

70% – safety and protection, 51% – love and belonging, 40% – self-esteem, 12% – self-actualization [2]. Based on this structure, marketers use certain methods to create advertisement. The first method is the effect of gratitude. Nobody wants to feel like a debtor, that's why receiving a gift, we have a desire to give something in return. The second method of attracting buyers is the effect of imitation. It is one of the most common ways that marketers use. The trick is that in Internet advertising they use photos of potential customers' friends, who previously bought a product or service. The next method is the effect of attraction. It's a well-known fact that in various voting nice people win. Thanks to that, marketers use in their projects popular actors and models. The next is the effect of authority, which implies from the previous method. As the following example we can consider a doctor, who advertises tooth-paste. People, seeing an actor in a white coat, undoubtedly begin to trust this advertisement [3]. Neuro-linguistic programming method is also used by marketers. This method is a way of imposing on customers visual images, that express emotions, associations, and as a result, desire to purchase goods [4].

**Conclusion.** The main aim of marketers is to identify the buyer's need, which he had not previously noticed, and then he should be convinced that target product can fully satisfy this need. In order to avoid falling into the advertising trap, you should clearly understand your needs and make decisions according to your own feelings.

#### REFERENCES

1. Влияние рекламы на человека с точки зрения психологии [Электронный ресурс]. Режим доступа: <https://sunmag.me/sovety/17-03-2014-psikhologiya-reklamy-priemu-vozdjestviya-reklamy-na-cheloveka.html>. – Дата доступа: 15.03.2019.
2. Психология рекламы: приемы воздействия маркетинга – найти и обезвредить [Электронный документ]. – Режим доступа: <https://psycabi.net/psikhologiya-vliyaniya/336-psikhologiya-reklamy-priemu-vozdjestviya-marketinga-najti-i-obezvredit>. – Дата доступа: 15.03.2019.
3. Демидов В.Е. Сущность рекламы и психология её восприятия. – М, 2001.
4. Воздействие рекламы на общество [Электронный документ]. – Режим доступа: <https://infourok.ru/referat-na-temu-vozdjestvie-reklami-na-obschestvennie-ustoi-548633.html>. – Дата доступа: 15.03.2019.

УДК 330.33

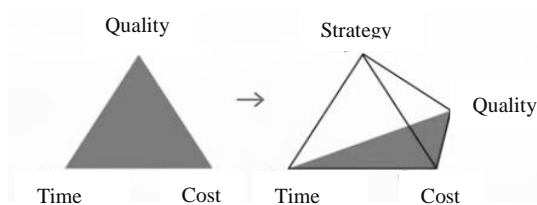
### PROJECTS AS INSTRUMENT OF IMPLEMENTATION OF THE DEVELOPMENT STRATEGY OF THE COMPANY

*К.М. Денищик, студентка группы 10508115, ФММП БНТУ,  
научный руководитель – старший преподаватель Н.И. Шумская*

*Resume – in this article development strategies of the company are considered. Special attention is paid to projects which are considered as implementation tools of the development strategy of the company. Roles of political approaches and planning of resources are designated by drawing up strategy of the company.*

*Резюме – в данной статье рассмотрены стратегии развития компании. Особое внимание уделено проектам, которые рассмотрены в качестве инструментов внедрения стратегии развития компании. Обозначены роли политических подходов и планирования ресурсов при составлении стратегии компании.*

**Introduction.** Nearly a third of projects are not considered successful. Nearly 20% of projects in general remain incomplete. Such situation is directly connected with questions of strategic project management. Understanding of a role of projects carried out to the organizations to transition from threefold restriction to pyramidal (picture 1).



Picture 1 – Transition from triple limiting to pyramidal  
Source: Own elaboration.

