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MARKETING MANAGEMENT IN ENTREPRENEURIAL ACTIVITY: STRATEGICAL
ASPECT

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Abstract. The article aimed at determination of the marketing management place and role in the business activities of modern enterprise. Different approaches of Ukrainian and foreign scientists to the «marketing management» term definition have been analyzed. It was determined that enterprises' marketing activities are aimed at establishing the current and, most importantly, strategical goals of the firm. It is noted that effective marketing management is one of the key factors of enterprise development, which allows business to obtain significant competitive advantages and promptly respond to challenges of external environment.

It was determined that the effective marketing management model should be based on a systemic approach, which involves presenting marketing as an open system, which is strongly influenced by factors of the internal and external environment. It is noted that the modern enterprise marketing strategy is a component of its general strategy, which is formed on the basis of the marketing environment factors analysis.

Keywords: marketing, marketing management, systemic approach, marketing management model, influence factors, strategical marketing.

JEL Classification: M 13, M 31.

INTRODUCTION

The modern stage of development of market relations requires the enterprise to use the most effective marketing tools and skillful management process. Accelerating the pace of scientific, technical and socio-economic development, as well as increasing the level of uncertainty in market relations against the background of the crisis caused by the spread of COVID-19 and the political and economic crisis caused by military actions on the territory of Ukraine, requires a modern enterprise to transition from current planning of its activities to strategic planning. The insufficient effectiveness of marketing management has a direct impact on the timeliness of responding to changing market conditions, therefore, strategic marketing should become an integral part of the business activities of a modern enterprise.

LITERATURE REVIEW

Scientific research of the following domestic and foreign researchers are devoted to the problems of marketing management and the analysis of problems of improving marketing management in entrepreneurial activity: H. Armstrong, N. Borden, E. Dichtl, J. Evans, B. Karloff, F. Kotler, J.-Zh. Lamben, M. Porter, H. Hershgen, E.V. Krykavskiy, L.V. Balabanova, A.V. Vojchak, S.S. Harkavenko, V.G. Gerasimchuk, O.L. Kanishchenko, V.Ya. Kardash, N.V. Kudenko, A.O. Starostina, I.L. Reshetnikova.

We will analyze the different approaches of domestic and foreign scientists to the management of marketing activities in order to understand its role in achieving the strategic goals of a modern enterprise.

According to the process approach, management of any object, process, or phenomenon is a sequence of general management functions: motivation, planning, organization, and control (Lavrova Yu.V. (2012)). Researcher of marketing processes S.S. Harkavenko also shares this approach and suggests considering marketing management from the perspective of management functions: marketing planning, marketing organization, motivation of personnel involved in marketing, as well as control of marketing activities. In conducted researches the scientist defines marketing management as a management activity that includes analysis, planning, implementation and control of measures aimed at the formation and intensification of demand for goods and services, as well as increasing profits (Harkavenko S.S., 2008).

According to L.V. Balabanova, marketing management is the practical implementation of a carefully thought-out integrated policy of the enterprise on the market, which includes analysis, organization, planning, control and implementation of measures aimed at achieving individual goals of the enterprise on the market. Marketing management is a set of measures that regulate the company's position on the market with the help of marketing functions (Balabanova L.V. et al, 2012).

According to G. Assel, marketing management is a mechanism of the management process by means of which the marketing organization interacts with the consumer, and the manager's tasks are initiation and control of this activity. First of all, the marketing organization studies the needs of the consumer, then develops and applies marketing strategies to satisfy them, and then monitors and analyzes feedback in order to determine the level of satisfaction of needs (Assel H., 2001).

The American scientist F. Kotler under marketing management understands the analysis, planning, implementation and control of activities designed to establish, strengthen and maintain profitable exchanges with target customers in order to achieve certain tasks of the organization, such as, in particular, obtaining profit, increasing volume sales, increase in market share (Kotler F., 2015).

PAPER OBJECTIVE

The article aimed at studying of the peculiarities of the formation of an effective model of management of strategic marketing activities of a modern enterprise. It is also devoted to determination of the marketing management place and role in the business activities of modern enterprise.

