

MARKETING APPROACH TO THE FORMATION OF MANAGEMENT SYSTEM FOR ENTERPRISE STRATEGIC DEVELOPMENT IN THE CONTEXT OF GLOBALISATION

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Abstract. In the context of global consumer and financial market formation, international economic institutions, taking into account special aspects of the present stage in economic development in Ukraine, it becomes necessary to focus enterprises on their own goods competitiveness not only in the domestic, but, moreover, at the foreign markets. In order to achieve objectives in view the enterprise should make maximum use of its internal resources, explore the market environment, predict its development and demands, using all tools of the strategic marketing. Special attention should be paid to the development of marketing strategies since they determine the enterprise course of action and they are aimed at achieving stated targets. Marketing strategy formation is one the most important and essential marketing stages at the enterprise.

Marketing strategy is one of the main long-term plans of the enterprise marketing activity, aimed at choosing target consumer segments. It combines elements of marketing complex, basing on which the enterprise creates its effective marketing events targeted to the marketing goals achieving. Successfully chosen and effectively implemented strategy provides enterprise the opportunity to gain competitive advantage not only in the domestic market, but additionally meet demands of international consumers. Based on research of the issue the article highlights the main features of the management system in the strategic development of marketing strategy at the enterprise.

The article substantiates the necessity of using marketing approach to the management of enterprises and the finding the new ways in the formation of appropriate organisational structures. Marketing approach to the management of enterprise characterises it as

a complex system that allows to link the capabilities of this economic entity with the needs of the market and gain advantages over competitors. It was defined the main factors influencing the organisation of marketing activities of enterprises (external and internal) and factors influencing the behaviour of their end users (social, informational and consumer attitudes).

Keywords: marketing approach, marketing strategy, strategic development, management.

INTRODUCTION

Taking into account globalisation processes, the important feature of the current stage of economic development in Ukraine is orientation of enterprises towards increasing the competitiveness of their products not only in domestic but also in foreign markets. Marketing activities play a key role in this process especially the formation of marketing strategies for their development. Therefore, it is very important to choose a marketing strategy that would meet all the requirements of the enterprise, ensure efficient and profitable work, bring profit and contribute to its further development. Well-founded marketing decision on choosing a strategy will help the enterprise to survive in an unfavourable environment.

Nowadays under the modern economic conditions the most important point in the application of marketing approaches to the managing of the enterprise strategic development in the context of globalisation which occurs through openness of countries, liberalisation of financial flows and national trade mechanisms, formation of global consumer and financial markets and information network is organisation of marketing activity. This is done through answers to the following questions: which of employees will implement all necessary actions; what are the relationships between these employees and the other employees at the enterprise; who will manage the marketing activities and monitor its implementation.

Marketing activity is intensively influenced by the dynamic market environment and other business processes of the enterprise. Effective management methods of marketing activity provide growth of the enterprise competitiveness, entry into foreign and domestic markets with new types of goods, increasing profitability. This highlights the need to explore the features of the management system of marketing activities at enterprises in both Ukrainian and international markets to identify the main influencing factors on the marketing activities organisation and areas of improvement.

Significant contribution to the development of marketing has been made by such foreign scientists as Kotler F., Evans J.R., Drucker P., Doyle P., Starostina A.O., Pylypchuk V. P., Teletov O. S. focus on the issues of industrial marketing and the conditions of its application in the practice of enterprises (Teletov, 2002), scientific publications of Zozulov A. V. devoted to the development of enterprise marketing strategy in industrial markets (Zozulov, 2005).

Alongside this the issue of practical adaptation of scientific and theoretical approaches is still problematic, as there is a discrepancy of theoretical principles and practical aspects in the organisation of marketing management and providing conditions for creating integrated structures in the enterprise management system. The application of the marketing approach

in the enterprise management and the finding new ways in the formation of appropriate organisational structures is becoming relevant.

