing, social and ethical». Effective management of their marketing potential is important for complex organizational changes and rapid development of enterprises.

Therefore, the important element in managing of marketing potential of the company is the development, analysis and forecasting of alternative strategies. There are a number of variations in strategies, among which three general basic strategic alternatives to be distinguished: strategy of development of marketing potential; strategy of preservation and/or limited growth of the marketing potential of the enterprise; a strategy to reduce existing marketing potential (Kolesnyk and Tatyshcheva 2013). Variants of alternative strategies for managing the marketing potential of enterprises presented in Table 7. However, it should be noted that in practice, quite often, are used the combination of several variants of different strategies.

Table 7. Alternative strategies for marketing potential managing.

Strategies for marketing potential management	Characteristics of strategies	Detailed strategies
Strategy of development of marketing potential	Extensive development	By attracting own reserves
		By attracting external resources
	Intensive development	Complex use of own and attracted resources
Strategy for the preservation and/or limited growth of marketing potential	Diversified development	At the expense of material resources
		Due to intangible resources
Strategy of reducing the existing marketing potential	Provide a balance between the results of using marketing potential and investments to support it	Integration with marketing systems in other areas
		Concentrated and horizontal diversification
Strategy of reducing the existing marketing potential	Use existing resources to get any result	Accumulation of reserves
		Maintenance of reserves at a certain level
		Use of existing resources and reserves

Source: Adapted from Kolesnyk and Tatyshcheva (2013, p. 131).

One of most successful method is complex marketing potential assessment of the enterprise, which takes into account the systemic character, the external and internal environment of formation of the potential, the target direction, and availability of the necessary information and easily for practical application methodology. Therefore, marketing potential evaluation will be base on Batova and Krylova (2016) methodology. These model provides an integrated assessment, takes into account the systemic character of marketing potential, the external and internal environment of its formation, the target orientation of the potential, as well as the availability of the information to be obtained, the practical simplicity of the methodology and visual presentation the results of calculations. Therefore, this model chosen for application in this work. The main idea of it is interpretation of quantitative assessment of marketing potential in a polygon. In the analysis, also to reduction of individual indicators of marketing potential into integral. For this expert method, the weight of individual indicators will be establish. To determine marketing potential, will used an additive-multiplicative for calculation of polygon area and constructed based on the values of complex potential indicators (Batova and Krylova, 2016). The main factors that reduce the level of assessment of marketing potential are presented in Table 8.

Table 8. The main factors that reduce the level of marketing potential assessment.

Group of factors	Factor
External factors	<ol style="list-style-type: none">1. Imperfection of regulatory legislation activities of the enterprise.2. Lack of objective market information.3. Instability of production and business activities of counterparties.4. The difficulty of obtaining the necessary statistics for rate.
	«Hard Factors»:
	<ol style="list-style-type: none">1. Chronic lack of funds for the development of marketing in enterprises.2. The lack of an information system in the marketing department computerization.3. Non-compliance with modern requirements of the marketing department.
Internal factors	«Soft factors»:
	<ol style="list-style-type: none">1. Management misunderstanding of the importance of marketing in the enterprise.2. The vagueness of the functions of marketing services and officials duties.3. Low level of competence of employees of the marketing department, lack of modern and «relevant» knowledge.4. The lack of an effective mechanism for the motivation of labor marketing department

Source: Adapted from Batova and Krylova (2016, pp. 51-52) and Sandey (2005, p. 28).

According to Oliynyk and Ivanenko (2016) the assessment of marketing potential is one of the key aspects to form strategy of modern enterprises. The development of an effective system of integrated assessment of marketing potential will increase the efficiency of production and sales, improve the efficiency of company management, improve quality and competitiveness.

According to Duyzen (2014) and as was written above, there is currently no single common methodology for evaluating the marketing potential. Many researchers are proposing to evaluate marketing potential constituent elements through the developed of indicators system. The stage of formation of approaches to the analysis of the marketing potential indicates about the lack of elaboration of this issue and about the lack of a common view on this problem.

2. Research methodology

2.1 Objectives of study

Research of marketing potential of Ukrainian startup project is one of the important categories of a modern market economy, which characterizes the possibility and effectiveness of adaptation of startups to the conditions of an unstable market environment.

In the scientific literature exploring the creation of startups, the main thing is only about business ideas, marketing tactics, management decisions, and nothing about marketing potential, which is a very important prerequisite for a successful business.

However, today the development of the practice of startups in Ukraine is at an initial stage. Some theoretical and practical aspects of startups marketing potential, factors, and the creation of prerequisites need to enquire a more detailed study for more effective use of marketing potential that will increase the efficiency of startups in general.

The efficiency of using marketing potential in the modern conditions of transformational processes of innovative development of companies requires a qualitative assessment, and first for the startup companies, which has a direct impact on the innovative development of business development in general. Research of marketing support of startups, their modern adaptation to the competitive conditions of a changing internal environment and maximum use of marketing potential will allow to analyse in detail and to determine existing opportunities, to predict risks and prospective directions of effective use of marketing potential of Ukrainian startup of project.

Therefore, the main objective of this study is the selection of an evaluation model of the marketing potential of Ukrainian startup project public restaurant Urban Space, propose recommendations for their solution and the subsequent application of it for the evaluation of Ukrainian startup projects.

2.2 Description of Data Collection

Description of data collection about startup projects in Ukraine is very low. Therefore, it is difficult to gather the necessary statistical information for the analysis in this direction. However, as was noted in the previous section, the purpose of the study is research of marketing potential of Ukrainian startup project. In this regard, it is advisable to analyse marketing support necessary for startup project. The research based on the work of domestic and foreign scientists about marketing potential of startups, who studied their specifics formation and development. The information base of the research is the materials of periodicals, the domestic and foreign scientists' works and statistics information.

For the comprehensive diagnostics of marketing potential of Ukrainian social startup project chosen the public restaurant «Urban Space», the data collected from official website «Urban Space 100³». Evaluation of marketing potential of the public restaurant carried out in dynamics for 2017 and 2018 years. Before proceeding the assessment, was formed a working group with four experts. During the period of April, sent a personal request for getting information about general state and marketing activity of social startup project. Four experts of company evaluated the marketing potential of the startup project. An expert assessment was based on filled a questionnaire cards.

2.3 Description of Data Analysis

The Batova and Krilova (2016) model were chosen because of fits bill and provides an integrated assessment, takes into account the systemic nature of the potential, the external and internal environment of its formation, the target orientation of the potential, and availability of information to be obtained and simplicity of the practical used and opportunity to visual presentation the calculations. The methodology implementation based on startup project public restaurant «Urban Space». Evaluation of the marketing potential of the restaurant carried out in dynamics, determined the level of the marketing potential for 2017 and 2018.

The main idea of this methodology is the interpretation of the quantitative assessment of the marketing potential in a geometric figure polygon.

In according to the analysis, for reduction of individual indicators of marketing potential change into one - integral. For expert evaluation method, the weight of individual indicators established. To determine the marketing potential of additive-multiplicative model used calculation of the area of a polygon that constructed based on the values of complex potential indicators. As a comprehensive assessment indicator of marketing potential are resource subsystem, reserve subsystem, abilities subsystem, capabilities subsystem, management subsystem, and synergy. It also seems necessary to consider the probability of manifestation of factors of the uncertainty of the external environment in the form of risks. Also detailed and expanded marketing potential: marketing potential within a

³ See at: <http://urbanspace.if.ua/uk>

general goal, marketing potential within a specific goal, reserve marketing potential and maximum possible marketing potential.

One of the advantages of using the methodology is that the assessment of marketing potential has a quantitative expression. Consequently, there is an opportunity to make managerial decisions. In addition, it is possible to manage only if there is a quantitative (numerical) expression of the investigated concept, that is possible to measure the limits of increasing the marketing potential and it becomes apparent in which direction it is necessary to develop the marketing potential. The main stages of assessing of marketing potential according to Batova and Krilova (2016) model presented in Figure 3.

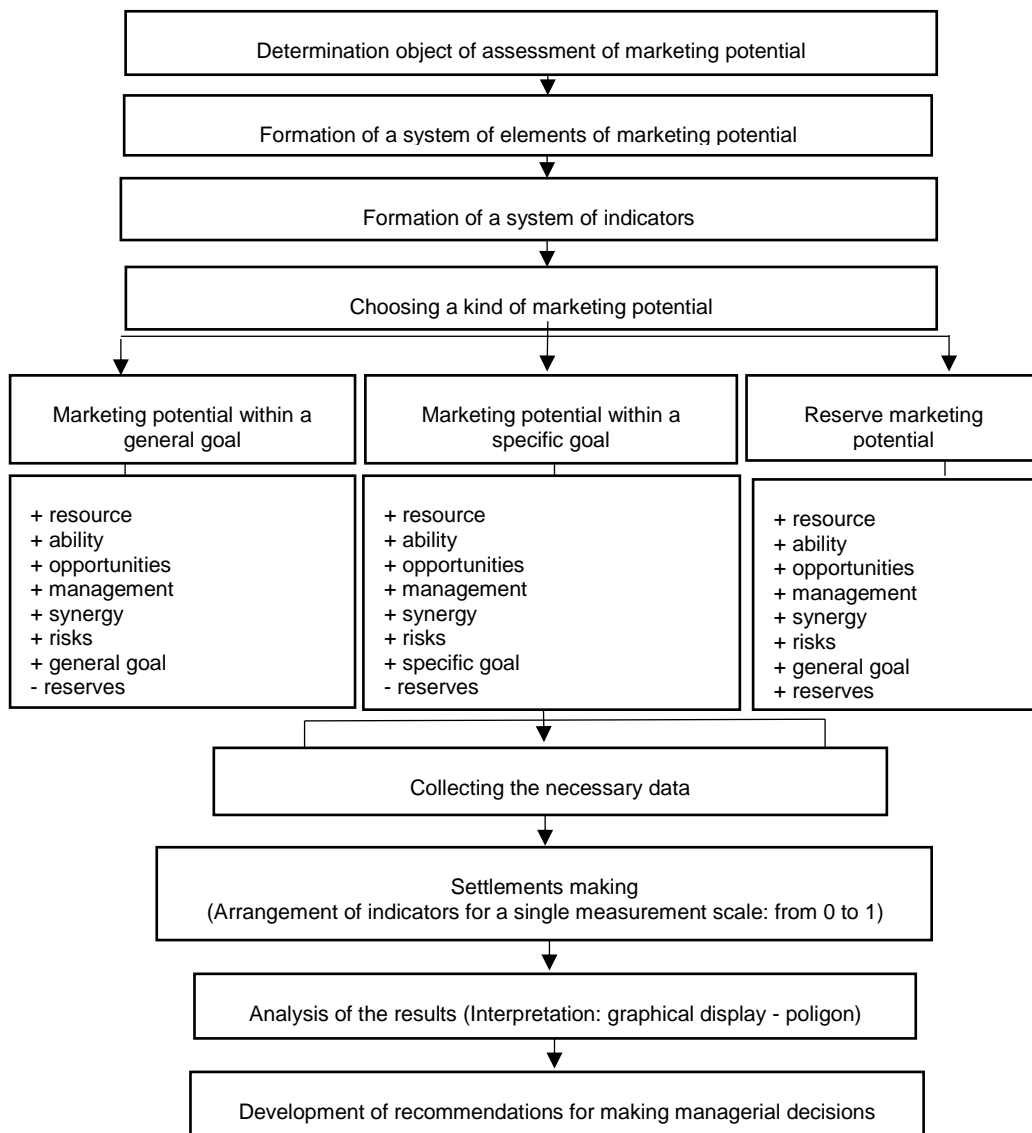


Figure 3. Research methodology.

Source: Adapted from Batova and Krilova (2016, p. 85).

According to the structure of marketing potential, content of its evaluation should reflect the main parameters of marketing activity and be determined by the following complex indicators (Figure 4).

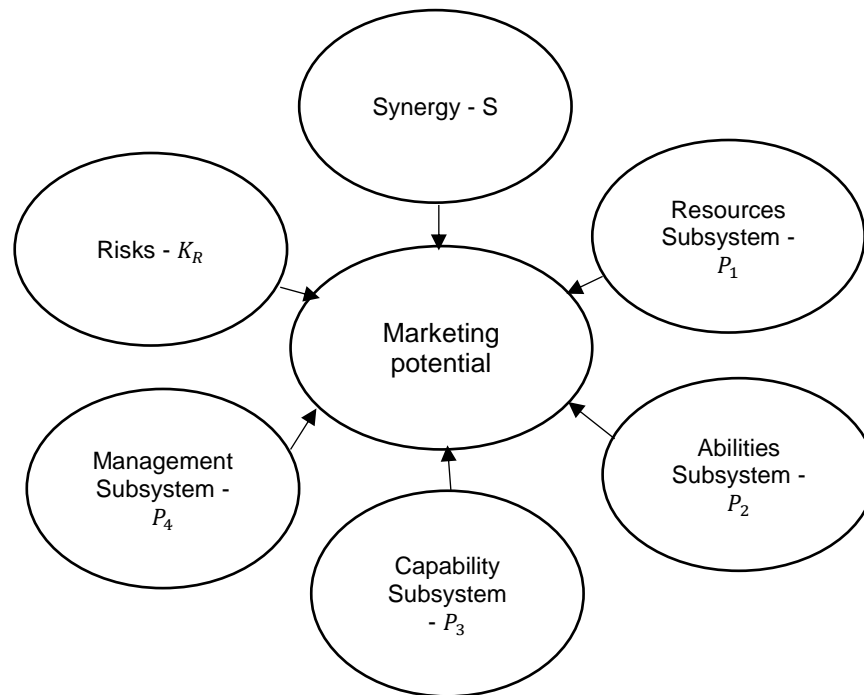


Figure 4. Complex indicators of the assessment of marketing potential.

Source: Batova and Krilova (2016, p. 89).

The quantitative assessment of resources subsystem of marketing potential involves the calculation of several types of indicators (absolute, relative, quantitative and qualitative) for 12 types of resources that are bringing the individual indicators to a single scale of measurement from zero to one, which are separate and independent study. For their evaluation, use the method of expert assessments. Each individual indicator evaluated based on experts survey, in points from zero to one. These estimates summarized in a table, where rows are respond to the individual indicators of the availability and security of marketing resources, and the columns are serial numbers of experts.

According to the fact that in the survey several experts are participated, differences in their estimates are inevitable.

A group evaluation can be consider rather reliable only if there is a good agreement between of individual expert opinions. In this connection, consistency analysis of expert opinions will be conduct by calculating the variation magnitude, standard deviation and variation coefficient. An expert assessment based on filled questionnaire cards in terms of the degree of security provided by certain types of resources of the marketing department - complete, partial or low. Equations for calculating of complex indicators of marketing potential, the weight factors of the individual indicators and the group indicator (Table 9).

Table 9. Equations for calculating of complex of marketing potential indicators.