RESULTS AND DISCUSSION

In the classical sense, marketing is defined as the production and commercial activity of an enterprise, which is aimed at identifying and satisfying the needs of consumers in its products (goods and services) with the help of exchange for the purpose of obtaining profit. Marketing plays an important role in the economic activity of any enterprise, because it allows establishing an optimal relationship between the organization and its external environment (Fig. 1).

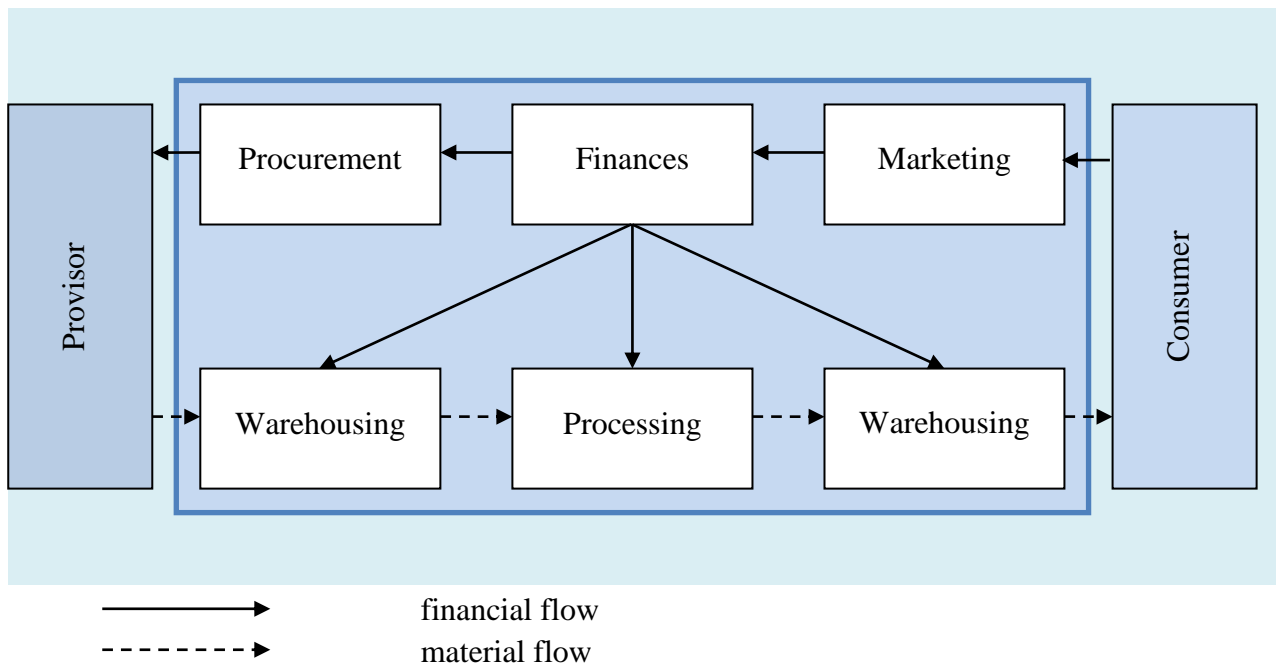


Figure 1. The place of marketing in the logistics system of the enterprise

Source: Compiled by authors

The marketing system is in constant interaction with the organization's external environment (Fig. 1). The central place in the marketing complex is occupied by the organization of sales of manufactured products, because it is in the sales system that the result of all marketing activities is concentrated. Therefore, the management of the organization's marketing and sales activities is one of the key factors in the development of the enterprise, which allows the business to obtain significant competitive advantages and respond promptly to the challenges of the external environment.

The marketing activity of the enterprise is aimed at achieving the current and strategic goals of the enterprise by forming demand and maximally satisfying the needs of the consumer. Given the fact that marketing is focused on meeting the needs of consumers, the marketing activity of the enterprise always begins with a comprehensive study of the current state of target markets, prospects for their development for a specific period and own production and commercial capabilities. On the basis of the analysis and processing of information obtained during research, the goals of the enterprise's marketing activities are formed. Their definition is based on the selection from the total number of consumers of the target audience for which a specific product or service is intended and for which this or that advertisement of these products or services is intended.