The research objective is to substantiate the role and meaning of marketing strategy and marketing approach to managing of the enterprise strategic development in the context of globalisation. According to this goal, the following research objectives can be formulated:

- to determine the features of marketing as a business process of enterprise practical activities and describe the sequence of formation process of the marketing strategy at the enterprise;
- to substantiate the need to develop a long-term action plan at the enterprise aimed at achieving its mission with a focus on market needs and taking into account the market as a major factor in the external environment;
- to describe the impact of global informatisation processes that cause radical changes in the structure and nature of world economic and social development;
- to argue the need to use a marketing approach in the management of enterprise strategic development as a comprehensive system that gives opportunity to connect the capabilities of this business entity with the needs of market and gain advantages over competitors.

MATERIALS AND METHODS

The research methodology includes the results of developments in the works of foreign scientists who studied the provisions of marketing theory and provisions marketing activities, the issues of marketing strategies formation at modern enterprises, as well as issues of their implementation. In the process of solving general and special methods are used: dialectical method of scientific cognition, method of analysis and synthesis, comparative analysis, logical-structural method, systematic method.

RESULTS AND DISCUSSION

In order to ensure the successful enterprise operation in the conditions of active influence of globalisation and the formation of the global consumer and financial market, it is substantiated the need to develop a long-term action plan aimed at achieving its mission with a focus on market needs and market as the main external factor. It was defined the essence of the concept „marketing strategy” and described the sequence of the process marketing strategy formation at the enterprise.

In the course of research, the features of enterprise marketing activities, in particular those aimed at the end consumer were identified. These factors influence mainly at their behaviour of consumers and the organisation of producer marketing activities.

It was determined that information support allows to optimise the construction of marketing programs and management decisions, to implement a strategy of active influence on the formation of market demand and sales promotion, to construct the market, as well as to carry out information attack on certain market segments.

In the process of enterprise management strategy formation, a subsystem of functional strategies is created. These strategies are developed in relation to the defining directions of the enterprise activity. The main functional strategies, which are developed as separate blocks within the main strategic concept, include financial, marketing, production, personnel management strategy and others. The implementation of a functional marketing strategy is aimed at creating a set of competitive advantages and effective use of the company market opportunities to achieve its strategic goal. Extremely important role in the marketing strategic management of the enterprise is given to its marketing strategy, which forms the market strategic guidelines (Kudenko, 2003).

To achieve these goals enterprise has to make maximum use of its internal resources, explore the market environment, forecast its development and needs, using all the tools of strategic marketing, paying special attention to the development of marketing strategies as they determine the direction of enterprise activities and aimed at achieving marketing goals. The formation of marketing strategy is one of the most important and significant stages of marketing at the enterprise.

The variety of approaches to defining a marketing strategy is due to the depth of the term „strategy” and the scale of its use. In the economic literature there is no unity of views on the nature and content of the enterprise marketing strategy.

In our opinion, marketing strategy is the main long-term plan of marketing activities at the enterprise aimed at selecting target segments of consumers. It combines elements of the marketing complex, based on which the enterprise carries out its effective marketing activities aimed at achieving marketing goals. Thus, based on the study of this issue, it can be defined the main features of the enterprise marketing strategy.

First, in the course of implementing a marketing strategy the needs of the consumer are taken as a basis.

Second, the concept of „strategy” must be correlated with the concept of „development”. There is no strategy without development. In this regard, the strategy is a set of changes that determine the viability of the enterprise and increase the probability of its survival in a changing environment and globalisation.

Third, the concept of „strategy” is inseparable from the concept of „goal”, which in development serves as the main reference point, reflects the changing trends of interests.

Fourth, the concept of „strategy” cannot be separated from the concept of „forecasting”. The strategy is the result of meaningful and analytical, or rather, scientific prediction of the future, the realities of its achievement, understanding the necessary.

Fifth, the concept of „strategy” is inseparable from the concept of „mission”, which characterises the mission of the enterprise and its role in the general trends of human development.

In the literature there are different approaches to the process of marketing strategies formation, which, in our opinion, can be attributed to two groups. The first group reflects a more traditional approach, covered mainly in the works of foreign authors, and especially in the work of J. J. Lamben (Lamben, 2007). According to this approach, the basis of marketing strategy is the choice of target segments, product positioning and marketing complex – product, price, sales, promotion. Another approach, presented by N. Kudenko (Kudenko,

2003) goes beyond the marketing complex in the formulation of marketing strategies. They are interpreted much more broadly, both in essence and in levels of acceptance. It is argued that marketing strategies are adopted at all levels of government, including the highest.