Indicator	Equation	Characteristic
P_1 - a comprehensive indicator security of marketing resources	$P_1 = \sum_{i=1}^n r_i \alpha_i$	r_i - i-t unit indicator of marketing resource availability; α_i - magnitude of the i-n unit index; n - number of units that participate in the evaluation (in this case, $n = 12$)
P_2 - a complex indicator development of marketing abilities of employees	$P_2 = \sum_{i=1}^n c_i \alpha_i$	c_i - the i-t unit indicator of development of marketing abilities of employees; α_i - the magnitude of the i-th unit index; n - number of units that participate in the evaluation (in this case, $n = 8$)
P_3 - a complex indicator of attractive marketing capability	$P_3 = \sum_{i=1}^n v_i \alpha_i$	v_i - the i-t unit indicator of probability of realization of the possibility; α_i - the magnitude of the i-t unit index; n - number of units that participate in the assessment
P_4 - a complex indicator of marketing management potential	$P_4 = \sum_{i=1}^n y_i \alpha_i$	y_i - i-t group indicator of marketing potential management; α_i - weight of the i-t group index; n - number of group indicators involved in the assessment (in this case, $n = 3$)
K_R - decreasing coefficient of change of marketing potential	$K_R = 1 - \prod_{i=1}^n g_i$	g_i - probability of occurrence of the i-t type of risk; n - number of individual indicators involved in the assessment (in this case, $n = 4$)
S - comprehensive indicator level of synergy	$S = \sum_{i=1}^n S_i \alpha_i$	S_i - i-t group indicator of the level of synergy; α_i - weight of the i-t group indicator; n - number of group indicators involved in the assessment (in this case, $n = 4$)
α_i - weight factors individual indicators of availability of resources of marketing service	$\alpha_i = \frac{\sum_{i=1}^n f_i}{\sum_{j=1}^m \sum_{i=1}^n f_i}$	$\sum_{i=1}^n f_i$ - the sum of ranks, with by all experts on the i-t indicator; $\sum_{i=1}^n f_i$ - sum of the rank assigned by all experts on all indicators.
y_1 - a group performance indicator of the main functions of the marketing department	$y_1 = \sum_{i=1}^n x_i \alpha_i$	x_i - the i-t unit indicator of the quality performance of the main functions of the marketing department; α_i - the magnitude of the i-t unit index; n - number of units that participate in the assessment (in this case, $n = 14$).
y_2 - a group indicator rationality of organizational structure of the marketing department	$y_2 = \sum_{i=1}^n o_i \alpha_i$	o_i - the i-th unit indicator of rationality organizational structure of the marketing department; α_i - weight of the i-th single indicator; n is the number of individual indicators involved in the assessment (in this case, $n = 7$).
y_3 - a group indicator personal qualities of employees of the marketing department in the field of management	$y_3 = \sum_{i=1}^n l_i \alpha_i$	l_i - the i-t single indicator of personal qualities of employees of the marketing department in the field of management; α_i - weight of the i-t single indicator; n is the number of units by indicators involved in the assessment (in this case, $n = 10$).

Source: Adapted from Batova and Krilova (2016, pp. 92-120).

Statistical characteristics measures of dispersion applied to analyze the variance and consistency of the estimates presented in Table 10.

Table 10. Equation of statistical characteristics measures of scatter.

Indicator	Equation	Characteristic
Variational scope (R)	$R = X_{\max} - X_{\min};$	X_{\max} - maximum estimate of the i-t single indicator; X_{\min} - minimum estimate of the i-t single indicator.
Standard deviation (σ)	$\sigma = \sqrt{\frac{\sum_{j=1}^m (x_j - \bar{x})^2}{m-1}}$	x_j - evaluation of a single indicator given by the j-t expert; \bar{x} - the average value of estimates of a single indicator; m - number of experts.
Variation coefficient (V)	$V = \frac{\sigma}{x} * 100\%$	This coefficient shows by how many percent the standard deviation in the estimates of a single indicator is less than the average value of a single indicator. m - number of experts;
Concordance coefficient (W)	$W = \frac{12 S}{m^2 (n^3 - n)}$;	n - number of compared single indicators; S - sum of squared deviations of the ranks of each unit indicator of expertise from the arithmetic mean of ranks.

Source: Batova and Krilova (2016, p. 148-149).

The range of changes and the interpretation of calculated values of concordance coefficient presented in Table 11.

Table 11. The scale of values of the coefficient of concordance.

Estimated value	Interpretation
W = 0	The lack of consistency of expert opinions.
$0 < W < 0,5$	Lack of consistency of expert opinions, that is, expert opinions vary significantly.
$0,5 W < 1$	Sufficient consistency of expert opinions, that is, opinions Of experts, vary slightly.
W = 1	Full consistency (unanimity) of expert opinions.

Source: Batova and Krilova (2016, p. 150).

To determine the level of the marketing potential according to additive-multiplicative model used the calculation of polygon area, that built based on the values of complex indicators. The rules in according to which a polygon constructed for a company presented in Table 12.

The calculation of the polygon area characterizes the real result of the assessment of the marketing potential that is a value of this indicator determines its quantitative assessment.

Table 12. Rules for building of marketing potential polygon.

Rules	Characteristic
Number of vectors = Number of complex indicators	From one point are vectors, number of which is equal to the number of selected complex indicators characterizing the marketing potential of the enterprise
Determining the angle between vectors	The angle α between the vectors is the same and is calculated as: $\alpha = \frac{360^\circ}{\text{Number of complex indicators}}$
Fixing the reduced values	On each vector, the reduced value of the corresponding complex indicator from 0 to 1 postponed.
Dumping points in a polygon	The resulting points, corresponding to the value of complex indicators, connect, and a polygon obtained.

Source: Batova and Krilova (2016, p. 121).

The assessment of the level of marketing potential within a general goal is carried out according to the method was described above, which includes the sequence of the following steps (Figure 5).

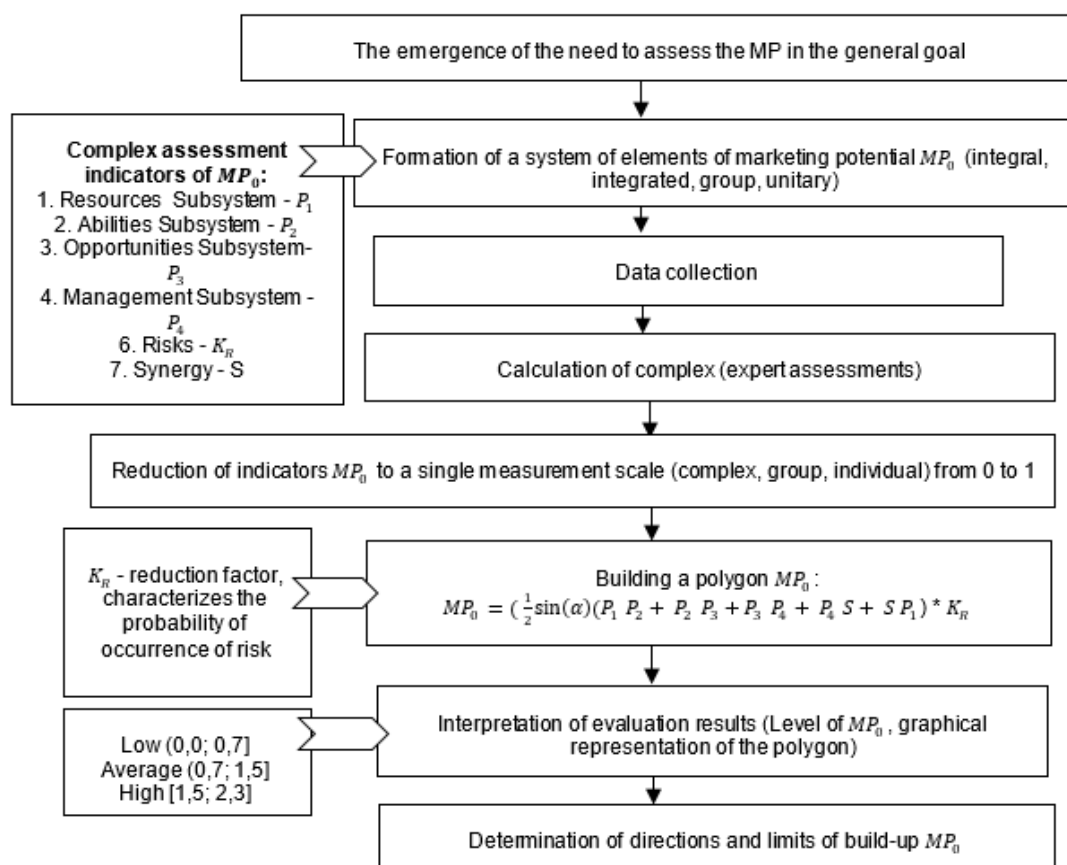


Figure 5. Stages of assessing the level of marketing potential within a general goal.

Source: Batova and Krilova (2016, p. 123).

In accordance to that marketing potential are as open system to interact with the external environment of its uncertainty conditions, it is important to take into account the probability of occurrence of risks that effect of marketing potential level. That proposed to risk accounting using the coefficient of risk reduction. In connection with this, the final formula for calculating the area of a marketing potential polygon within the framework of a common goal have the following form:

$$MP_0 = \left(\frac{1}{2} \sin (\alpha) (P_1 P_2 + P_2 P_3 + P_3 P_4 + P_4 S + S P_1)\right) * K_R \quad [1]$$

Where:

MP_0 - level of marketing potential within a general goal;

$\sin (\alpha)$ - angle between the polygon vectors, there are five vectors in the model, and then the angle is 72° ;

$P_{1,2,3,4}$, and S - integrated indicators values of marketing potential, which are the sides of the triangles that lie at the base of the figure.

Assessment of marketing potential within a specific goal (MP_k) made by analogy with the previous assessment model of marketing potential within a general goal. A distinctive feature of the quantitative assessment of this potential type is that experts give an assessment of the resources, abilities and capabilities in terms of their availability and security to achieve a specific goal.

According to this, it is possible to determine whether marketing resources subsystems and capabilities subsystems developed well, also is well as whether there are attractive opportunities for realizing one specific goal.

Thus, marketing potential assessment within a specific goal includes the same steps as the assessment of potential within a general goal.

The introduction of the maximum possible level of marketing potential is due to the need to identify the limits and the main directions of its build-up.

Estimating level of reserve marketing potential is to maintain a subsystem of the reserve's marketing potential. In thesis does not assess the subsystem of reserves, and, consequently, to determine in practice the backup marketing potential of the enterprise now is not possible.

This concept have been introduce by Batova and Krylova (2016) for the purpose of a comprehensive analysis of marketing potential in question and for the formation of a complete and holistic view about marketing potential.

One of the advantages of the method is that the marketing potential assessment has a quantitative expression. Consequently, it is possible to make management decisions. In addition, it is possible to manage if there is a quantitative expression of the study concept that it is possible to measure the limits of increasing the marketing potential of an enterprise and it becomes clear in which direction it is necessary to develop.

Interpretation of calculated value of the level of marketing potential within a general and a specific goal presented in Table 13 and Table 14.

Table 13. Interpretation of the quantitative level of marketing potential within a general goal

Level of marketing potential, MP_o	Interval of values	Characteristics of the state of marketing potential
Low	(0,0; 0,6]	The presence of violations in most subsystems are: problems with the security of the marketing department and necessary resources, low development of abilities necessary for marketing activities, lack of attractive opportunities, low quality of management potential, and low degree of synergy between subsystems All this is reflected in the effectiveness of marketing activities and the achievement of goals.
Average	(0,6; 1,5]	The marketing department functions quite successfully, it cannot afford the realization of all opportunities provided by external environment, and the achievement not all of goals. There are difficulties in terms of insufficient resources and the degree of development of abilities that can overcome by attracting resources and abilities from outside. The weak functioning of the control subsystem entails the inefficiency of the use of resources, to use of abilities, as well as the omission of the attractive possibilities of the external environment.
High	[1,5; 2,3]	The marketing department is equipped with the necessary components for successful activity: modern technical means advanced marketing tools and other resources. Marketing abilities characterized by a high level of development that will allow efficient use of available resources for the realization of attractive opportunities of the external environment. The management subsystem meets the following requirements: high quality of implementation of the main marketing functions, the feasibility of building the organizational structure of the marketing department and the development of personal qualities of employees in the field of management. The synergies from the interaction of the subsystems of potential has a very high level, which allows the marketing department to achieve goals effectively.

Source: Batova and Krilova (2016, p. 124).

Table 14. Interpretation of the quantitative level of marketing potential within a specific goal.

Level of marketing potential, MP_k	Interval of values	Characteristics of the state of marketing potential
Low	(0,0; 0,6]	The low level of marketing potential within the framework of the implementation of a specific goal indicates problems with the provision of the marketing department with the necessary resources, weak development of abilities, lack of attractive opportunities, poor quality of potential management, as well as low degree of synergy between subsystems. These negative trends indicate the impossibility of achieving the goal, or small prospects for implementation.
Average	(0,6; 1,5]	The average level of marketing potential in the framework of the implementation of a specific goal describes a situation where the marketing department has some difficulties in terms of insufficient resources and degree of development of abilities that can overcome by attracting resources and abilities from the outside.
High	[1,5; 2,3]	The high level of marketing potential in the framework of the implementation of a specific goal reflects the situation when the marketing department is equipped with the necessary resources and capabilities for successful implementation of the set goal, as well as the management subsystem and synergies from the interaction of the potential subsystems have a very high level, which allows the marketing department to achieve the set goals

Source: Batova and Krilova (2016, p. 126).

3. Analysis and Findings

3.1. Review of the market of startups in Ukraine

According to development of information technology, startup companies are developing intensively, which are flexible to market needs and offer specific solutions for their target audience. The modern dynamic world dictates terms, that calling for permanent evolvement. The ambitious and creative Ukrainians support this exciting process and bringing the most creative and innovative ideas into life. Private international and domestic institutions are becoming more and more active in the financing of startups. Grows the total number of startups and the number of successful startups that have received world recognition. The infrastructure of startup support being developed, the general level of experience and knowledge of innovation technology specialists are increases. Unfortunately, the state still stands aside from these processes. According to StartupBlink Service Ukraine Startup Map has 386 startups, and the most popular of startups are Grammarly, LetyShops and Hotelscan. The cities with the most vibrant startup ecosystems in Ukraine are Kiev, Odessa and Lviv. The most popular industries in Ukraine are mobile, software service and electronic commerce. According to Startup Ecosystem Rankings 2019 Ukraine have a good startup momentum, which should be highly appreciated considering the economic and regional situation (Table 9).

Table 14. Startup Ecosystem Ranking, 2019.

National Rank 2019	Rank 2017	City Name	Global Rank	Total Score	Quantity Score	Quality Score	Business Score
1	1	Kiev, Ukraine	34	11,711	1,32	3,10	7,30
2	3	Odessa, Ukraine	235	6,185	0,08	0,01	6,10
3	2	Lviv, Ukraine	299	2,876	0,07	0,20	2,60
4	4	Kharkiv, Ukraine	435	2,644	0,05	0,14	2,10

Source: Startup Ecosystem Ranking (2019, n.d.).

«The capital of Ukraine - Kyiv has rocketed to the top 50 from the 63-rd spot, a jump of no less than 29 locations with high impact startups around the world. Odessa now ranks 2-nd with a strong jump of 282 spots to 235-th, while Lviv stays relatively stable at 299-th. Kharkiv, ranked 4-th nationally, has jumped 443 spots in the global ranking and now forms part in the top 500, while Dnepropetrovsk made an even bigger leap of 596 spots to the top 600. It is worth noting that the Ukrainian startup ecosystem has two new cities in the rankings: Ternopil and Boryspil. Now that Kyiv is ranking high, Ukraine's main challenge will be to bring at least one or two additional cities into the top 100 club. A low cost of living in the region creates an additional challenge, as developers working for foreign companies enjoy a quality of life that may be hard to give up, considering the uncertainty native to startups. The advantage of this situation is the incredible knowledge Ukrainian developers and freelancers now possess, and if they use this knowledge correctly, they can create a global startup centre. Around 60% of the tech ecosystem of Ukraine based at Kyiv. It is a home for more than 500 startups and more than 150 coworking spaces, incubators, accelerators, tech universities, and communities. Ukraine has 185 000-tech specialists with outstanding skills in AI and math and around 50% of them based at Kyiv (17% in Kharkiv, 13% in Lviv). Kyiv is one of the most dynamic startup ecosystems in Eastern Europe and a great spot for developing new businesses and creative ideas. It holds more than 1000 startup and tech events annually. More than 20 new venture capital funds have established their offices here for the last few years. The average annual growth of new tech specialists here is 20% year-to-year. Especially in software as a service and artificial intelligence industries» (Kirill Mazur, 2019, pp. 136-137).

Startup Ranking Service⁴ Internet Service collects important information about technology startups, and analyses their statistics in daily mode. These ratings, as approved on the main page of the service updated daily. In addition to ranking by country, the site also has tops on the importance of startups in the online space, their social impact and impact compared with similar startups from other countries. There are ranking included 137 countries, and Ukraine ranked on 43-rd, ahead of the Philippines and Malaysia. In Ukraine, 192 startups counted. The first position was predicted to be the United States (46607 startups), the second and third (India 6186) and the United Kingdom (4901) respectively. The first place in the ranking is the United States - 45 004 startups, the second in India - 5203 startups and the third in the UK with 4702 startups.