Marketing goals of the enterprise represent specific qualitative and quantitative obligations of the enterprise in terms of sales volume or profit that can be achieved in a certain period of time (Lavrova Yu.V., 2012). Thus, depending on the planning period, marketing goals are grouped into operational, tactical, and strategic (Table 1).

Table 1

Classification of marketing goals by planning period

Type	Term	Characteristic	Examples
Operative	specific time period	short-term goals that involve the development of a step-by-step marketing program, taking into account all the circumstances in each individual market segment	achievement of specified volumes of product sales in specific market segments, implementation of loyalty programs, etc.
Tactical	1 year	detailing strategic goals, taking into account the current circumstances in each specific sales market in which the organization operates and for each specific type of product	identification of real and potential demand for the enterprise's products, justification of the feasibility of their production and sales, planning and coordination of the enterprise's production, sales and financial activities
Strategic	3-5 years	setting global tasks and building a company strategy and developing a long-term marketing plan	determination of the company's action program, orientation of production to meet consumer needs, determination and development of target markets, creation of communication and distribution systems

Source: after Lavrova Yu.V., 2012.

The marketing activity of the enterprise is aimed at establishing current and, most importantly, strategic goals, ways of achieving them and real sources of economic activity resources, as well as determining the range and quality of products, their priorities, the optimal structure of production and the desired profit based on market requests (Boychuk I.M. et al., 2000).

Enterprise management as a whole includes management of various aspects of its activities, including marketing.

According to the system approach, when performing management functions, the object of management, that is, the managed subsystem, is marketing itself, and the subject, that is, the managing subsystem, is the management of the enterprise (Fig. 2).

Marketing management at the enterprise is based on a systemic approach, which involves the presentation of marketing as an open system, which is strongly influenced by factors of both the internal and external environment (Fig. 2).

The set of factors influencing the process of marketing management and market development of an enterprise is called the marketing environment.

The internal factors of influence on the management system of the marketing activities of the enterprise include, first of all, controlled factors, which are directly involved in the enterprise, its production, financial, personnel and economic services, divisions of material and technical supply, and marketing structures themselves.