It is necessary to analyse the following main factors:

- sphere of activity where the enterprise operates, product category, general development trends, features of demand for goods (services), analysis of the functioning of the largest enterprises in the industry, features of production, distribution, etc.;
- market – characteristics of buyers, market segments, market potential, market geography, history and trends of the market, market share of a particular product (service) owned by the company, etc.;
- competitors – characteristics of competitors, their advantages and disadvantages, competitive advantages and marketing policy, market share of competitors
- suppliers and mediators – characteristics, the possibility of changing the supplier, pricing and marketing policy, the effectiveness of cooperation;
- macro-environmental factors – demographic, political, economic, etc.

The formation of marketing strategies begins with a research of the marketing environment at the enterprise, namely the basis of their development is a marketing strategic analysis. Simultaneously the marketing strategy is a component of the enterprise strategic plans, so it must be coordinated with the purpose of the latter, its general strategy and with the strategies of other levels (Kudenko, 2003). This stage should be divided into two areas of analysis: analysis of the marketing (intermediate) environment and assessment of the marketing potential of the enterprise. The purpose of the analysis of the intermediate environment is to determine the level of instability of the marketing environment (study of the modern market, determination of consumer requirements, research of competitors and suppliers). Such kind of analysis is necessary for the company to be ready for future changes in the environment and to respond to these changes in a timely and adequate manner. In the process of analysis determine how the company has filled the selected niche and the relevant market segments, study and evaluate the competitive position of the company in the market on the main factors of competitiveness.

During the analysis of the enterprise internal environment, it is determined the opportunities and the marketing potential that it can count on in the process of achieving marketing goals. Additionally, it is evaluated the entire management system of the enterprise and its individual subsystems regarding opportunities that the marketing environment provides to the enterprise.

Analysing the internal environment, it is advisable to study the features:

- enterprises, namely – the realm of activities, development trends, positioning relative to competitors, etc.;
- goods and services – quality, design, packaging, positioning, advertising support;
- pricing policy – features of formation, comparison with the policy of competitors, perception by customers, sales channels, etc.;
- sales policy – relations with sales channels, their communication;

- communication policy – features and traditions of using different elements of communications, the budget for the promotion of goods, the effectiveness of the elements.

Analysis of the internal and external marketing environment provide the opportunity to understand and formulate marketing goals. Depending on the place of the enterprise in the market, available resources, duration of the period of a turn of the goods, we suggest to specify the basic purposes of marketing focused on:

- winning the consumer and stimulating demand;
- increasing in sales of goods,
- gaining and increasing market share,
- achieving competitive advantages in the market.

It is possible to achieve the enterprise development in different ways. For this purpose, at the third stage of strategy formation one of the existing marketing strategies is considered and selected. At this stage, decisions are made as to how the company will achieve its goals. The following types of marketing strategies are offered: product strategy; product promotion strategy (sales promotion); price strategy; integrated strategies.

After choosing the necessary marketing strategy, which becomes the concept of marketing, it is advisable to move on to the next stage – marketing plan development. It develops a system of programs that should provide the most effective ways to achieve strategic marketing goals. At this stage, it should be determined the targets aimed at ensuring the organisational conditions and marketing areas to improve the efficiency of the enterprise through the productive use of resources.

The final stage of a marketing strategy formation is evaluation and control of results, which occur through the comparison of results with goals. This process provides stable feedback between the process of achieving goals and the actual goals of marketing. This feedback mechanism is used to monitor and adjust the strategy.

Thus, the formation of a marketing strategy consists of five interrelated stages. All of them complement each other and in general the end product is the marketing strategy of the enterprise.

Marketing as a business process in the practical activities of manufacturing enterprises implements the following main functions:

- organisation and implementation of marketing research (analysis and forecasting of the market, study of needs, wishes of consumers, research of marketing strategies of competitors, study of substitute products);
- development of marketing strategy (analysis of the current strategic position in the market, definition of marketing goals, development of marketing strategy);
- development of product policy (decision-making on expanding the product portfolio, development of new products, withdrawal of goods from production; product range planning);
- brand creation (packaging, name, organoleptical properties);
- development of pricing policy (study of the necessary information for decision-making on setting and changing prices, development of pricing strategy);

- development of communication policy (organisation of advertising activities, sales promotion, personal sales, PR events, participation of enterprises in fairs and exhibitions);
- analysis and control of marketing activities (control of sales results, market share, profitability, marketing costs, determining the effectiveness of tactical marketing activities).