**Main part.** The main idea of strategic management: is to implement accurately the correct projects. If the first part belongs to a classical triangle, then the second sends to questions of strategy. But today we see not only strategy. From where there is a problem of the choice of the correct projects. Choice of the problems:

- the result of the project doesn't answers the purpose of development of the company (STRATEGY);

- the result of the project does not answer the personal purpose of certain influential people (POLITICIAN);
- financial, human, technological and administrative capacity of the company is not sufficient for implementation of the project (RESOURCES).

Results of such a choice as a rule are not consolatory. This at best inefficient use of investments when not those are successfully implemented projects. And at worst, it is loss of investments when projects stop because of the internal resistance or a lack of resources. All this leads to the fact that those changes for the sake of which projects were started are unrealized, and the company loses the positions in the market.

It is necessary to dwell upon these "traps". Let's begin with strategy.

It is necessary to provide the statement of the western businessman: "a half of my projects achieves the set objectives. I only do not know what half". This statement is very exact characteristic of "strategic" approach. The strategy of each company is carried out through the project.

Everything begins with strategy formulation, that is definition of the general action program. Follow strategic initiatives – the actions of single character connected with reorganization of structure of the company, radical change business of processes, implementation of information technologies, etc. It comes to an end with implementation of projects for development of the company. Such logics gives the answer to a question: "Why". Explanation is the need of investments. Any important project has the political background. Here it is about organizational policy. The organizational policy is an action of certain people or groups for receiving, development and uses of the power and the resources aimed at certain results when there is an uncertainty and inconsistency of the choice.

Examples of political approaches to projects are "A sacred cow" when process happens in the political interests of one of the top officials of the company and there are out of criticism, and "Friends in the highest authorities". This example implies receiving resources, formation of the positive relation to the project, protection of the project at critical stages of development is based not so much on the facts and common sense how many on belief and the power. One more example carries the name "Project as Means of Promoting". Case when the ambitious manager seeks to receive (to impose) politically favorable project quickly to promote on a corporate ladder. Each developing company feels that it needs to fight for resources. Treat the main aspects of a resource problem:

- there are always not enough resources. Requirements of a project portfolio of the company usually by 3-4 times block the available resources;
- the available resources are used inefficiently. The overload of people, use at the same time in several projects leads them to stresses, diseases, dismissals;
- fight for resources seldom is honest. In the conditions of uncertainty of the principles of distribution of resources the confidence to projects is undermined, the moral and psychological climate in the company spoils.

Thus, and here it is necessary to speak about formalization of approaches. In this case the assessment and allocation of resources are necessary for the project. For compliance of the selected projects of strategy of the company, that is for substantial aspect of the question, that division of the organization for the benefit of which the project, that is the functional customer is implemented answers.

The functional customer is responsible for justification of need of the project, confirmation of its compliance to strategic objectives of the enterprise; formation of requirements to a project product – IT to a system, the building or a construction; consultation of third-party performers during implementation of the project; coordination and acceptance of results of works of third-party performers.

For the resource party responsibility is born by that operating unit which will implement the project. This role corresponds to a role of the general customer.

The general customer is the division of the enterprise managing implementation of the project. He is engaged in definition of a possibility of implementation of the project (existence of necessary resources – people, competences, technologies); account and control of the course of work; assessment of quality of results of works according to conditions of contracts; acceptance of work and documentation.

**Conclusion.** The role of projects in the world rises. The scope of design methods of management increases. In the West growth of interest in difficult and large-scale projects is observed. Projects become the field of competition of the commercial organizations, however today it becomes fair at the level of international policy.

#### REFERENCES

1. Управление проектами: фундаментальный курс: учебник / А.В. Алешин, В.М. Аньшин, К.А. Багратиони и др.; под ред. В.М. Аньшина, О.Н. Ильиной. - М: Изд.дом Высшей школы экономики, 2013.
2. Levine H.A. Project Portfolio Management: A Practical Guide to Selecting Projects, Managing Portfolios, and Maximizing Benefits. Jossey-Bass a Wiley Imprint, 2005.
3. Арчибальд Р. Управление высокотехнологичными программами и проектами / пер. с англ. - М.: ДМК Пресс, 2017.