The service uses the Startup Ranking Score to evaluate the startups themselves. Startup Ranking Score (SR Score) is a number between 0 and 100,000. It reflects the importance of a startup on the internet and its social influence. It calculated based on SR Web and SR Social. For example, there is a Global startup rating that takes into account all of the above characteristics. Ukrainian companies do not appear here even in the top 500; there are mainly indicated American startups.

There are rating of Ukrainian startups – Top Ukraine, which will start in the global top with 303 places. The leader of the Ukrainian segment was Send Pulse. The largest rating from Ukrainian startups is SendPulse - 303 positions out of 81,389 SR Score, and the first 1000 includes four startups. For

⁴ See at: <https://www.startupranking.com/countries>.

each startup, statistics are available from open sources such as social networks, or public analytics. Also on the site are the top of the newest startups, in which Ukrainian companies not mentioned.

The locomotive of the Ukrainian innovation competitiveness is the human capital. Its effective re-sales and it is a competitive advantage. However, in comparison with 2016, this poker reduced revenues from the shortage of state wrists in education and science. For example, according to the annual industry report of a group of investment companies published by Sysoyev (2018) in «The DealBook of Ukraine 2018», that in 2016 and 2017 Ukrainian startups, distribution of investments depending on the sphere of activity and the stage of development of the startup. In particular, the study notes that after the recession in 2016, we see that digital markets and innovation (digital markets and innovation) are growing very fast.

Today in Ukraine there is a sufficient number of startups: from information technologies and gadgets to financial services. Many of them have already become famous and attract regular customers. It is innovation that is an effective means to overcome crisis phenomena, to move to the market of competitive products and to develop the market of high technologies. The formation of an innovative economy contributes to the effective socio-economic country development. The experience of the most innovative countries in the world proves that the development of small business is the driving force behind innovation entrepreneurship (Gladka and Kolesnik, 2017).

Nowadays Ukraine is at the stage of becoming an innovation system. The development of the practice of startups in Ukraine is in early stage and the main indicators of the efficiency of such activities are low. In the modern world, innovative activity and, because of it, innovative projects are not massive. Each new business needs uniqueness and is committed to producing such a product or service that would not have analogues from its competitors (Ignatova, 2017). In Ukraine, official statistics of the development of startups not conducted. The total number of new business projects that are constantly on the market (that is, not yet bankrupt) - about 900, of which about 150 - are serious projects, but even from them survive and develop only a few dozens more (20-40). However, even now, in such a difficult period of the economy (Mrihina, 2015).

«The growth of the number of successful startups of Ukrainian authors and the number of officially highlighted in the media business ideas, startup movement in Ukraine is gaining momentum. However, it should noted that such a phenomenon as a startup is difficult to limit geographically. Startups can be 100% Ukrainian, provided that they do not only actual work, but also registration in Ukraine, while speaking at the same time not only as a source of replenishment of the state budget, but also a factor in development of innovative economic projects. At the state level, it is necessary to create the most comfortable conditions for their work in simple form procedures for registration of startups and loyal taxation. It is advisable to do this activity by creating grants to stimulate the generation of new business models and innovation both from the state and through attracting private capital. The legal aspects of the startups related to entrepreneurial activity. It should noted that the laws now do not have the term «startup», so the regulation of this kind of activity is carried out within the framework of laws and regulations concerning certain directions and peculiarities of startup activities. But if the startup wants to officially declare himself on the market, then he will need to

register as an enterprise or cooperate in the existing one». In connection with the above, it is proposed to develop at the legislative level a bill on startups, which will provide not only public support for the initial stage of the creation of such projects, but also the launching of stages of their development in universities and research institutions (Timofeev, 2017, n. d.).

In order to access the right networks and seen by investors, Ukrainian start-ups should actively enter the traditional world centres, such as the Silicon Valley. Many of them have long used the strategy of transition to the international level. Ukraine has strong talents, a number of examples of business success and a series of startups with solutions to improve financial health, most of it lacks the communicating values offered by the market, and the linking of powerful companies with relevant investors. Over the past few years Ukrainian Association of Venture Capital and Direct Investments, unceasingly creates a coalition with other European networks since its inception in 2014.

«The dynamic development of the market for startups in Ukraine determines the need to determine the peculiarities of legal regulation of their activities and protection of rights to intellectual property objects. The absence of the definition of the term «startup» in domestic law determines the regulation of their activities by using laws and regulations in accordance with certain directions of the companies that implement them» (Timofeev, 2017, n. d.).

However, the initiation of any measures requires a preliminary assessment of the scale of the problem and the reasons for its solution. That is why, in May - June 2016, the Institute of Economics and Forecasting of the National Academy of Sciences of Ukraine conducted a survey of startups as the most dynamic agents of the national innovation system for the first time. «The survey was attended by almost 70 Ukrainian startups. The obtained results allowed to establish that the overwhelming majority of founders of startups are people aged 26 to 45 who have a higher education (master, specialist), first of all, in the following specialties: computer science and computer technology; informational security; physical and mathematical sciences; system sciences and cybernetics. Almost 65% of respondents carry out innovative activities. Startups are buying equipment software and licenses; carry out technological and research activities, industrial design for the creation and (or) introduction of product or process innovations. About 60% of the respondents among the geographic markets where their products (services) are sold are indicated by the countries of the European Union and the associated countries, in particular, distinguished Germany and the United Kingdom. Among consumers of their innovative products, the United States, Japan and China. Less than a quarter of the surveyed startups work exclusively on the Ukrainian market. As for most companies (70%) who took part in the survey, start-up capital became own funds, funds from friends or family, it is logical that this category of start-ups is expecting the introduction of a state support program in Ukraine. The results of a pilot study on the development of startups in Ukraine have shown a number of obstacles, the main of which is unfavorable business climate and macroeconomic instability. The position of founders of start-ups grounded, as confirmed by Ukraine's position in international ratings (Kurchenko, 2016).

At this stage of development of entrepreneurship, there is a significant upsurge in the development of Ukrainian start-ups, which are rapidly developing and have many users. However, the state's state

interest in modern innovation projects forces young companies to collaborate with foreign investors to help them realize their projects and become competitive. That is why it is necessary to promote the effective functioning of startups in Ukraine, to create mechanisms for increasing the effectiveness of their activities in the domestic market and the recognition of the importance of innovative technologies for the successful development of Ukrainian enterprises.

3.2. Description and general characteristic the investigated startup project

Business ideas aimed at improving the life of a society or particular categories of people commonly referred to as social startup projects. The founders of such startups usually take upon themselves some responsibility to society for the implementation of their mission. There are many examples of the surprising transformation of a small idea into a developed commercial strategy. Very often, a social startup begins with the idea of how people can help each other.

1. History of creation

Social startup project «Urban Space 100» opened on December 27, 2014. A non-standard institution combines business and community components. It is a new format at the intersection of different city environments. The public restaurant is located in the city centre. This is a modern space; there is a cafe, an event venue and a radio studio Urban Space Radio with high-quality musical and urban content, as well as a store of modern Ukrainian brands, local masters' products and business literature. The public restaurant opens at 6 a.m., so it attracts tourists. This is a restaurant where you can not only eat, but also socialise, discuss ideas and find likeminded people, as well as read books, buy local goods in the retail shop, or organise your own presentation. This is a special place for urbanists meetings – for those who think city must be comfortable for living: green, eco-oriented, correlated with community interests. The institution is often visited by interesting and well-known personalities and teams. In total amount, over than 950 events were in Urban Space during three years.

2. The main concept

The idea was to open the public restaurant in Ivano-Frankivsk in an Urban Space format. It became a successful example of community gathering around a common idea. The main goal is to promote effective communication between the community, business and administration in order to improve urban living. The project is unique in that 80% of the annual restaurant profit is dedicated to funding social projects in Ivano-Frankivsk city.

The idea of the social restaurant belongs to «Teple Misto». «Teple Misto» carried out the project launch, arranged the promo campaign to find 100 founders, and organized the opening of the public restaurant. «Urban Space 100» is an independent project. The decision about menu, events and shop inventory taken by the managing company. The decisions of which projects to support are taken by the founders. «Teple Misto» Platform continues its assistance in documentation procedures (concluding the minutes of meetings and contracts with grant recipients) and in public relations.

«Teple Misto» Platform works on the Urban Space Global program aimed to open «Urban Space» restaurants in other cities under the condition of social franchising.

3. Restaurant features

The founder of the restaurant is the public organization «Urban Space 100». The restaurant serves as an economic entity and purpose is profit making. The co-founders are 100 socially active people who united with the idea of qualitative development of the city space. The profit distributed as - 80% of the profit spent only for social projects aimed to develop Ivano-Frankivsk city. The decision about which projects supported to accept by the majority of the present at the quarterly meetings of the founders. The founders meetings held quarterly at Urban Space 100. Founders decide for which projects the funds, gained for the reporting period, should spent. The decision taken by the simple majority of present members votes. The rest of 20% paid to the managing company for the restaurant management.

4. Organizational and legal structure

To provide the restaurant's activities, a limited liability company created. The nongovernmental organization «Urban Space 100» are the founder and sole participant of this community. Necessary financing for create the startup project was received from the nongovernmental organization "Urban Space 100" as a contribution of a single participant in the capital. The organizational component of the functioning of the restaurant, and responsibility for success, profitability, positive dynamics of financial indicators - relies on Management Company, selected and attracted by the Organization of competent restaurateurs who have experience in the field of creation, organization and functioning of successful conceptual catering establishments.

5. Project financing

Every quarter in Ivano-Frankivsk public projects competition announced, co-founders of the restaurant choose winners. In 2015, in the first year of the restaurant's activity, five projects supported; in 2016 - 25, projects supported. In January 2018, a total amount of 65 projects was donated to the amount of more than 1,5 million UAH. Urban Space has supported about 100 projects!

The projects are very different: cinema, eco projects, artistic and sporting events, projects for children's development, student leisure centers, and recreation areas for citizens, projects for preserving the city's historical environment, health care, and others.

6. Restaurant attributes

To popularize the restaurant, its uniqueness and purpose of functioning created website and related pages in social networks have been create. Various souvenir attributes of the restaurant are being developed and distributed for a free.

The funding needed for this done at the expense of charitable organizations and private founders.

Objectives of social startup project «Urban Space 100» are: creation of a transparent trust fund intended to finance social projects which are aimed towards development of the city development of a physical platform to activate proactive cluster of the city, which gives impulse to initiatives and

retains dynamics of their development Group of 100 people of practical intelligence willing to invest in the project and distribute funds to finance other social initiatives. The social restaurant operates and generates profit allocated only for social projects that support the development of Ivano-Frankivsk city. The co-founders take the decisions about which projects be supported.

The «Urban Space 100» have «100 Grant Programme» that is aimed at supporting non-profit projects for the development of Ivano-Frankivsk city. Four times a year, at the general meeting, the «Urban Space 100» co-founders to choose projects to funded.

Social startup projects have enormous potential, because social responsibility is one of the major incentives for consumers to show interest in such a projects.

3.3. Evaluation of marketing potential the investigated startup project

Marketing potential is an integral part of general company potential, ensuring its constant competitiveness, economic and social demand for goods / services on the market, thanks to effective marketing activities. In order to improve marketing activities, market orientation, obtaining opportunities to attract additional consumers and investments, it is necessary to assess the marketing potential, as well as to manage it in a targeted and timely manner.

Complex diagnostics of marketing potential will carried out for Ukrainian social startup project public restaurant «Urban Space». Evaluation of the marketing potential of the social restaurant will carried out in dynamics, to determine the level of the marketing potential for 2017 and 2018 years. Before proceeding of evaluation, a working group of four experts formed.

First, evaluate marketing potential of a public restaurant «Urban Space» within the framework of a general goal, that is, the implementation of marketing activities in general. For this, it is necessary to quantify the complex indicators: resources subsystem, abilities subsystem, capabilities subsystem, management subsystem, synergy and risks (Appendix, Tables A.1. - A.48).

Based on a comprehensive assessment (Appendix, Tables A.1. - A.48), it possible to implement following indicators of the integrated indicators of marketing potential. In Table 15 presents calculated values of the complex indicators of the marketing potential of public restaurant «Urban Space» in 2017 and 2018 years.

Table 15. Estimated values of integrated indicators of marketing potential, 2017-2018.

Year	Resources Subsystem P ₁	Ability subsystem P ₂	Possibilities Subsystem P ₃	Management subsystem P ₄	Synergy S	Risks
MP 2017	0,64	0,48	0,63	0,46	0,41	0,91
MP 2018	0,67	0,68	0,82	0,55	0,42	0,90

Define the quantitative assessment of the marketing potential of the restaurant in the dynamics:

$$MP_{017} = \frac{1}{2} \sin(72^\circ) (0,64 * 0,48 + 0,48 * 0,63 + 0,63 * 0,46 + 0,46 * 0,41 + 0,41 * 0,64) * 0,91 = 0.59;$$

$$MP_{018} = \frac{1}{2} \sin(72^\circ) (0,67 * 0,68 + 0,68 * 0,82 + 0,82 * 0,55 + 0,55 * 0,42 + 0,42 * 0,67) * 0,90 = 0.85.$$

Thus, according to calculations above, the level of marketing potential of social startup project public restaurant «Urban Space» for 2017 can be characterized as low (0,59). In most of the subsystems of the investigated potential, there are infractions: problems with the provision of the marketing department with the necessary management, low development of the abilities that are necessary for carrying out marketing activities in general and a very low degree of synergy between subsystems. However, all of this not to affect importantly on the effectiveness of marketing activities and to achievement of the target goals of the restaurant.

By 2018 year, public restaurant reached an average level of marketing potential. It achieved by the way of increase development of the abilities and possibilities that are necessary for carrying out marketing activities in general, the positive dynamics of indicator with the provision of the marketing department with the necessary resources.

It can be concluded that, in general, marketing department functions quite successfully, however, public restaurant not afford the realization of all the opportunities provided by the external environment, and the achievement of not all the goals. There are difficulties in terms of a low level of management subsystem; however, it is worth noting the positive dynamics of this indicator. The interaction of subsystems within the framework of marketing potential characterized by a rather low level. In order to visualize the dynamics of the marketing potential of public restaurant construct the polygon (Figure 6).

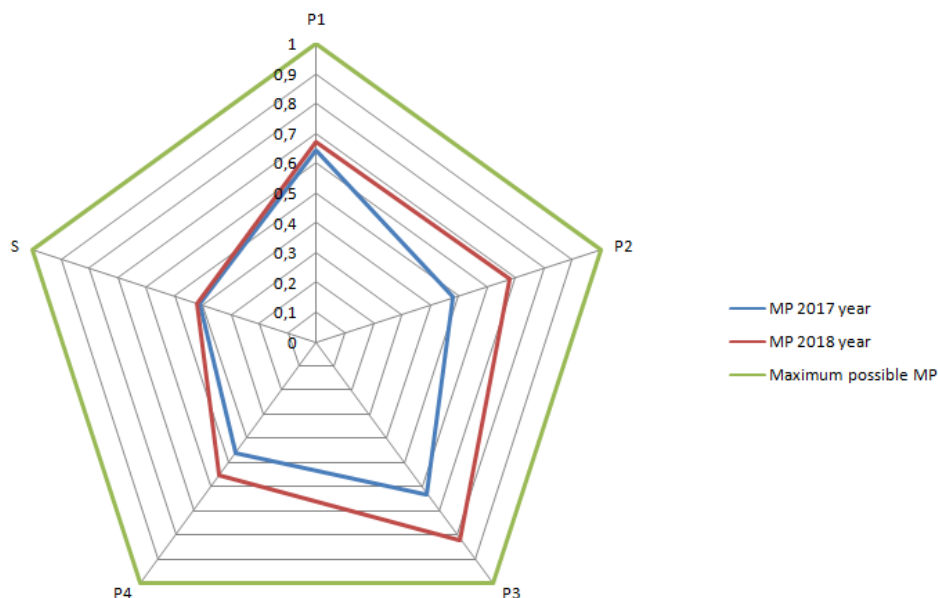


Figure 6. Graphical interpretation of a quantitative evaluation of marketing potential within a general goal, 2017-2018.