Untimely detection of marketing problems affects the reduction of sales (lack of re-purchase by end consumers and the refusal of distributors from the proposed product).

In the process of studying the features of marketing activities at the manufacturing enterprises, in particular focused on the end user, it is necessary to specify and identify the main factors influencing their behavior:

1. Social (income level; age; family composition; features of housekeeping, shopping; availability of goods in the retail network; education; profession).
2. Information (product awareness; advertising in the media; consumer experience of the immediate environment; consultations in outlets; information on the product label).
3. Consumer installations (the cost of domestic products should be determined based on the price of similar products of domestic producers; the price of such products should be lower than imported counterparts; low price of imported products indicates the use of unnatural ingredients and a dubious manufacturer; product of domestic producers; – quality under conditions of application of foreign technologies and equipment, etc.).

Among the main factors influencing on organisation of marketing activities at manufacturing enterprises should be noted:

1. External: changes in the legislative and regulatory field; trends in the development of retail trade in the consumer market; mergers, acquisitions and acquisitions in the sectors of the economy; TNC expansion; aggressive strategy of competitors; national features of consumption of consumer goods; investment attractiveness of the market of consumer goods; possibility of crediting.
2. Internal: adequate personnel, financial, methodical, informational, technical support; effective system of motivation; adaptability of marketing service to market changes; compliance of the number of employees of the marketing service with the scale of the enterprise; compliance of the organizational structure of the marketing service with assortment groups; participation in the formation of the general strategy of the enterprise; application of the latest communication technologies.

Formed factors allow to understand consumer behaviour, as well as behaviour of distributors, retailers, competitors and marketing mediators, who are the main market participants.

Marketing is one of the main functions, in the implementation of which special importance is attached to the integration of all resources to achieve the goal of the enterprise, which is a long and sustainable existence in the market.

Marketing approach to enterprise management characterises it as a comprehensive system that allows to link the capabilities of this business entity with the needs of the market and gain advantages over competitors. Effective marketing activities of the enterprise are impossible without the organisation of appropriate management structures – departments,

divisions, etc. Their activities should be based on nine basic principles, the essence of which is as follows:

1. purposefulness – compliance with the mission, goals, strategy and policy of the enterprise, focus on solving purely marketing problems, finding and meeting the needs of consumers;
2. clarity of construction – reasonable specialisation, no duplication of functions, ensuring the unity of management, controllability of performers;
3. flexibility – timely response to changes in the environment;
4. precise definition of activity directions – focus on a specific concept, a clear division of tasks and functions of each unit and executor, vertical and horizontal connections;
5. coordination of actions – complexity of marketing activities to achieve synergies;
6. sufficient financial security, both in terms of marketing activities and motivation of employees of these units;
7. cost-effectiveness – covering the cost of marketing income from the positive effects of marketing activities;
8. high qualification of personnel and their constant special retraining;
9. active policy – search for markets, consumers, unmet needs, creative approaches to solving marketing problems.

Each enterprise can independently form the structure of its marketing department and consequently there are many examples of its construction. There are several typical models that can be both integrated and non-integrated. Non-integrated marketing structures are a set of relevant departments whose impact on the client is not coordinated. However, the activities of integrated marketing structures are complex, it means that they are managed at the one coordinating center.

Using the concept of marketing as a basis for management decisions, the company has a real opportunity to achieve expected commercial result and avoid the threats presented in the market. Sound marketing policy is a tool to ensure effective economic activity, its compliance with market conditions. Effectively planned and implemented marketing activities of manufacturing enterprises increase market share, increase sales, profits and develop new approaches to maintaining the distribution network and attracting new customers, which ensures the functioning and development of enterprises even in adverse market conditions.