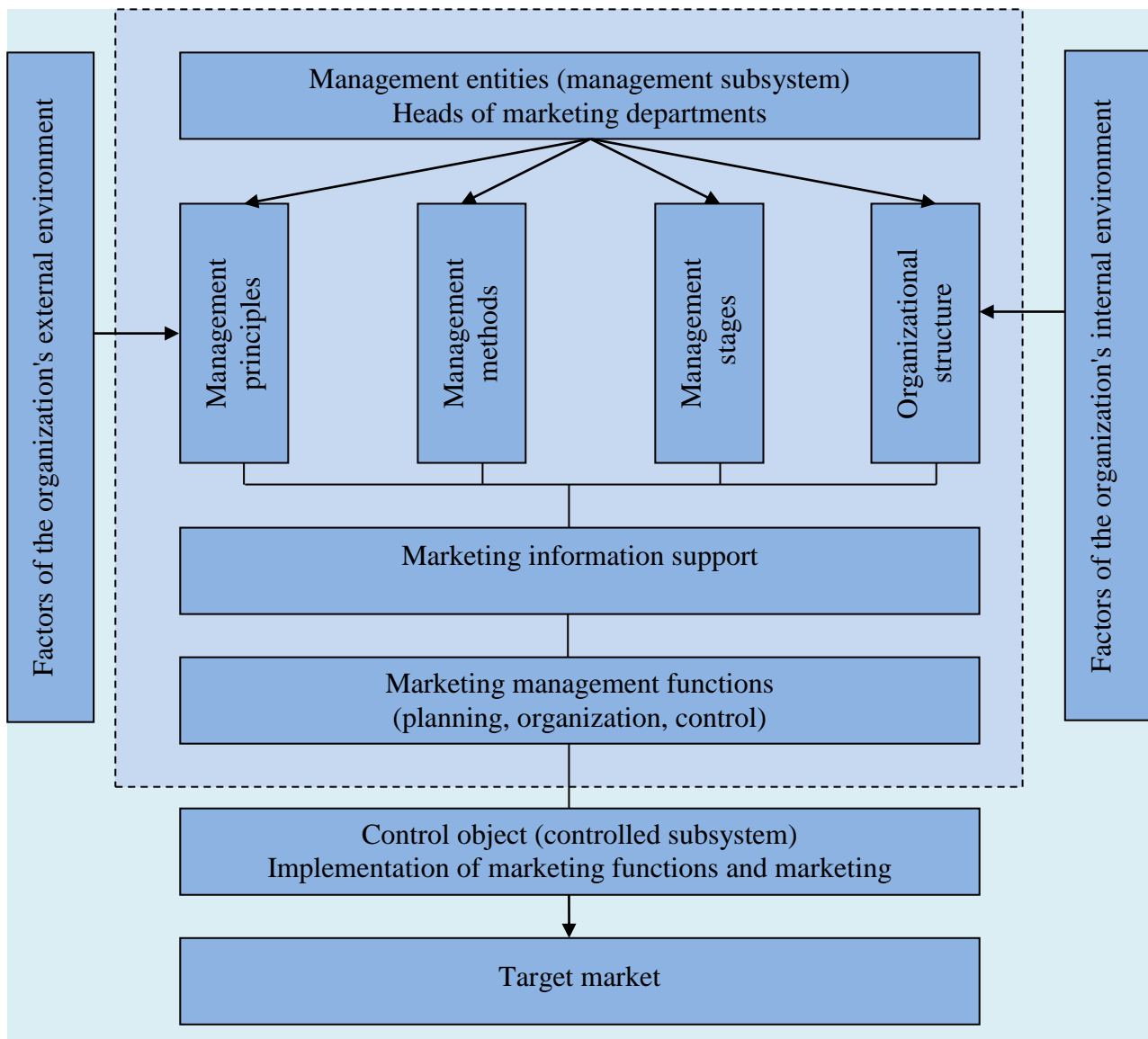


Figure 2. Model of management of marketing activities of the enterprise [10]

Source: after Chaplinsky Yu., B., 2011.

The external factors influencing the marketing activities of the enterprise include factors of the microenvironment (consumers, competitors, suppliers, contact audiences) and the macroenvironment, which includes seven groups of factors:

- 1) political (government laws and acts, customs tariffs, tax system);
- 2) social (cultural, religious, traditional characteristics of certain groups of society);
- 3) economic (inflation and deflation rates, the level of employment and unemployment of the population, production costs, etc.);
- 4) international (exchange rate change, political decisions of exporting countries, etc.);
- 5) technological (level of scientific and technical progress);
- 6) market (demographic conditions, market barriers, level of competition);
- 7) competitive (conditions dominating the market where counterparties compete).

The principles of marketing assume that the company's success directly depends on determining the requests and needs of the target audience, as well as meeting these needs more

effectively, compared to competing companies. The following basic principles of the enterprise's marketing activity can be identified:

- programmatic management;
- demand orientation;
- innovative approach;
- unity of physical and informational marketing;
- logistic model of the organization;
- combination of methods of quantitative and qualitative analysis of the target market;
- priority staffing;
- total marketing management.

It is the principles of marketing that are designed to shape the overall direction of the organization's marketing activities.

Methods of managing the marketing activities of a modern enterprise are divided into the following groups:

1. Economic (planning, analysis, financing, pricing).
2. Organizational (orders, orders, operational instructions).
3. Social and psychological (planning of social development of personnel, beliefs, etc.).

The process of managing the marketing activities of the enterprise is characterized by the passage of certain stages: planning of marketing activities, implementation of marketing activities, implementation of control over marketing activities and analysis and evaluation of the obtained results. Marketing planning is a management process of creating and maintaining correspondence between the company's goals and its potential opportunities in the process of market activity. Operational, tactical and strategic planning, as well as marketing program planning, are distinguished in the management of marketing activities. Thus, depending on the content, the following types of marketing planning are distinguished (Table 2).

Table 2

Types of marketing planning according to its content

Type	Aim	Functional duties
Operative	improving the position of individual products of the company and increasing sales volumes in the current marketing year	grassroots managers, salespeople
Tactical	forecasting the functioning of individual products or markets for a period of 1 to 5 years	middle management
Strategic	search for new opportunities and products, long-term planning for 5-10 years	senior managers

Source: compiled by authors

Marketing strategic planning is the process of creation and practical implementation of the general program of actions of the enterprise. It is part of the strategic management of the enterprise and requires the use of a comprehensive approach (Fig. 3).