In Figure 6, shows in what distance the restaurant needs to overcome in order to increase its marketing potential to the maximum possible level, as well as the direction and limits of capacity building. The introduction of the maximum possible level of marketing potential is due to the need to identify the limits and the main directions of its build-up. Accordingly, it is graphically possible to determine the value indicating the distance that must to overcome by the startup of the project in order to increase the size of its marketing potential to the maximum possible. The «problem areas»: management subsystem, resource subsystem and synergy, so in order to increase marketing potential within the framework of a general goal, one should first turn to these complex indicators.

Next, assess marketing potential of public restaurant «Urban Space» within the framework of specific goal. Assessment of marketing potential within a specific goal make by analogy with the previous assessment of marketing potential within a general goal. A distinctive feature of the quantitative assessment of this type of potential is that experts give an assessment of the resources, abilities and capabilities in terms of their availability and security to achieve a specific goal. Due to this, it is possible to determine whether the subsystems of marketing resources and capabilities are well developed, as well as whether there are attractive opportunities for the realization of one specific goal. For this, it is necessary to quantify the complex indicators: resources subsystem, abilities subsystem, capabilities subsystem, management subsystem, synergy and risks (Appendix, Tables A.48 – A.97). As specific goals considered: customer retention; increase of market share.

In table 16 presents the calculated values of the integrated indicators of the marketing potential of social restaurant according specific goals.

Table 16. Estimated values of integrated indicators of marketing potential within a specific goals.

Target	Resources Subsystem P ₁	Ability subsystem P ₂	Possibilities Subsystem P ₃	Management subsystem P ₄	Synergy S	Risks
Customer retention	0,62	0,57	0,74	0,46	0,43	0,83
Increase of market share	0,52	0,53	0,81	0,44	0,37	0,86

Define the quantitative assessment of the marketing potential of the restaurant in the dynamics:

$$MP_{K1} = \frac{1}{2} \sin(72^\circ) (0,62 * 0,57 + 0,57 * 0,74 + 0,74 * 0,46 + 0,46 * 0,43 + 0,43 * 0,62) * 0,83 = 0.63;$$

$$MP_{K2} = \frac{1}{2} \sin(72^\circ) (0,52 * 0,53 + 0,53 * 0,81 + 0,81 * 0,44 + 0,44 * 0,37 + 0,37 * 0,52) * 0,86 = 0.58.$$

Analysing the calculations above, can conclude, that for realization of the second goal - increasing of market share - the public restaurant has a low level of marketing potential (0.58). This indicates with problems of provision of marketing department with the necessary resources, weak development of abilities, low quality of potential management system and a low degree of synergy between all subsystems. These negative trends indicate the impossibility of achieving the goal, or small prospects for its effective implementation.

For implementation of the first goal - customer retention - public restaurant has an average level of marketing potential. The marketing department has some difficulties in terms of insufficient resources and low degree of development of abilities, as well as a low degree of synergy between the subsystems. However, it does not really hinder the implementation of a given goal, however, it may effect on general results.

For graphically determine the value that indicates the distance that must be overcome in order to realize a specific goal in the most efficient way and to visually display of the level of marketing potential of public restaurant «Urban Space» within the framework of specific goals construct polygon (Figure 7).

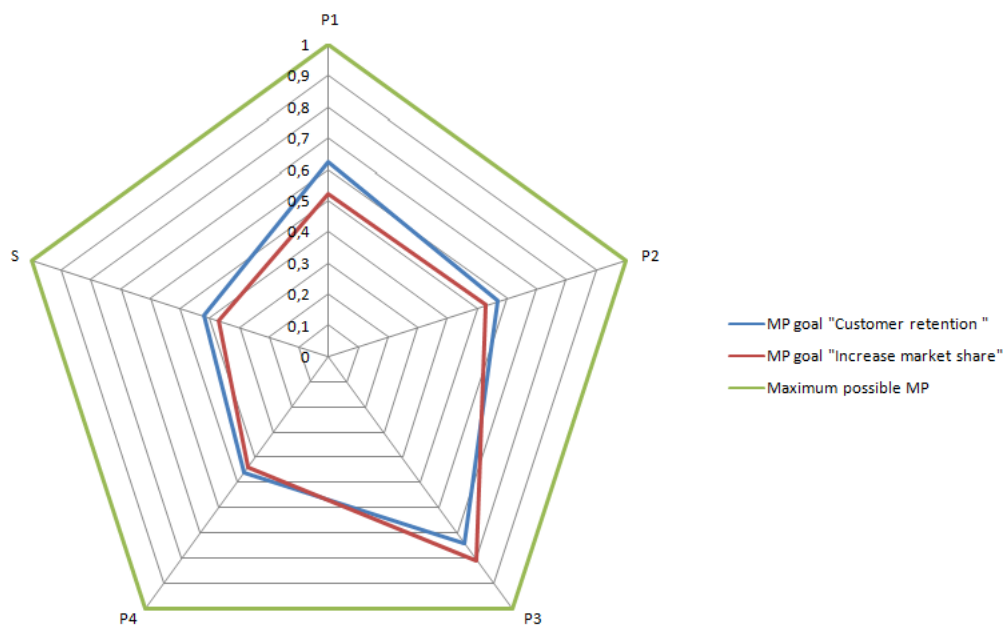


Figure 7. Graphical interpretation of a quantitative evaluation of marketing potential within specific goals.

Thus, as a result of the analysis and calculations, can conclude that at this stage, the functioning of startup project public restaurant «Urban Space» is better to customer retention, rather than to attract new ones. It is important to note that the decision in this case also depends on the degree of integration of marketing into the project management system.

In general, the assessment of marketing potential at the level of an individual startup project is a necessary step in strategic analysis and management. The definition of this indicator provided a systematic look at the public restaurant, allowing a new approach to the problem of developing its market opportunities and proving that their optimally formed structure represents the strategic marketing potential.

Marketing aspect considered the most important factor for scaling up any commercial project. In the field of social startups, considerably less frequently regarded as a technique of growth. In social

startup projects, marketing efforts focus on attracting additional funds from philanthropists. Therefore, based on the research above, can conclude that social startup project also should engaged in marketing. As marketing ways is a way of raising awareness of the social project and its mission, as well as the active involvement of consumers.

Based on the conducted research and obtained results, it is important to note that regardless of the social orientation of the project, it should include in the organization plan also marketing plan consisting of market analysis, competition and marketing strategy and evaluation of marketing potential. According to information noted above marketing potential depends on many factors. These are the level of development of marketing activities in an enterprise, the availability of trained specialists in the field of marketing. The state of the marketing information system, the presence of an effective organizational structure for managing marketing activities, the development of marketing tools and its use for solving problems determined by the general objective of the enterprise, the level of development of marketing communications, image structural units and the entire enterprise in the field of its interaction market entities.

The analysis and evaluation of the marketing potential carried out by the method of expert assessment of the indicators of each component of the marketing potential. Using the information obtained allows us to compare the obtained level of marketing potential with the theoretically possible level and determine the direction of its development. As show calculations above in 2018, social restaurant reached an average level of marketing potential (0.63). However, there are difficulties in terms of a low level of management subsystem and interaction of subsystems within the framework of marketing potential characterized by a rather low level. Therefore, management of social restaurant «Urban Space» requires a deep analysis of activity to identify untapped marketing reserves and opportunities.

Therefore, offered some recommendations to increase level of marketing potential within a general goal.

1. Resources subsystem

For resources, subsystem for strategic and operational purposes of startup project recommended to attract external resources, which are the resources of business partners (mediators, consumers, suppliers, financial and government institutions). Also recommended to observe the quantity and quality of existing resources that determine the maximum work done by the system, the possibilities for its development, and the restrictions it establishes, as the quality of one of the regularities of developing the potential of marketing as a system. For effectively management development of marketing potential, it is necessary carefully study marketing resources, with a special emphasis on hidden growth reserves and existing constraints, and to find opportunities for attracting, updating and reproducing resources.

2. Ability subsystem

Marketing abilities provide a startup project with the creation of a unique market position and competitive advantages. It recommended increase professional abilities to carry out marketing

activities. Especially, the problematic part of analysed startup is a low level of marketing management ability. Improving the ability to carry out marketing activities by introducing educational, qualification, motivational levels of staff training.

3. Management subsystem

Management provides the process of managing marketing resources, reserves and abilities, as well as their interaction within the framework of specified goals to create a synergistic effect of their use. Since marketing operates internal and external resources and one of the types of external resources is the potential (resources) of the customer, which reflects the level of demand, then the company can manage the development of marketing potential by correlating its internal and external resources.

4. Capabilities subsystem

Marketing potential depends on the internal environment and influenced by the external environment. The greatest impact on the marketing potential have opportunities provided by the external microenvironment. The microenvironment formed by entities that directly related or directly affect the activities of this project startup: customers, suppliers, competitors and business partners. Marketing potential like open system, to interacts with the external environment in terms of its uncertainty. In this regard, it important to take into account the factors of uncertainty when making the management system of marketing potential of various kinds of decisions, as well as forecasting the risks that arise under the influence of these factors.

5. Target and result

Marketing activities of a startup project must ensure the achievement of the goal. It is important to note that the main goal of the marketing potential is to create consumers market (real and potential), which ensure the reproduction of the demand for goods and services. The productive component is a reflection of the result of the implementation of existing capabilities, abilities, resources and reserves - this is a target characteristic of the marketing potential of the enterprise. The importance of this component is confirmed by the fact that its increase, in contributes to the development of other components.

6. Synergy

Synergy interacting with each elements of the marketing potential allow obtaining a synergistic effect that exceeds the effect of the functioning of each individual element and their sum, and leading to a change in the quality of the phenomenon studied, its development trajectory.

Estimation of the level of reserve marketing potential of startup project was not made because now in practice is not possible to determine the reserve marketing potential. This concept introduced with the goal of a comprehensive analysis of the potential in question, and for the formation of a complete and holistic view of marketing potential. Thus, the methodology for assessing the subsystem of reserves is actual scientific and practical task, and represents a direction of the further research. The introduction of reserve marketing potential is due to instability of the external environment, which is

an integral part of the development of marketing potential. In this regard, it is important to have a certain amount of resources that are in reserve and not involved in the marketing process. This reserve will be used both for adapting the marketing department to possible changes in the market conditions and for reproduction of the system in the optimal structural proportions for perspectives.

Based on the results of the evaluation of marketing potential within a specific goal, for implementation of the first goal – customer retention public restaurant has an average level of marketing potential (0.63). Consequently, it is necessary to focus on the main marketing efforts to realize this specific goal. Therefore, offered some recommendations to realize specific goal - customer retention. Customer retention means to do actions in which that the client going from the category of random to the permanent. Restaurant creating designed for a specific target audience, and with help of various promotional events provides people to engagement. If restaurant is comfortable for visitor, then they will come regularly. Therefore, was recommend a number of factors actively contributing to customer retention within a specific goal.

1. Services improvement

Introduction standards service. The guest should not notice the difference in the service. Periodic inspection and training of employees. Motivation and staff training.

2. A unique menu

The main goal of a successful restaurant is good menu. Do not forget about the creative presentation of positions in the menu. Creating a unique branded dish and a drink.

3. The interior and atmosphere

The interior and atmosphere directly depend on the target audience. Should focus on the place, create an atmosphere of institution with a thoughtful urban history (Music, smells, lighting). Development of modern corporate brand clothing.

4. Social Media Marketing

To encouraging visitors posted posts with geolocation and tags. Photos review of the institution or dish, public competitions, photo reports from events. Conducting competitions and giveaway.

5. Special offers

Creating interesting promotions for attracting clients make for restaurant special own image. Develop a blog about social startup projects. Consultations on the topic of social startups. Organization meetings with successful social entrepreneurs.

6. Leisure activities

Culinary master classes. Organization of thematic events. Providing table games. Organization of cinema seances. Organization of quests. Organization of talent show and contests. Creating coworking / collaboration. Organization of radio quizzes.

Conclusions, Limitations and Future Research Lines

Research of marketing potential is a prerequisite for the effective marketing functioning of the company. There is a significant amount of theoretical work of this issue. However, most of them are not implemented and not verified. It should be noted, that Ukrainian startup projects pay not enough attention to research marketing potential and its evaluation.

To evaluate, the level of marketing potential chosen model proposed by Batova and Krylova (2016). This model provides interpretation of the quantitative assessment of the marketing potential as the area of a polygon. As a comprehensive indicator of the assessment of the marketing potential were evaluated resource subsystem, abilities subsystem, capabilities subsystem, management subsystem, and synergy. It also considered the probability of manifestation of factors of the uncertainty of the external environment in the form of risks. Marketing potential were evaluated as: marketing potential within a general goal, marketing potential within a specific goal, reserve marketing potential and maximum possible marketing potential.

One of the advantages of using the technique is that the assessment of the marketing potential of the enterprise has a quantitative expression. In the analysis, the reduction of individual indicators of marketing potential into one - integral. For this expert method, the weight of individual indicators is established. To determine the marketing potential an additive-multiplicative model is used for calculation of the area of a polygon constructed based on the values of complex potential indicators. The main advantages of using the methodology are possibility of quantitative evaluation of marketing potential in the form of integral indicator - one number. Because the maximal values of complex indicators are declared, there is an opportunity to reveal the limits and basic directions to build-up of marketing potential. The ability to determine the magnitude of the distance that must be overcome by the startup to maximize its marketing potential to the maximum.

The main disadvantages of methodology: use of expert assessments by subjectivity characterized; bringing quantitative values of indicators to a single scale of measurement, which may lead to a distortion of the real value of these indicators, to their revaluation or underestimation compared with the actual state of affairs. It is difficult and inaccurate to avoid the disadvantages of the methodology, since the application of expert assessments is due to the impossibility of a significant assessment of many indicators of the marketing potential, as well as the bringing of quantitative values to a single scale of measurements is necessary to compare the calculation results for all the group and individual indicators of marketing potential.

In the work does not assess the subsystems of reserves, which determine the practical reserve marketing potential now is not possible. This concept introduced to the purpose of a comprehensive analysis of considered potential and to formation of a targeted idea of the marketing potential. The

introduction of the reserve marketing potential ensured by the instability of the external environment, which is an inappropriate attribute of the development of marketing potential. In this regard, it is important for marketing department has a certain amount of resources that are in the reserves and not purchased in the marketing activities. This reserve can used for adapting the marketing approach to possible changes on the market and for reproducing systems in optimal structural proportions in the end period. Thus, the methodology for evaluating the reserves subsystems is actual scientific and practical task, and represents a direction for further research.

The implementation of the methodology based on Ukrainian social startup project public restaurant «Urban Space». The assessment carried out in dynamics, the level of marketing potential determined for 2017 and 2018 years. Evaluated marketing potential within a general goal, marketing activities in general. For this, the quantitative assessment of complex indicators: resources subsystem, abilities subsystem, capabilities subsystem, management subsystem, synergy and risks.

The level of the marketing potential of startup project in 2017 was characterized as low (0,59). In most of the subsystems of the investigated potential were: problems with the provision of the marketing department with the necessary resources, poor development of the abilities necessary for carrying out marketing activities in general, as well as a very low degree of synergy between subsystems.

By 2018, the public restaurant «Urban Space» reached an average level of marketing potential (0,85). Were concluded that, marketing department in general, functions quite successfully, however, not afford to realise of all opportunities provided by the external environment and not achievement of all goals. The marketing department has some difficulties in terms of insufficient resources and the degree of development of abilities, as well as a low degree of synergy between the subsystems.