Modern industry of information, information systems and communication networks, as well as information technology is a great importance of the development of international marketing and marketing problems, as it allows marketers to conduct large-scale and deep marketing research, operate with large amounts of data related to the global marketing environment. markets, goods and firms of foreign countries, including by connecting to the databases of other organizations and through the integration of communication systems at the local, national, regional and international scales. It facilitates the effective collection, accumulation, processing, systematization and analysis of multifaceted marketing information, expands the application of mathematical methods, complex, optimal econometric models for economic and market forecasting and modeling, creates conditions for efficiency and significantly accelerate the process of marketing programs

and management decisions, conducting simulation tests in the laboratory, leads to the development of a new type of marketing (electronic marketing).

Global process of informatisation, due to the rapid development of scientific and technological progress, the transition to new generations of science-intensive technologies, systems of equipment and materials and a new kind of information exchange, causes radical changes in the structure and nature of world economic and social development. This is the basis for defining a new stage in the development of society – the information society, in which a large amount of information is produced, accumulated, produced and consumed on a large scale and where the field of information services is constantly evolving.

Information component provides not only orientation in the processes and phenomena in the marketing environment, but also allows to optimise the construction of marketing programs and making management decisions and implement a strategy of active influence on market demand and sales promotion, construct market, and implement not only sales but also information attacks on certain market segments. New technologies of information systems provided the basis for highly effective, scientifically sound, comprehensive marketing research, to prepare the basis for the construction of quality marketing programs and development of optimal plans for the development of production and marketing and scientific and technical activities of the company.

Using the information technology not only saves time, but also is a source of improving the efficiency of the company and its management given that:

- it allows to have constant, timely and direct access to current information about products, consumption, market situation and internal station and activities of companies;
- it ensures effective coordination of internal activities through the system of sound signals (languages) and e-mail;
- it organises effective interaction with customers by the use of more information and visual documents, as well as a fast-messaging system;
- it provides necessary time for such highly productive activities as analysis, evaluation, interpretation, conclusions, recommendations.

Typically, such operations with information flows can only be carried out by large companies or specialised agencies and require significant financial and time costs, the availability of competent professionals, as well as technologically advanced information support system and, above all, advanced communication facilities, communications, the latest computer equipment and software.

Companies that successfully carry out international activities use different types of information networks simultaneously. In the process of organising the international marketing activities of the enterprise, all these networks acquire a global character and their geography extends to all countries of the world.

CONCLUSION

Marketing strategy is one of the marketing tools that aims to achieving marketing goals by comparing the strengths and weaknesses of the internal environment with the opportunities and threats of the market. Successfully selected and effectively implemented strategy allows

enterprise to achieve competitive advantages not only in the domestic market, but also to meet the needs of international consumers. That is, marketing strategy plays an important economic role in the activities of any business entity, and social role as well.

The impact of globalisation processes on economic activity simultaneously generates the formation of new determinants of economic development, intensification of competition, the mutual influence of the components of the socio-cultural environment, and forms the current global marketing priorities:

- market management structure. Both within the country and in foreign economic activity, market marketing orientation becomes predominant, and managerial potential is focused on studying and creating demand on a global scale;
- globalisation of international marketing activities. The mutual influence of developed countries, in particular the most influential four (North America, Western Europe, Japan and China), is growing, all environmental factors are becoming similar and interdependent. International segments are being formed that expand the company's capabilities at the global level;
- socio-ethical marketing. In order to achieve and ensure competitive advantages on a global scale, the company must proceed from the conditions of exacerbation of global social problems, including environmental and food, and offer at least a partial solution to these problems within its activities;
- orientation towards competition. Use of mechanisms of monitoring of actions of competitors and analytical base for their forecasting;
- development of forecasting systems. Use of modern information technologies, software capabilities and products to create an adaptive and flexible model for forecasting future activities;
- individualised marketing. At the present stage of consumption there is a need to individualize the approach to the consumer in accordance with its characteristics (demographic, socio-cultural, psychographic), and on the basis of this personalized information to segment the market;
- product differentiation. The intensification of competition in the world markets of goods and services necessitates the expansion of enterprises product portfolios, expansion of the range with using of knowledge-intensive goods and services and the support of socio-ethical elements.

Therefore, the solution of mentioned issue for the effective enterprise development at the strategic level is the formation of integrated marketing activities and implementation marketing approach in the enterprise management system, taking into account the global nature of market segments.

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