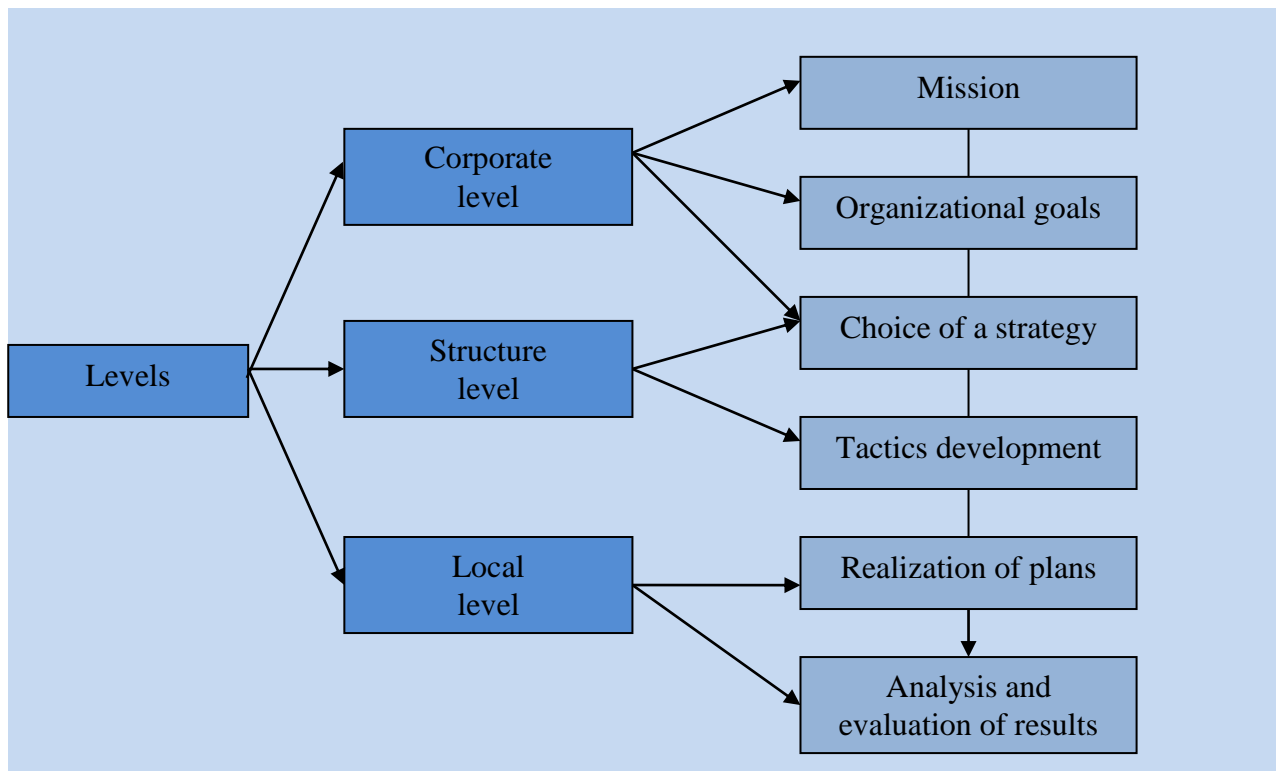


Figure 3. A comprehensive system for planning the enterprise's marketing activities

Source: after Gerasy`mchuk V. G., 2000; Kindrats`ka G. I., 2000.

In the management system of the enterprise, marketing is an integrative function that unites the efforts of various functional divisions of the enterprise by communicating the goals and objectives of the enterprise, as well as the concept of goods and services provided by the enterprise (Fig. 3).