Based on the evaluation results of marketing potential within a specific goal, for implementation goal «increase of market share» public restourant has a low level of marketing potential (0,58), for implementation goal «customer retention» public restourant has an avverage level of marketing potential (0,63), Therefore was recommend a number of factors for actively contributing of customer retention. Consequently, it is necessary to focus on the main marketing efforts to realize this specific goal. Therefore, it offered some recommendations to realize specific goal - customer retention. Customer retention means to do actions in which that the client going from the category of random to the permanent. Create restaurant designed for a specific target audience, and with help of various promotional events provides people to engagement. If restaurant is comfortable for visitor, then they will come regularly. Therefore, was recommend a number of factors actively contributing of customer retention.

Thus, the results of this study identify certain existing and related problems in the theory and practice of research and assessment of marketing potential, which can become directions for future research.

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Appendix

Table A.1. Expert assessment of resources subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Capital resources	0,5	3	0,5	3	0,6	2	0,6	3	2,2	0,55
2	Production and technical resources	0,4	5	0,4	6	0,3	5	0,5	5	1,6	0,40
3	Human resources	0,8	10	0,8	10	0,7	9	0,8	9	3,1	0,78
4	Financial resources	0,5	11	0,4	12	0,5	11	0,5	11	1,9	0,48
5	Informational resources	0,8	9	0,7	9	0,7	10	0,8	10	3	0,75
6	Intangible assets	0,3	2	0,2	2	0,2	3	0,3	2	1	0,25
7	Marketing culture	0,5	1	0,6	1	0,6	1	0,6	1	2,3	0,58
8	Marketing strategy	0,5	6	0,5	5	0,6	6	0,6	6	2,2	0,55
9	Relationship with partners	0,8	8	0,7	8	0,8	8	0,7	7	3	0,75
10	Customer Relationships	0,8	7	0,8	7	0,6	7	0,8	8	3	0,75
11	Marketing technology	0,5	4	0,4	4	0,5	4	0,6	4	2	0,50
12	Competitive advantages	0,8	12	0,7	11	0,7	12	0,9	12	3,1	0,78

Table A.2. Determination weights of unit indicators of resource subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-t unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-t single indicator
1	Capital resources	11	312	0,04
2	Production and technical resources	21		0,07
3	Human resources	38		0,12
4	Financial resources	45		0,14
5	Informational resources	38		0,12
6	Intangible assets	9		0,03
7	Marketing culture	4		0,01
8	Marketing strategy	23		0,07
9	Relationship with partners	31		0,10
10	Customer Relationships	29		0,09
11	Marketing technology	16		0,05
12	Competitive advantages	47		0,15

Table A.3. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,10	0,98
2	0,2	0,08	0,20	
3	0,1	0,05	0,06	
4	0,1	0,05	0,11	
5	0,1	0,06	0,08	
6	0,1	0,06	0,23	
7	0,1	0,05	0,09	
8	0,1	0,06	0,10	
9	0,1	0,06	0,08	
10	0,2	0,10	0,13	
11	0,2	0,08	0,16	
12	0,2	0,10	0,12	

Based on Table A.3 it can be concluded that the opinions of experts are consistent.

Table A.4. Expert evaluation of abilities subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Analytic skills	0,5	8	0,6	8	0,5	8	0,6	8	2,2	0,55
2	Communication skills	0,7	7	0,6	6	0,6	6	0,5	6	1,8	0,45
3	Ability to act in conditions of uncertainty	0,3	4	0,4	4	0,4	4	0,3	5	1,3	0,33
4	Ability to Switch and Distribute Attention	0,4	1	0,3	1	0,4	1	0,3	1	0,9	0,23
5	Creative Abilities	0,6	6	0,7	7	0,8	7	0,8	7	2,1	0,53
6	Organizing Abilities	0,5	3	0,6	3	0,5	2	0,6	2	1,5	0,38
7	Management Abilities	0,6	2	0,7	2	0,6	3	0,7	3	1,8	0,45
8	Ability to use modern information technologies and technical means	0,7	5	0,8	5	0,7	5	0,8	4	2,2	0,55

Table A.5. Determination weights coefficients of unit indicators of abilities subsystem, 2017

No	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Analytic skills	32	144	0,22
2	Communication skills	25		0,17
3	Ability to act in conditions of uncertainty	17		0,12
4	Ability to Switch and Distribute Attention	4		0,03
5	Creative Abilities	27		0,19
6	Organizing Abilities	10		0,07
7	Management Abilities	10		0,07
8	Ability to use modern information technologies and technical means	19		0,13

Table A.6. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,10	0,97
2	0,2	0,08	0,14	
3	0,1	0,06	0,16	
4	0,1	0,06	0,16	
5	0,2	0,10	0,13	
6	0,1	0,06	0,10	
7	0,1	0,06	0,09	
8	0,1	0,06	0,08	

Based on Table A.6. was concluded that the opinions of experts are consistent.

To estimate the complex indicator of possibilities subsystem presented in Table A.7. First, to highlight all marketing opportunities of social restaurant goal: market development (P1); increase in incomes of the population (P2); reduce the number of players on the market (P3) lack of supply in the Ivano Frankivsk region (P4); consumers are not satisfied with the quality of the existing offer on the market (P5); the social restaurant is in the trend (P6). Secondly, it is necessary to highlight the main marketing objectives of the restaurant: attracting new audiences (1); creation of competitive advantages (2); increase in restaurant frequency (3); engagement all family members to consumption (4). Based on the analysis, three attractive marketing options selected - P1, P3, P6.

Table A.7. Selection matrix of attractive marketing opportunities, 2017.

Opportunities	Goals				Resources				Abilities			
P1	+	+	+	+	+	+	+	+	+	+	+	+
P2	+	+	+	+	+	+	+	-	-	+	+	+
P3	+	+	+	+	+	+	+	+	+	+	+	+
P4	+	+	+	+	-	-	-	+	+	+	+	+
P5	+	+	+	+	+	+	+	+	-	+	+	+
P6	+	+	+	+	+	+	+	+	+	+	+	+

Table A.8. Expert evaluation of capabilities subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Market development	0,5	3	0,5	3	0,4	2	0,5	3	1,9	0,48
2	Reduce the number of players on the market	0,8	2	0,7	2	0,9	3	0,7	2	3,1	0,78
3	Social startup project are in the trend	0,6	1	0,7	1	0,8	1	0,8	1	2,9	0,73

Table A.9. Determination weights coefficients of unit indicators of capabilities subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Market development	11	24	0,46
2	Reduce the number of players on the market	9		0,38
3	Social startup projects are in the trend	4		0,17

Table A.10. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,11	0,81
2	0,2	0,10	0,12	
3	0,2	0,10	0,13	

Based on the data in table A.10 can concluded that the opinions of experts are consistent.

Table A.11. Expert evaluation of group indicator «quality of the marketing department's performance of its functions» of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Estimated score	Averaged estimate
		Mark	Mark	Mark	Mark		
1	Quality of organization	0,6	0,5	0,5	0,6	2,2	0,55
2	Planning quality	0,4	0,5	0,6	0,5	2	0,50
3	Quality of motivation	0,8	0,7	0,7	0,6	2,8	0,70
4	Quality control	0,5	0,6	0,4	0,4	1,9	0,48
5	Consumer learning quality	0,6	0,5	0,5	0,4	2	0,50
6	The quality of the study of competitors	0,3	0,4	0,4	0,5	1,6	0,40
7	Environmental quality research	0,5	0,6	0,6	0,5	2,2	0,55
8	Quality of market segmentation	0,2	0,3	0,4	0,4	1,3	0,33
9	The quality of determining the position of products on the market	0,5	0,5	0,5	0,4	1,9	0,48
10	The quality of determining the range of products and directions of its development	0,5	0,6	0,6	0,5	2,2	0,55
11	Quality pricing products	0,6	0,5	0,5	0,6	2,2	0,55
12	Product Promotion Quality	0,5	0,5	0,6	0,4	2	0,50
13	Quality of budgeting marketing	0,3	0,4	0,3	0,5	1,5	0,38
14	Quality of staff development in the field of marketing	0,3	0,2	0,2	0,3	1	0,25

Table A.12. Expert evaluation of group indicator «organizational structure of the marketing department» of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	The degree of interfunctional marketing coordination	0,1	0,2	0,2	0,1	0,6	0,15
2	Place of marketing in the overall structure of enterprise management	0,2	0,3	0,3	0,2	1	0,25
3	Interaction of the marketing service with other departments of the enterprise	0,1	0,2	0,2	0,1	0,6	0,15
4	Ease of marketing organizational structure	0,6	0,7	0,8	0,7	2,8	0,70
5	Flexibility, organizational structure	0,7	0,6	0,7	0,6	2,6	0,65
6	Organizational mobility	0,6	0,6	0,5	0,5	2,2	0,55
7	Adaptability of organizational structure	0,4	0,5	0,4	0,5	1,8	0,45

Table A.13. Expert assessment of group indicator «personal qualities of employees of the marketing department in the field of management of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	Efficiency of work	0,6	0,7	0,7	0,6	2,6	0,65
2	Willingness to make a decision, responsibility	0,6	0,5	0,6	0,5	2,2	0,55
3	Problem-solving initiative	0,5	0,4	0,5	0,4	1,8	0,45
4	Quality of work, good faith	0,6	0,7	0,7	0,6	2,6	0,65
5	Labour discipline, organization	0,6	0,7	0,6	0,6	2,5	0,63
6	Work experience in this position	0,5	0,4	0,5	0,4	1,8	0,45
7	Competence	0,5	0,6	0,7	0,6	2,4	0,60
8	Efficiency of work	0,6	0,7	0,7	0,8	2,8	0,70
9	Quality of work, good faith	0,6	0,6	0,5	0,5	2,2	0,55
10	Labour discipline, organization	0,5	0,4	0,5	0,4	1,8	0,45

Table A.14. Expert assessment of significance group indicators of management subsystem, 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Ranks
		Rank	Rank	Rank	Rank	
1	The quality of the main functions of the marketing department	3	3	2	3	11
2	Organizational structure of the marketing department	2	2	3	2	9
3	Personal Qualifications of the Marketing Management Department	1	1	1	1	4

Table A.15. Determination weight coefficients group indicators of management subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	The quality of the main functions of the marketing department	11	24	0,46
2	Organizational structure of the marketing department	9		0,38
3	Personal qualities of the marketing staff in the field of management	4		0,17

Table A.16. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,10	0,81
2	0,2	0,08	0,16	
3	0,2	0,08	0,12	
4	0,2	0,10	0,20	
5	0,2	0,08	0,16	
6	0,2	0,08	0,20	
7	0,1	0,06	0,10	
8	0,2	0,10	0,29	
9	0,1	0,05	0,11	
10	0,1	0,06	0,10	
11	0,1	0,06	0,10	
12	0,2	0,08	0,16	
13	0,2	0,10	0,26	
14	0,1	0,06	0,23	

Table A.17. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,38	0,81
2	0,1	0,06	0,23	
3	0,1	0,06	0,38	
4	0,2	0,08	0,12	
5	0,1	0,06	0,09	
6	0,1	0,06	0,10	
7	0,1	0,06	0,13	

Table A.18. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,09	0,81
2	0,1	0,06	0,10	
3	0,1	0,06	0,13	
4	0,1	0,06	0,09	
5	0,1	0,05	0,08	
6	0,1	0,06	0,13	
7	0,2	0,08	0,14	
8	0,2	0,08	0,12	
9	0,1	0,06	0,10	
10	0,1	0,06	0,13	

Based on data in tables A.16. - A.18. concluded that the opinions of the experts are consistent.

Table A.19. Expert evaluation of the risks indicator, 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Risks associated with incomplete information	0,2	3	0,1	3	0,1	2	0,2	3	0,600	0,150
2	Risks due to randomness	0,04	2	0,06	3	0,05	2	0,04	2	0,19	0,048
3	Risks Associated with Aggravated Competition	0,1	4	0,05	4	0,05	4	0,1	4	0,3	0,075
4	Financial Risks	0,05	1	0,05	1	0,08	1	0,09	1	0,27	0,068

Table A.20. Determination of weight coefficients of the indices of risks indicator, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Risks associated with incomplete information	11	40	0,28
2	Risks due to randomness	9		0,23
3	Risks Associated with Aggravated Competition	16		0,40
4	Financial Risks	4		0,10

Table A.21. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,38	0,97
2	0,0	0,01	0,20	
3	0,1	0,03	0,38	
4	0,0	0,02	0,31	

Based on data in Table A.21 can concluded that the opinions of experts are consistent.

Table A.22. Synergy evaluation with interaction of subsystems of marketing potential by Expert 1, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,4	0,6
	Operational	X	0,6	0,7	0,5
	Investment	X	0,6	0,6	0,7
	Managerial	X	0,5	0,7	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,4
	Operational	0,7	X	0,6	0,5
	Investment	0,6	X	0,6	0,4
	Managerial	0,3	X	0,5	0,8
Subsystem of possibilities	Marketing	0,4	0,5	X	0,6
	Operational	0,6	0,5	X	0,4
	Investment	0,5	0,4	X	0,6
	Managerial	0,6	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,6	0,4	0,3	X
	Investment	0,5	0,4	0,3	X
	Managerial	0,5	0,7	0,8	X

Table A.23. Synergy evaluation with interaction of subsystems of marketing potential by Expert 2, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,5	0,7
	Operational	X	0,5	0,7	0,5
	Investment	X	0,6	0,6	0,6
	Managerial	X	0,5	0,6	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,4
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,4	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,3	X
	Operational	0,5	0,4	0,5	X
	Investment	0,4	0,4	0,3	X
	Managerial	0,5	0,7	0,7	X

Table A.24. Synergy evaluation with interaction of subsystems of marketing potential by Expert 3, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,5	0,7
	Operational	X	0,5	0,7	0,5
	Investment	X	0,6	0,6	0,6
	Managerial	X	0,5	0,6	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,4
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,4	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,3	X
	Operational	0,5	0,4	0,6	X
	Investment	0,4	0,4	0,4	X
	Managerial	0,6	0,6	0,7	X

Table A.25. Synergy evaluation with interaction of subsystems of marketing potential by Expert 4, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,4	0,5
	Operational	X	0,6	0,7	0,6
	Investment	X	0,6	0,7	0,7
	Managerial	X	0,6	0,7	0,7
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,5	X	0,6	0,5
	Investment	0,6	X	0,5	0,4
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,4	0,5	X	0,4
	Operational	0,5	0,5	X	0,6
	Investment	0,5	0,5	X	0,6
	Managerial	0,6	0,4	X	0,6
Management subsystem	Marketing	0,5	0,5	0,5	X
	Operational	0,6	0,4	0,4	X
	Investment	0,5	0,4	0,4	X
	Managerial	0,6	0,7	0,7	X

Table A.26. Summary table of synergies assessment in the interaction of marketing potential subsystems, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential				Averaged estimates of synergy	General assessment of the synergy of the subsystem, S_i
		P_1	P_2	P_3	P_4		
Subsystem of Resources	Marketing	X	0,65	0,45	0,63	0,43	0,45
	Operational	X	0,55	0,70	0,53	0,44	
	Investment	X	0,60	0,63	0,65	0,47	
	Managerial	X	0,53	0,65	0,63	0,45	
Ability subsystem	Marketing	0,70	X	0,60	0,48	0,44	0,42
	Operational	0,60	X	0,65	0,50	0,44	
	Investment	0,55	X	0,58	0,40	0,38	
	Managerial	0,38	X	0,50	0,73	0,40	
Subsystem of possibilities	Marketing	0,50	0,50	X	0,55	0,39	0,39
	Operational	0,53	0,50	X	0,50	0,38	
	Investment	0,55	0,48	X	0,60	0,41	
	Managerial	0,50	0,48	X	0,60	0,39	
Management subsystem	Marketing	0,58	0,50	0,40	X	0,37	0,38
	Operational	0,55	0,40	0,45	X	0,35	
	Investment	0,45	0,40	0,35	X	0,30	
	Managerial	0,55	0,68	0,73	X	0,49	

For valuation of marketing potential within a general goal for 2018. is necessary make next tables.

Table A.27. Expert evaluation of resources subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Capital resources	0,6	3	0,6	3	0,5	2	0,6	3	2,3	0,58
2	Production and technical resources	0,5	5	0,4	6	0,6	5	0,6	5	2,1	0,53
3	Human resources	0,8	10	0,9	10	0,6	9	0,9	9	3,2	0,80
4	Financial resources	0,5	11	0,6	12	0,5	11	0,6	11	2,2	0,55
5	Informational	0,8	9	0,9	9	0,7	10	0,8	10	3,2	0,80
6	Intangible assets	0,4	2	0,4	2	0,3	3	0,4	2	1,5	0,38
7	Marketing culture	0,5	1	0,7	1	0,6	1	0,7	1	2,5	0,63
8	Marketing strategy	0,5	6	0,6	5	0,7	6	0,6	6	2,4	0,60
9	Relationship with partners	0,8	8	0,8	8	0,7	8	0,8	7	3,1	0,78
10	Customer Relationships	0,7	7	0,8	7	0,7	7	0,8	8	3,0	0,75
11	Marketing technology	0,5	4	0,5	4	0,5	4	0,6	4	2,1	0,53
12	Competitive advantages	0,6	12	0,7	11	0,6	12	0,8	12	2,7	0,68

Table A.28. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,09	0,98
2	0,2	0,10	0,18	
3	0,3	0,14	0,18	
4	0,1	0,06	0,10	
5	0,2	0,08	0,10	
6	0,1	0,05	0,13	
7	0,2	0,10	0,15	
8	0,2	0,08	0,14	
9	0,1	0,05	0,06	
10	0,1	0,06	0,08	
11	0,1	0,05	0,10	
12	0,2	0,10	0,14	

Based on data in Table A.28 can conclude that the opinions of experts are consistent.

Table A.29. Expert evaluation of abilities subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Analytic skills	0,6	8	0,6	8	0,6	8	0,7	8	2,5	0,63
2	Communication skills	0,7	7	0,6	6	0,8	6	0,6	6	2,7	0,68
3	Ability to act in conditions of uncertainty	0,5	4	0,7	4	0,6	4	0,6	5	2,4	0,60
4	Ability to Switch and Distribute Attention	0,5	1	0,6	1	0,4	1	0,5	1	2	0,50
5	Creative Abilities	0,7	6	0,7	7	0,9	7	0,8	7	3,1	0,78
6	Organizing Abilities	0,6	3	0,6	3	0,5	2	0,6	2	2,3	0,58
7	Management Abilities	0,6	2	0,7	2	0,8	3	0,7	3	2,8	0,70
8	Ability to use modern information technologies and technical means	0,7	5	0,9	5	0,7	5	0,8	4	3,1	0,78

Table A.30. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,08	0,97
2	0,2	0,10	0,14	
3	0,2	0,08	0,14	
4	0,2	0,08	0,16	
5	0,2	0,10	0,12	
6	0,1	0,05	0,09	
7	0,2	0,08	0,12	
8	0,2	0,10	0,12	

Based on data in Table A.30 can concluded that the opinions of experts are consistent.

To evaluate the complex indicator possibilities subsystem of the social restaurant presented in Table A.31). First, need to highlight all marketing opportunities of the restaurant's goal: market development (P1); strengthening of a channel of promotion (P2); lack of supply in Ivano-Frankivsk region (P3); development of event marketing (P4); strengthening the role of social media as a promotion channel (Instagram, Facebook) (P5); participation in grant programs (P6); healthy food in the trend (P7). Secondly, it is necessary to highlight the main marketing objectives of the restaurant: attracting a new audience (1); creation of competitive advantages (2); retention of consumers (3); increase in market share (4). Based on the analysis, four attractive marketing opportunities chosen - P2, P4 and P6.

Table A.31. Selection matrix of attractive marketing opportunities, 2018.

Opportunities	Goals				Resources				Abilities			
P1	+	+	+	+	+	+	-	+	+	+	+	+
P2	+	+	+	+	+	+	+	+	+	+	+	+
P3	+	+	+	+	-	+	+	-	+	+	+	+
P4	+	+	+	+	+	+	+	+	+	+	+	+
P5	+	+	+	+	-	+	+	-	+	+	+	+
P6	+	+	+	+	+	+	+	+	+	+	+	+
P7	+	-	+	+	-	+	+	-	+	+	+	+

Table A.32. Expert evaluation of capabilities subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Strengthening the role of social media as a channel of promotion	0,5	3	0,5	3	0,4	2	0,5	3	1,9	0,48
2	Development of event marketing	0,8	2	0,7	2	0,9	3	0,7	2	3,1	0,78
3	Participation in grant programs	0,6	1	0,7	1	0,8	1	0,8	1	2,9	0,73

Table A.33. Determination weights coefficients of unit indicators of capabilities subsystem, 2018.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Strengthening the role of social media as a channel of promotion	4	23	0,17
2	Development of event marketing	10		0,43
3	Participation in grant programs	9		0,39

Table A.34. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,06	0,81
2	0,1	0,05	0,06	
3	0,1	0,05	0,06	

Based on data in Table A.34 can concluded that the opinions of experts are consistent.

Table A.35. Expert evaluation of group indicator «quality of the marketing department's performance of its functions» of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Estimated score	Averaged estimate
		Mark	Mark	Mark	Mark		
1	Quality of organization	0,6	0,7	0,6	0,6	2,5	0,63
2	Planning quality	0,5	0,6	0,7	0,6	2,4	0,60
3	Quality of motivation	0,7	0,7	0,7	0,7	2,8	0,70
4	Quality control	0,5	0,7	0,6	0,6	2,4	0,60
5	Consumer learning quality	0,6	0,5	0,5	0,6	2,2	0,55
6	The quality of the study of competitors	0,5	0,4	0,6	0,5	2	0,50
7	Environmental quality research	0,5	0,7	0,6	0,7	2,5	0,63
8	Quality of market segmentation	0,3	0,4	0,4	0,5	1,6	0,40
9	The quality of determining the position of products on the market	0,5	0,5	0,6	0,5	2,1	0,53
10	The quality of determining the range of products and directions of its development	0,5	0,6	0,7	0,6	2,4	0,60
11	Quality pricing products	0,7	0,6	0,5	0,7	2,5	0,63
12	Product Promotion Quality	0,5	0,6	0,6	0,5	2,2	0,55
13	Quality of budgeting marketing	0,4	0,4	0,4	0,5	1,7	0,43
14	Quality of staff development in the field of marketing	0,4	0,3	0,4	0,5	1,6	0,40

Table A.36. Expert evaluation of group indicator «organizational structure of the marketing department» of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	The degree of interfunctional marketing coordination	0,3	0,4	0,3	0,3	1,3	0,33
2	Place of marketing in the overall structure of enterprise management	0,3	0,4	0,4	0,3	1,4	0,35
3	Interaction of the marketing service with other departments of the enterprise	0,4	0,3	0,3	0,2	1,2	0,30
4	Ease of marketing organizational structure	0,6	0,7	0,9	0,8	3	0,75
5	Flexibility, organizational structure	0,7	0,7	0,7	0,8	2,9	0,73
6	Organizational mobility	0,6	0,7	0,5	0,6	2,4	0,60
7	Adaptability of organizational structure	0,4	0,6	0,6	0,5	2,1	0,53

Table A.37. Expert evaluation of group indicator «personal qualities of employees of the marketing department in the field of management of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	Efficiency of work	0,7	0,8	0,7	0,7	2,9	0,73
2	Willingness to make a decision, responsibility	0,6	0,6	0,7	0,6	2,5	0,63
3	Problem-solving initiative	0,5	0,6	0,6	0,5	2,2	0,55
4	Quality of work, good faith	0,7	0,7	0,8	0,7	2,9	0,73
5	Labor discipline, organization	0,7	0,7	0,6	0,6	2,6	0,65
6	Work experience in this position	0,6	0,6	0,5	0,5	2,2	0,55
7	Competence	0,8	0,6	0,7	0,7	2,8	0,70
8	Efficiency of work	0,7	0,7	0,8	0,8	3	0,75
9	Quality of work, good faith	0,7	0,6	0,6	0,6	2,5	0,63
10	Labor discipline, organization	0,5	0,7	0,5	0,6	2,3	0,58

Table A.38. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,08	0,81
2	0,2	0,08	0,14	
3	0,0	0,00	0,00	
4	0,2	0,08	0,14	
5	0,1	0,06	0,10	
6	0,2	0,08	0,16	
7	0,2	0,10	0,15	
8	0,2	0,08	0,20	
9	0,1	0,05	0,10	
10	0,2	0,08	0,14	
11	0,2	0,10	0,15	
12	0,1	0,06	0,10	
13	0,1	0,05	0,12	
14	0,2	0,08	0,20	

Table A.39. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,15	0,81
2	0,1	0,06	0,16	
3	0,2	0,08	0,27	
4	0,3	0,13	0,17	
5	0,1	0,05	0,07	
6	0,2	0,08	0,14	
7	0,2	0,10	0,18	

Table A.40. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,07	0,81
2	0,1	0,05	0,08	
3	0,1	0,06	0,10	
4	0,1	0,05	0,07	
5	0,1	0,06	0,09	
6	0,1	0,06	0,10	
7	0,2	0,08	0,12	
8	0,1	0,06	0,08	
9	0,1	0,05	0,08	
10	0,2	0,10	0,17	

Based on data in tables A.38. – A. 40. concluded that the opinions of the experts are consistent.

Table A.41. Expert evaluation of the risks indicator, 2018.

No	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Risks associated with incomplete information	0,2	3	0,1	3	0,1	2	0,2	3	0,600	0,150
2	Risks due to randomness	0,04	2	0,06	3	0,05	2	0,04	2	0,19	0,048
3	Risks Associated with Aggravated Competition	0,1	4	0,08	4	0,08	4	0,1	4	0,36	0,090
4	Financial Risks	0,08	1	0,06	1	0,08	1	0,09	1	0,31	0,078

Table A.42. Determination of weight coefficients of the indices of risks indicator, 2018.

No	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Risks associated with incomplete information	11	40	0,28
2	Risks due to randomness	9		0,23
3	Risks Associated with Aggravated Competition	16		0,40
4	Financial Risks	4		0,10

Table A.43. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,38	0,97
2	0,0	0,01	0,20	
3	0,0	0,01	0,13	
4	0,1	0,06	0,38	

Based on data in Table A.43 can concluded that the opinions of experts are consistent.

Table A.44. Synergy evaluation with interaction of subsystems of marketing potential by Expert 1, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,5	0,7
	Operational	X	0,6	0,7	0,6
	Investment	X	0,6	0,6	0,7
	Managerial	X	0,5	0,7	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,4
	Operational	0,7	X	0,6	0,5
	Investment	0,6	X	0,6	0,5
	Managerial	0,4	X	0,5	0,8
Subsystem of possibilities	Marketing	0,4	0,5	X	0,6
	Operational	0,6	0,5	X	0,4
	Investment	0,5	0,4	X	0,6
	Managerial	0,6	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,6	0,4	0,5	X
	Investment	0,5	0,4	0,4	X
	Managerial	0,5	0,7	0,8	X

Table A.45. Synergy evaluation with interaction of subsystems of marketing potential by Expert 2, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,6	0,7
	Operational	X	0,5	0,7	0,5
	Investment	X	0,6	0,6	0,6
	Managerial	X	0,5	0,6	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,6
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,4	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,4	X
	Operational	0,5	0,4	0,5	X
	Investment	0,4	0,5	0,4	X
	Managerial	0,5	0,7	0,7	X

Table A.46. Synergy evaluation with interaction of subsystems of marketing potential by Expert 3, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,5	0,7
	Operational	X	0,6	0,7	0,5
	Investment	X	0,6	0,6	0,6
	Managerial	X	0,5	0,7	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,4
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,4	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,6	X
	Operational	0,5	0,4	0,6	X
	Investment	0,4	0,4	0,5	X
	Managerial	0,6	0,6	0,7	X

Table A.47. Synergy evaluation with interaction of subsystems of marketing potential by Expert 4, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,45	0,5
	Operational	X	0,6	0,7	0,6
	Investment	X	0,6	0,7	0,7
	Managerial	X	0,6	0,7	0,7
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,5	X	0,6	0,5
	Investment	0,6	X	0,5	0,45
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,4	0,5	X	0,4
	Operational	0,5	0,5	X	0,6
	Investment	0,5	0,5	X	0,6
	Managerial	0,6	0,4	X	0,6
Management subsystem	Marketing	0,5	0,5	0,5	X
	Operational	0,6	0,4	0,5	X
	Investment	0,5	0,4	0,5	X
	Managerial	0,6	0,7	0,7	X

Table A. 48. Summary table of synergies assessment in the interaction of marketing potential subsystems, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential				Averaged estimates of synergy	General assessment of the synergy of the subsystem, S _i
		P ₁	P ₂	P ₃	P ₄		
Subsystem of Resources	Marketing	X	0,65	0,51	0,65	0,45	0,46
	Operational	X	0,58	0,70	0,55	0,46	
	Investment	X	0,60	0,63	0,65	0,47	
	Managerial	X	0,53	0,68	0,63	0,46	
Ability subsystem	Marketing	0,70	X	0,60	0,48	0,44	0,42
	Operational	0,60	X	0,65	0,50	0,44	
	Investment	0,55	X	0,58	0,49	0,40	
	Managerial	0,40	X	0,50	0,73	0,41	
Subsystem of possibilities	Marketing	0,50	0,50	X	0,55	0,39	0,39
	Operational	0,53	0,50	X	0,50	0,38	
	Investment	0,55	0,48	X	0,60	0,41	
Management subsystem	Managerial	0,50	0,48	X	0,60	0,39	0,40
	Marketing	0,58	0,50	0,50	X	0,39	
	Operational	0,55	0,40	0,53	X	0,37	
	Investment	0,45	0,43	0,45	X	0,33	
	Managerial	0,55	0,68	0,73	X	0,49	

Assessment of marketing potential within the specific goal of social restaurant. As a specific goal, consider - consumer retention.

Table A.49. Expert evaluation of resources subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Capital resources	0,6	1	0,6	1	0,7	1	0,4	2	2,3	0,58
2	Production and technical resources	0,5	5	0,5	5	0,4	5	0,4	6	1,8	0,45
3	Human resources	0,7	11	0,7	11	0,8	10	0,7	11	2,9	0,73
4	Financial resources	0,6	8	0,5	7	0,6	7	0,5	7	2,2	0,55
5	Informational resources	0,6	10	0,8	10	0,7	11	0,8	10	2,9	0,73
6	Intangible assets	0,4	4	0,3	4	0,3	4	0,4	3	1,4	0,35
7	Marketing culture	0,6	3	0,6	3	0,6	3	0,6	4	2,4	0,60
8	Marketing strategy	0,6	7	0,5	8	0,6	8	0,6	8	2,3	0,58
9	Relationship with partners	0,8	2	0,7	2	0,8	2	0,8	1	3,1	0,78
10	Customer Relationships	0,7	9	0,7	9	0,6	9	0,5	9	2,5	0,63
11	Marketing technology	0,5	6	0,4	6	0,5	6	0,6	5	2,0	0,50
12	Competitive advantages	0,7	12	0,7	12	0,7	12	0,8	12	2,9	0,73

Table A.50. Determination weights coefficients of unit indicators of resource subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-t unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-t single indicator
1	Capital resources	5	312	0,02
2	Production and technical resources	21		0,07
3	Human resources	43		0,14
4	Financial resources	29		0,09
5	Informational resources	41		0,13
6	Intangible assets	15		0,05
7	Marketing culture	13		0,04
8	Marketing strategy	31		0,10
9	Relationship with partners	7		0,02
10	Customer Relationships	36		0,12
11	Marketing technology	23		0,07
12	Competitive advantages	48		0,15

Table A.51. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,3	0,13	0,22	0,98
2	0,1	0,06	0,13	
3	0,1	0,05	0,07	
4	0,1	0,06	0,10	
5	0,2	0,10	0,13	
6	0,1	0,06	0,16	
7	0,0	0,00	0,00	
8	0,1	0,05	0,09	
9	0,1	0,05	0,06	
10	0,2	0,10	0,15	
11	0,2	0,08	0,16	
12	0,1	0,05	0,07	

Based on Table A.51. concluded that the opinions of experts are consistent.