The enterprise's strategic marketing system consists of target and supporting subsystems. This is exactly how the target subsystem provides for the formation of the mission and strategic goals of the enterprise. Mission is one of the most important concepts in the system of strategic marketing, which has great theoretical and practical significance. The mission of the enterprise is a set of the most general instructions and attitudes that characterize the purpose of existence (purpose) of the enterprise and the principles of its activity (Gerasy`mchuk V. G., 2000). Thus, the mission serves as the foundation for management decision-making and helps to form the specific goals of the enterprise. The mission of the enterprise performs the role of a strategic management tool, defines the main orientations of the enterprise, which are important for satisfying competitive positions (Kindrats`ka G. I., 2000).

An important condition for the effective implementation of strategic marketing management at the enterprise is the organization of the appropriate structural division – the marketing department. At a marketing-oriented enterprise, all structures that are directly or indirectly involved in the process of managing marketing activities must be consumer-oriented and work together to meet his needs. Thus, the correct choice of the organizational structure of the marketing division

has a direct impact on the efficiency of the entire enterprise and the achievement of its intended strategic goals.

Strategic marketing planning should simultaneously be developed according to the principles of both 'top-down', when planning activities are managed and controlled centrally, and 'bottom-up' – based on information provided to employees of the marketing service by other divisions of the company. At the enterprise level, marketing strategic planning involves determining target markets, consumer motivations, the level of demand, developing a product strategy, predicting the necessary resources and their distribution among markets to achieve the set goals.

CONCLUSION

Summarizing the above, it can be concluded that marketing management should be of a strategic nature and be part of the overall strategic management of the enterprise and take place in accordance with its mission. In modern conditions, an effective model for managing the marketing activities of an enterprise should be based on a systemic approach, which involves analyzing the interaction of factors of the external environment and the capabilities of the enterprise.

If the marketing goals are subordinated to the general goals of a separate enterprise, then the marketing strategy is a component of the general strategy of the enterprise, which is formed on the basis of a strategic analysis of the factors of the marketing environment. Therefore, for the effective organization of work on the implementation of strategic marketing at the enterprise, it is necessary to clearly formulate the mission and strategic goals, assess the strengths and weaknesses and opportunities of the enterprise, and analyze the connections with the external environment.

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МАРКЕТИНГОВЕ УПРАВЛІННЯ В ПІДПРИЄМНИЦЬКІЙ ДІЯЛЬНОСТІ: СТРАТЕГІЧНИЙ АСПЕКТ

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У статті досліджено місце та роль маркетингового управління в бізнес-діяльності сучасного підприємства. Проаналізовано різні підходи вітчизняних та зарубіжних науковців до визначення терміну «маркетингове управління». Визначено, що маркетингова діяльність підприємства спрямована на, обґрунтоване запитами ринку, встановлення поточних і, найголовніше, стратегічних цілей підприємства. Зазначено, що ефективне маркетингове управління є одним із ключових факторів розвитку підприємства, що дозволяє бізнесу отримувати суттєві конкурентні переваги та оперативно реагувати на виклики зовнішнього середовища. управління маркетингом повинно мати стратегічний характер і бути частиною загального стратегічного управління підприємством та відбуватися відповідно до його місії. Визначено, що у сучасних умовах ефективна модель управління маркетинговою діяльністю підприємства повинна базуватися на системному підході, який передбачає аналіз взаємодії факторів зовнішнього середовища та можливостей підприємства. Якщо маркетингові цілі підпорядковані загальним цілям окремого підприємства, то маркетингова стратегія є складовою загальної стратегії підприємства, яка формується на основі стратегічного аналізу факторів маркетингового середовища. Тому для ефективної організації роботи з впровадження стратегічного маркетингу на підприємстві необхідно чітко сформулювати місію та стратегічні цілі, оцінити сильні та слабкі сторони і можливості підприємства, проаналізувати зв'язки із зовнішнім середовищем. Визначено, що модель ефективного маркетингового управління має ґрунтуватись на системному підході, який передбачає представлення маркетингу як відкритої системи, на яку вагомий вплив здійснюють фактори внутрішнього і зовнішнього середовища. Зазначено, що маркетингова стратегія сучасного підприємства є складником загальної стратегії підприємства, що формується на основі аналізу факторів маркетингового середовища.

Ключові слова: маркетинг, управління маркетингом, системний підхід, модель маркетингового управління, фактори впливу, стратегічний маркетинг.