Table A.52. Expert evaluation of abilities subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Analytic skills	0,6	8	0,6	8	0,4	8	0,5	8	2,1	0,53
2	Communication skills	0,7	7	0,6	6	0,5	6	0,5	6	2,3	0,58
3	Ability to act in conditions of uncertainty	0,3	4	0,4	4	0,5	4	0,3	5	1,5	0,38
4	Ability to Switch and Distribute Attention	0,4	1	0,4	1	0,4	1	0,3	1	1,5	0,38
5	Creative Abilities	0,6	6	0,6	7	0,8	7	0,8	7	2,8	0,70
6	Organizing Abilities	0,5	3	0,4	3	0,5	2	0,6	2	2	0,50
7	Management Abilities	0,6	2	0,7	2	0,6	3	0,7	3	2,6	0,65
8	Ability to use modern information technologies and technical means	0,7	5	0,7	5	0,7	5	0,7	4	2,8	0,70

Table A.53. Determination weights coefficients of unit indicators of abilities subsystem, 2017.

No	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Analytic skills	32	144	0,22
2	Communication skills	25		0,17
3	Ability to act in conditions of uncertainty	17		0,12
4	Ability to Switch and Distribute Attention	4		0,03
5	Creative Abilities	27		0,19
6	Organizing Abilities	10		0,07
7	Management Abilities	10		0,07
8	Ability to use modern information technologies and technical means	19		0,13

Table A.54. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,10	0,18	0,97
2	0,2	0,10	0,17	
3	0,2	0,10	0,26	
4	0,1	0,05	0,13	
5	0,2	0,12	0,16	
6	0,2	0,08	0,16	
7	0,1	0,06	0,09	
8	0,0	0,00	0,00	

Based on data in Table A.54. concluded that the opinions of experts are consistent.

To evaluate the complex indicator subsystem of possibilities of the social restaurant presented in Table A.55. First, need to highlight all the marketing opportunities of the restaurant's goal: market development (P1); strengthening of a channel of promotion (P2); lack of supply in Ivano-Frankivsk region (P3); development of event marketing (P4); strengthening the role of social media as a promotion channel (Instagram, Facebook) (P5); participation in grant programs (P6); healthy food in the trend (P7). Secondly, it is necessary to highlight the main marketing objectives of the restaurant: attracting a new audience (1); creation of competitive advantages (2); retention of consumers (3); increase in market share (4). Based on the analysis, four attractive marketing opportunities chosen - P2, P4 and P6.

Table A.55. Selection matrix of attractive marketing opportunities, 2017.

Opportunities	Goals				Resources				Abilities			
P1	+	+	+	+	-	-	+	+	+	+	+	+
P2	+	+	+	+	+	+	+	+	+	+	+	+
P3	+	+	+	+	-	-	+	+	+	+	+	+
P4	+	+	+	+	+	+	+	+	+	+	+	+
P5	+	+	+	+	+	-	+	+	-	+	+	+
P6	+	+	+	+	+	+	+	+	+	+	+	+
P7	+	-	+	+	-	+	+	-	+	+	+	+

Table A.56. Expert evaluation of capabilities subsystem of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Strengthening the role of social media as a channel of promotion	0,7	1	0,6	1	0,7	1	0,6	1	2,6	0,65
2	Development of event marketing	0,7	3	0,8	2	0,7	3	0,7	2	2,9	0,73
3	Participation in grant programs	0,8	2	0,7	3	0,9	2	0,8	2	3,2	0,80

Table A.57. Determination weights coefficients of unit indicators of capabilities subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Strengthening the role of social media as a channel of promotion	4	23	0,17
2	Development of event marketing	10		0,43
3	Participation in grant programs	9		0,39

Table A.58. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	4	23	0,17	0,82
2	10	23	0,43	
3	9	23	0,39	

Based on data in Table A.58. concluded that the opinions of experts are consistent.

Table A.59. Expert evaluation of group indicator «quality of the marketing department's performance of its functions» of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Estimated score	Averaged estimate
		Mark	Mark	Mark	Mark		
1	Quality of organization	0,4	0,5	0,4	0,6	1,9	0,48
2	Planning quality	0,4	0,5	0,5	0,5	1,9	0,48
3	Quality of motivation	0,7	0,7	0,6	0,6	2,6	0,65
4	Quality control	0,5	0,5	0,4	0,4	1,8	0,45
5	Consumer learning quality	0,5	0,5	0,5	0,4	1,9	0,48
6	The quality of the study of competitors	0,3	0,4	0,4	0,4	1,5	0,38
7	Environmental quality research	0,5	0,5	0,5	0,5	2	0,50
8	Quality of market segmentation	0,2	0,3	0,3	0,4	1,2	0,30
9	The quality of determining the position of products on the market	0,5	0,5	0,4	0,4	1,8	0,45
10	The quality of determining the range of products and directions of its development	0,5	0,6	0,5	0,5	2,1	0,53
11	Quality pricing products	0,5	0,5	0,5	0,6	2,1	0,53
12	Product Promotion Quality	0,5	0,5	0,6	0,4	2	0,50
13	Quality of budgeting marketing	0,3	0,4	0,3	0,4	1,4	0,35
14	Quality of staff development in the field of marketing	0,3	0,2	0,2	0,2	0,9	0,23

Table A.60. Expert evaluation of group indicator «organizational structure of the marketing department» of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	The degree of interfunctional marketing coordination	0,2	0,2	0,3	0,1	0,8	0,20
2	Place of marketing in the overall structure of enterprise management	0,2	0,3	0,4	0,3	1,2	0,30
3	Interaction of the marketing service with other departments of the enterprise	0,3	0,2	0,2	0,1	0,8	0,20
4	Ease of marketing organizational structure	0,6	0,6	0,6	0,7	2,5	0,63
5	Flexibility, organizational structure	0,7	0,6	0,5	0,6	2,4	0,60
6	Organizational mobility	0,6	0,5	0,5	0,5	2,1	0,53
7	Adaptability of organizational structure	0,4	0,5	0,4	0,5	1,8	0,45

Table A.61. Expert assessment of group indicator «personal qualities of employees of the marketing department in the field of management of «Urban Space», 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	Efficiency of work	0,6	0,5	0,5	0,6	2,2	0,55
2	Willingness to make a decision, responsibility	0,6	0,5	0,5	0,5	2,1	0,53
3	Problem-solving initiative	0,5	0,4	0,5	0,5	1,9	0,48
4	Quality of work, good faith	0,6	0,6	0,7	0,6	2,5	0,63
5	Labor discipline, organization	0,6	0,7	0,6	0,6	2,5	0,63
6	Work experience in this position	0,5	0,4	0,6	0,5	2	0,50
7	Competence	0,6	0,6	0,7	0,7	2,6	0,65
8	Efficiency of work	0,7	0,7	0,7	0,8	2,9	0,73
9	Quality of work, good faith	0,6	0,6	0,6	0,5	2,3	0,58
10	Labor discipline, organization	0,5	0,5	0,5	0,4	1,9	0,48

Table A.62. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,10	0,20	0,72
2	0,1	0,05	0,11	
3	0,1	0,06	0,09	
4	0,1	0,06	0,13	
5	0,1	0,05	0,11	
6	0,1	0,05	0,13	
7	0,0	0,00	0,00	
8	0,2	0,08	0,27	
9	0,1	0,06	0,13	
10	0,1	0,05	0,10	
11	0,1	0,05	0,10	
12	0,2	0,08	0,16	
13	0,1	0,06	0,16	
14	0,1	0,05	0,22	

Table A.63. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,10	0,72
2	0,1	0,05	0,10	
3	0,1	0,05	0,11	
4	0,1	0,05	0,08	
5	0,1	0,05	0,08	
6	0,2	0,08	0,16	
7	0,1	0,06	0,09	
8	0,1	0,05	0,07	
9	0,1	0,05	0,09	
10	0,1	0,05	0,11	

Table A.64. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,08	0,41	0,72
2	0,2	0,08	0,27	
3	0,2	0,08	0,41	
4	0,1	0,05	0,08	
5	0,2	0,08	0,14	
6	0,1	0,05	0,10	
7	0,1	0,06	0,13	

Based on data in tables A.62. – A. 64. can concluded that opinions of experts are consistent.

Table A.65. Expert assessment of significance group indicators of management subsystem, 2017.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Ranks
		Rank	Rank	Rank	Rank	
1	The quality of the main functions of the marketing department	4	5	3	4	16
2	Organizational structure of the marketing department	4	3	4	3	14
3	Personal Qualifications of the Marketing Management Department	2	3	3	2	10

Table A.66. Determination weight coefficients of group indicators of management subsystem, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	The quality of the main functions of the marketing department	16	40	0,40
2	Organizational structure of the marketing department	14		0,35
3	Personal qualities of the marketing staff in the field of management	10		0,25

Table A.67. Expert evaluation of the risks indicator, 2017.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Risks associated with incomplete information	0,4	3	0,3	3	0,3	2	0,3	3	1,300	0,325
2	Risks due to randomness	0,04	2	0,05	3	0,05	2	0,05	2	0,19	0,048
3	Risks Associated with Aggravated Competition	0,3	4	0,05	4	0,05	4	0,2	4	0,6	0,150
4	Financial Risks	0,06	1	0,06	1	0,08	1	0,08	1	0,28	0,070

Table A.68. Determination of weight coefficients of the indices of risks indicator, 2017.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Risks associated with incomplete information	11	40	0,28
2	Risks due to randomness	9		0,23
3	Risks Associated with Aggravated Competition	16		0,40
4	Financial Risks	4		0,10

Table A.69. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,15	0,97
2	0,0	0,01	0,11	
3	0,3	0,12	0,82	
4	0,0	0,01	0,16	

Based on data in tables A.69. concluded that opinions of experts are consistent.

Table A.70. Synergy evaluation with interaction of subsystems of marketing potential by Expert 1, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,6	0,6
	Operational	X	0,6	0,7	0,6
	Investment	X	0,6	0,7	0,7
	Managerial	X	0,6	0,7	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,7	X	0,6	0,5
	Investment	0,6	X	0,6	0,5
	Managerial	0,3	X	0,5	0,8
Subsystem of possibilities	Marketing	0,4	0,5	X	0,6
	Operational	0,6	0,5	X	0,6
	Investment	0,5	0,6	X	0,6
	Managerial	0,6	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,6	0,5	0,6	X
	Investment	0,5	0,4	0,5	X
	Managerial	0,5	0,7	0,8	X

Table A.71. Synergy evaluation with interaction of subsystems of marketing potential by Expert 2, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,6	0,7
	Operational	X	0,5	0,7	0,5
	Investment	X	0,6	0,6	0,6
	Managerial	X	0,5	0,7	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,5
	Operational	0,6	X	0,7	0,6
	Investment	0,5	X	0,6	0,4
	Managerial	0,4	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,6	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,6	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,5	0,4	0,5	X
	Investment	0,4	0,4	0,5	X
	Managerial	0,5	0,7	0,7	X

Table A.72. Synergy evaluation with interaction of subsystems of marketing potential by Expert 3, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,6	0,7
	Operational	X	0,6	0,7	0,5
	Investment	X	0,7	0,6	0,6
	Managerial	X	0,5	0,6	0,6
Ability subsystem	Marketing	0,7	X	0,6	0,6
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,4
	Managerial	0,5	X	0,5	0,7
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,6	X	0,5
	Investment	0,6	0,5	X	0,6
	Managerial	0,5	0,5	X	0,6
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,5	0,4	0,6	X
	Investment	0,5	0,5	0,4	X
	Managerial	0,6	0,6	0,7	X

Table A.41. Synergy evaluation with interaction of subsystems of marketing potential by Expert 4, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,7	0,5	0,5
	Operational	X	0,6	0,7	0,6
	Investment	X	0,6	0,7	0,7
	Managerial	X	0,6	0,6	0,7
Ability subsystem	Marketing	0,7	X	0,6	0,6
	Operational	0,6	X	0,6	0,5
	Investment	0,6	X	0,5	0,4
	Managerial	0,5	X	0,5	0,7
Subsystem of possibilities	Marketing	0,5	0,5	X	0,6
	Operational	0,5	0,6	X	0,6
	Investment	0,5	0,5	X	0,6
	Managerial	0,6	0,6	X	0,6
Management subsystem	Marketing	0,5	0,5	0,6	X
	Operational	0,6	0,4	0,5	X
	Investment	0,5	0,5	0,6	X
	Managerial	0,6	0,7	0,7	X

Table A.73. Summary table of synergies assessment in the interaction of marketing potential subsystems, 2017.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential				Averaged estimates of synergy	General assessment of the synergy of the subsystem, S_i
		P ₁	P ₂	P ₃	P ₄		
Subsystem of Resources	Marketing	X	0,65	0,58	0,63	0,46	0,45
	Operational	X	0,58	0,70	0,55	0,46	
	Investment	X	0,63	0,65	0,65	0,48	
	Managerial	X	0,55	0,65	0,63	0,46	
Ability subsystem	Marketing	0,70	X	0,60	0,55	0,46	0,43
	Operational	0,63	X	0,65	0,53	0,45	
	Investment	0,55	X	0,58	0,43	0,39	
	Managerial	0,43	X	0,50	0,73	0,41	
Subsystem of possibilities	Marketing	0,53	0,50	X	0,60	0,41	0,42
	Operational	0,53	0,58	X	0,55	0,41	
	Investment	0,55	0,53	X	0,60	0,42	
	Managerial	0,58	0,53	X	0,60	0,43	
Management subsystem	Marketing	0,58	0,50	0,53	X	0,40	0,41
	Operational	0,55	0,43	0,55	X	0,38	
	Investment	0,48	0,45	0,50	X	0,36	
	Managerial	0,55	0,68	0,73	X	0,49	

Assessment of marketing potential within the specific goal of social restaurant. As a specific goal is - consider an increase in market share.

Table A.74. Expert evaluation of resources subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Capital resources	0,5	8	0,3	8	0,3	7	0,4	8	1,5	0,38
2	Production and technical resources	0,5	2	0,4	2	0,4	2	0,4	1	1,7	0,43
3	Human resources	0,7	10	0,5	10	0,6	10	0,5	11	2,3	0,58
4	Financial resources	0,6	11	0,5	11	0,6	11	0,4	10	2,1	0,53
5	Informational resources	0,4	9	0,8	9	0,5	9	0,6	9	2,3	0,58
6	Intangible assets	0,4	5	0,3	5	0,3	5	0,3	6	1,3	0,33
7	Marketing culture	0,3	1	0,4	1	0,6	1	0,4	2	1,7	0,43
8	Marketing strategy	0,4	7	0,5	7	0,6	8	0,3	7	1,8	0,45
9	Relationship with partners	0,8	4	0,7	3	0,8	4	0,8	4	3,1	0,78
10	Customer Relationships	0,7	6	0,5	6	0,4	6	0,5	5	2,1	0,53
11	Marketing technology	0,5	3	0,4	4	0,4	3	0,3	3	1,6	0,40
12	Competitive	0,7	12	0,7	12	0,5	12	0,6	12	2,5	0,63

Table A.75. Determination weights coefficients of unit indicators of resource subsystem, 2018.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-t unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-t single indicator
1	Capital resources	31	312	0,10
2	Production and technical resources	7		0,02
3	Human resources	41		0,13
4	Financial resources	43		0,14
5	Informational resources	36		0,12
6	Intangible assets	21		0,07
7	Marketing culture	5		0,02
8	Marketing strategy	29		0,09
9	Relationship with partners	15		0,05
10	Customer Relationships	23		0,07
11	Marketing technology	13		0,04
12	Competitive advantages	48		0,15

Table A.76. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,10	0,26	0,98
2	0,1	0,05	0,12	
3	0,2	0,10	0,17	
4	0,2	0,10	0,18	
5	0,4	0,17	0,30	
6	0,1	0,05	0,15	
7	0,3	0,13	0,30	
8	0,3	0,13	0,29	
9	0,1	0,05	0,06	
10	0,3	0,13	0,24	
11	0,2	0,08	0,20	
12	0,2	0,10	0,15	

Based on the data in table A.76. concluded that opinions of experts are consistent.

Table A.77. Expert evaluation of abilities subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Analytic skills	0,4	6	0,6	6	0,4	6	0,5	7	1,9	0,48
2	Communication skills	0,5	8	0,6	8	0,5	8	0,5	8	2,1	0,53
3	Ability to act in conditions of uncertainty	0,4	3	0,4	3	0,5	3	0,4	2	1,7	0,43
4	Ability to Switch and Distribute Attention	0,4	1	0,6	1	0,4	1	0,4	1	1,8	0,45
5	Creative Abilities	0,6	7	0,6	7	0,8	7	0,6	6	2,6	0,65
6	Organizing Abilities	0,5	5	0,4	4	0,5	4	0,6	4	2	0,50
7	Management Abilities	0,4	4	0,7	5	0,3	5	0,7	5	2,1	0,53
8	Ability to use modern information technologies and technical means	0,6	2	0,7	2	0,5	2	0,7	3	2,5	0,63

Table A.78. Determination weights coefficients of unit indicators of abilities subsystem, 2018.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Analytic skills	25	144	0,17
2	Communication skills	32		0,22
3	Ability to act in conditions of uncertainty	11		0,08
4	Ability to Switch and Distribute Attention	4		0,03
5	Creative Abilities	27		0,19
6	Organizing Abilities	17		0,12
7	Management Abilities	19		0,13
8	Ability to use modern information technologies and technical means	9		0,06

Table A.79. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,10	0,20	0,97
2	0,1	0,05	0,10	
3	0,1	0,05	0,12	
4	0,2	0,10	0,22	
5	0,2	0,10	0,15	
6	0,2	0,08	0,16	
7	0,4	0,21	0,39	
8	0,2	0,10	0,15	

Based on data in Table A.78. can concluded that the opinions of experts are consistent.

To evaluate the complex indicator possibilities subsystem of the social restaurant presented in Table A.79. First, need to highlight all the marketing opportunities of the restaurant's goal: market development (P1); strengthening of a channel of promotion (P2); lack of supply in Ivano-Frankivsk region (P3); development of event marketing (P4); strengthening the role of social media as a promotion channel (Instagram, Facebook) (P5); participation in grant programs (P6); healthy food in the trend (P7). Secondly, it is necessary to highlight the main marketing objectives of the restaurant: attracting a new audience (1); creation of competitive advantages (2); retention of consumers (3); increase in market share (4). Based on the analysis, four attractive marketing opportunities chosen - P2, P4 and P6.

Table A.79. Selection matrix of attractive marketing opportunities, 2018.

Opportunities	Goals				Resources				Abilities			
P1	+	+	+	+	+	+	+	+	+	+	+	+
P2	+	+	+	+	+	+	+	+	+	+	+	+
P3	+	+	+	+	+	+	+	-	+	+	+	+
P4	+	+	+	+	+	+	+	+	+	+	+	+
P5	+	+	+	+	+	-	+	+	+	+	+	+
P6	+	+	+	+	+	+	+	+	+	+	+	+

Table A.80. Expert evaluation of capabilities subsystem of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Strengthening the role of social media as a channel of promotion	0,8	1	0,6	1	0,8	1	0,7	1	2,9	0,73
2	Development of event marketing	0,8	3	0,8	2	0,7	3	0,8	2	3,1	0,78
3	Participation in grant programs	0,9	2	0,8	3	1	2	0,8	2	3,5	0,88

Table A.81. Determination weights coefficients of unit indicators of capabilities subsystem, 2018.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Strengthening the role of social media as a channel of promotion	4	23	0,17
2	Development of event marketing	10		0,43
3	Participation in grant programs	9		0,39

Table A.82. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,10	0,13	0,82
2	0,1	0,05	0,06	
3	0,2	0,10	0,11	

Based on data in Table A.82. can concluded that the opinions of experts are consistent.

Table A.83. Expert evaluation of group indicator «quality of the marketing department's performance of its functions» of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Estimated score	Averaged estimate
		Mark	Mark	Mark	Mark		
1	Quality of organization	0,4	0,3	0,4	0,5	1,6	0,40
2	Planning quality	0,4	0,4	0,3	0,5	1,6	0,40
3	Quality of motivation	0,5	0,5	0,6	0,6	2,2	0,55
4	Quality control	0,5	0,3	0,4	0,3	1,5	0,38
5	Consumer learning quality	0,5	0,5	0,3	0,4	1,7	0,43
6	The quality of the study of competitors	0,3	0,4	0,3	0,4	1,4	0,35
7	Environmental quality research	0,4	0,5	0,3	0,5	1,7	0,43
8	Quality of market segmentation	0,2	0,3	0,3	0,4	1,2	0,30
9	The quality of determining the position of products on the market	0,5	0,3	0,4	0,4	1,6	0,40
10	The quality of determining the range of products and directions of its development	0,5	0,5	0,5	0,3	1,8	0,45
11	Quality pricing products	0,5	0,5	0,5	0,4	1,9	0,48
12	Product Promotion Quality	0,5	0,4	0,5	0,4	1,8	0,45
13	Quality of budgeting marketing	0,3	0,4	0,4	0,3	1,4	0,35
14	Quality of staff development in the field of marketing	0,3	0,2	0,1	0,2	0,8	0,20

Table A.84. Expert evaluation of group indicator «organizational structure of the marketing department» of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	The degree of interfunctional marketing coordination	0,2	0,2	0,3	0,1	0,8	0,20
2	Place of marketing in the overall structure of enterprise management	0,2	0,4	0,4	0,3	1,3	0,33
3	Interaction of the marketing service with other departments of the enterprise	0,3	0,2	0,4	0,1	1	0,25
4	Ease of marketing organizational structure	0,6	0,6	0,6	0,7	2,5	0,63
5	Flexibility, organizational structure	0,7	0,6	0,5	0,6	2,4	0,60
6	Organizational mobility	0,6	0,5	0,5	0,5	2,1	0,53
7	Adaptability of organizational structure	0,4	0,5	0,4	0,5	1,8	0,45

Table A.85. Expert evaluation of group indicator «personal qualities of employees of the marketing department in the field of management of «Urban Space», 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Marks	Sum of ratings
		Mark	Mark	Mark	Mark		
1	Efficiency of work	0,6	0,5	0,5	0,6	2,2	0,55
2	Willingness to make a decision, responsibility	0,6	0,5	0,5	0,5	2,1	0,53
3	Problem-solving initiative	0,5	0,4	0,5	0,5	1,9	0,48
4	Quality of work, good faith	0,6	0,6	0,7	0,6	2,5	0,63
5	Labor discipline, organization	0,6	0,7	0,6	0,6	2,5	0,63
6	Work experience in this position	0,5	0,4	0,6	0,5	2	0,50
7	Competence	0,6	0,6	0,7	0,7	2,6	0,65
8	Efficiency of work	0,7	0,7	0,7	0,8	2,9	0,73
9	Quality of work, good faith	0,6	0,6	0,6	0,5	2,3	0,58
10	Labor discipline, organization	0,5	0,5	0,5	0,4	1,9	0,48

Table A.86. Expert evaluation of significance group indicators of management subsystem, 2018.

№	Indicator estimates, r_i	Expert 1	Expert 2	Expert 3	Expert 4	Sum of Ranks
		Rank	Rank	Rank	Rank	
1	The quality of the main functions of the marketing department	4	5	3	4	16
2	Organizational structure of the marketing department	4	3	4	3	14
3	Personal Qualifications of the Marketing Management Department	2	3	3	20	10

Table A.87. Determination weight coefficients of group indicators of management subsystem, 2018.

№	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	The quality of the main functions of the marketing department	16	40	0,40
2	Organizational structure of the marketing department	14		0,35
3	Personal qualities of the marketing staff in the field of management	10		0,25

Table A.88. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,08	0,20	0,81
2	0,2	0,08	0,20	
3	0,1	0,06	0,10	
4	0,2	0,10	0,26	
5	0,2	0,10	0,23	
6	0,1	0,06	0,16	
7	0,2	0,10	0,23	
8	0,2	0,08	0,27	
9	0,2	0,08	0,20	
10	0,2	0,10	0,22	
11	0,1	0,05	0,11	
12	0,1	0,06	0,13	
13	0,1	0,06	0,16	
14	0,2	0,08	0,41	

Table A.89. Evaluation of the consistency of expert opinions.

№	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,2	0,08	0,41	0,81
2	0,2	0,10	0,29	
3	0,3	0,13	0,52	
4	0,1	0,05	0,08	
5	0,2	0,08	0,14	
6	0,1	0,05	0,10	
7	0,1	0,06	0,13	

Table A.90. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,06	0,10	0,81
2	0,1	0,05	0,10	
3	0,1	0,05	0,11	
4	0,1	0,05	0,08	
5	0,1	0,05	0,08	
6	0,2	0,08	0,16	
7	0,1	0,06	0,09	
8	0,1	0,05	0,07	
9	0,1	0,05	0,09	
10	0,1	0,05	0,11	

Based on data in tables A.88. – A.90. can concluded that the opinions of the experts are consistent.

Table A.91. Expert evaluation of the risks indicator, 2018.

No	Indicator estimates, r_i	Expert 1		Expert 2		Expert 3		Expert 4		Estimated score	Averaged estimate
		Mark	Rank	Mark	Rank	Mark	Rank	Mark	Rank		
1	Risks associated with incomplete information	0,3	3	0,2	3	0,2	2	0,2	3	0,900	0,225
2	Risks due to randomness	0,04	2	0,05	3	0,05	2	0,05	2	0,19	0,048
3	Risks Associated with Aggravated Competition	0,3	4	0,05	4	0,05	4	0,2	4	0,6	0,150
4	Financial Risks	0,06	1	0,06	1	0,08	1	0,08	1	0,28	0,070

Table A.92. Determination of weight coefficients of the indices of risks indicator, 2018.

No	Indicator estimates, r_i	The sum of ranks assigned by all experts on the i-th unit indicator	The sum of ranks assigned by all experts for all indicators	The weighting factor of the i-th single indicator
1	Risks associated with incomplete information	11	40	0,28
2	Risks due to randomness	9		0,23
3	Risks Associated with Aggravated Competition	16		0,40
4	Financial Risks	4		0,10

Table A.93. Evaluation of the consistency of expert opinions.

No	Variational span, R	Standard deviation, σ	Variation coefficient of, V	Concordance coefficient, W
1	0,1	0,05	0,15	0,97
2	0,0	0,01	0,11	
3	0,3	0,12	0,82	
4	0,0	0,01	0,16	

Based on data in A.93. Table can conclude that the opinions of experts are consistent.

Table A.94. Synergy evaluation with interaction of subsystems of marketing potential by Expert 1, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		Subsystem of Resources	Ability subsystem	Subsystem of possibilities	Management subsystem
Subsystem of Resources	Marketing	X	0,5	0,4	0,6
	Operational	X	0,4	0,4	0,5
	Investment	X	0,6	0,5	0,5
	Managerial	X	0,5	0,5	0,6
Ability subsystem	Marketing	0,6	X	0,5	0,4
	Operational	0,5	X	0,6	0,5
	Investment	0,6	X	0,5	0,4
	Managerial	0,3	X	0,5	0,5
Subsystem of possibilities	Marketing	0,4	0,5	X	0,4
	Operational	0,5	0,5	X	0,4
	Investment	0,5	0,4	X	0,6
	Managerial	0,5	0,5	X	0,5
Management subsystem	Marketing	0,6	0,5	0,5	X
	Operational	0,6	0,4	0,3	X
	Investment	0,5	0,4	0,3	X
	Managerial	0,5	0,6	0,4	X

Table A.51. Synergy evaluation with interaction of subsystems of marketing potential by Expert 2, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,6	0,5	0,5
	Operational	X	0,4	0,5	0,5
	Investment	X	0,6	0,5	0,5
	Managerial	X	0,5	0,6	0,4
Ability subsystem	Marketing	0,4	X	0,6	0,5
	Operational	0,6	X	0,7	0,5
	Investment	0,5	X	0,6	0,4
	Managerial	0,4	X	0,5	0,5
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,4	0,5	X	0,5
	Managerial	0,4	0,5	X	0,4
Management subsystem	Marketing	0,6	0,5	0,3	X
	Operational	0,5	0,4	0,5	X
	Investment	0,4	0,4	0,3	X
	Managerial	0,5	0,5	0,4	X

Table A.95. Synergy evaluation with interaction of subsystems of marketing potential by Expert 3, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,4	0,5	0,5
	Operational	X	0,5	0,4	0,5
	Investment	X	0,4	0,6	0,5
	Managerial	X	0,5	0,6	0,6
Ability subsystem	Marketing	0,4	X	0,6	0,5
	Operational	0,6	X	0,5	0,5
	Investment	0,5	X	0,5	0,4
	Managerial	0,4	X	0,5	0,4
Subsystem of possibilities	Marketing	0,6	0,5	X	0,6
	Operational	0,5	0,5	X	0,5
	Investment	0,4	0,5	X	0,4
	Managerial	0,4	0,5	X	0,5
Management subsystem	Marketing	0,6	0,5	0,3	X
	Operational	0,5	0,4	0,6	X
	Investment	0,4	0,4	0,4	X
	Managerial	0,6	0,6	0,4	X

Table A.96. Synergy evaluation with interaction of subsystems of marketing potential by Expert 4, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential			
		P ₁	P ₂	P ₃	P ₄
Subsystem of Resources	Marketing	X	0,4	0,4	0,5
	Operational	X	0,6	0,4	0,5
	Investment	X	0,6	0,5	0,4
	Managerial	X	0,6	0,7	0,7
Ability subsystem	Marketing	0,5	X	0,6	0,5
	Operational	0,5	X	0,5	0,5
	Investment	0,6	X	0,5	0,4
	Managerial	0,4	X	0,5	0,5
Subsystem of possibilities	Marketing	0,4	0,5	X	0,4
	Operational	0,5	0,5	X	0,6
	Investment	0,5	0,5	X	0,4
	Managerial	0,5	0,4	X	0,5
Management subsystem	Marketing	0,5	0,5	0,5	X
	Operational	0,6	0,4	0,4	X
	Investment	0,5	0,4	0,4	X
	Managerial	0,6	0,5	0,4	X

Table A.97. Summary table of synergies assessment in the interaction of marketing potential subsystems, 2018.

Subsystem of marketing potential	A type of synergy	Subsystem of marketing potential				Averaged estimates of synergy	General assessment of the synergy of the subsystem, S_i
		P ₁	P ₂	P ₃	P ₄		
Subsystem of Resources	Marketing	X	0,48	0,45	0,53	0,36	0,38
	Operational	X	0,48	0,43	0,50	0,35	
	Investment	X	0,55	0,53	0,48	0,39	
	Managerial	X	0,53	0,60	0,58	0,43	
Ability subsystem	Marketing	0,48	X	0,58	0,48	0,38	0,37
	Operational	0,55	X	0,58	0,50	0,41	
	Investment	0,55	X	0,53	0,40	0,37	
	Managerial	0,38	X	0,50	0,48	0,34	
Subsystem of possibilities	Marketing	0,50	0,50	X	0,50	0,38	0,36
	Operational	0,50	0,50	X	0,50	0,38	
	Investment	0,45	0,48	X	0,48	0,35	
	Managerial	0,45	0,48	X	0,48	0,35	
Management subsystem	Marketing	0,58	0,50	0,40	X	0,37	0,35
	Operational	X	0,48	0,45	0,53	0,36	
	Investment	X	0,48	0,43	0,50	0,35	
	Managerial	X	0,55	0,53	0,48	0,39	

Based on data in Table A.97. can concluded that the opinions of experts are consistend.