

ACTUAL PROBLEMS OF MODERN SCIENCE

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MARKETING MANAGEMENT OF ENTERPRISES AND ITS TOOLS

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Introduction

Mankind has long realized the importance of management as a special activity. As a branch of managerial knowledge, management began to form in the second half of the eighteenth century, and its development started in the early twentieth century in the era of industrialization and emergence of large-sized consumer resources and large-scale enterprises.

To distinguish marketing as an independent science in the management system, organizations required several historical stages of the management theory development. By the early 50's of the twentieth century the enterprise management was based on the use of budget control methods in response to changes in the current market situation. Later, the emphasis shifted to long-term planning, i.e. management, which is based on the forecast of key performance indicators of enterprises obtained as a result of analysis over the past long period. In the 60's of the twentieth century, the approach of strategic planning spread, when it is necessary to consider possible changes in the market (demand and competition) while developing planned indicators.

Modern systems of business management were formed as a result of the historical formation and development of management theory. Since the middle of the twentieth century, in the management theory and practice there have been widely spread marketing approaches and principles, according to which management of the enterprise should be based not only on the analysis and forecasting of market development and consumer needs, but the impact on them as well. The set of such approaches, principles, mechanisms and tools has become the basis for the formation of scientific concept of marketing management.

Analysis of recent research and publications

Theoretical and practical aspects of enterprise management that are based on the principles of marketing concepts with comprehensive application of marketing tools are widely represented in the works of O.M. Anisimova, I. Ansoff, H.L. Bahiiev, A.V. Voichak, P. Dixon, P. Doyle, P. Drucker, F. Kotler, J.-

J. Lamben, M.A. Aucklander, M. Porter, B. Santo and others. At the same time, despite a great attention of scientists to this issue, theoretical and practical aspects of the application of marketing tools to manage the activities of enterprises require further research and development.

The purpose of the article

The purpose of the article is to determine the nature, content and features of the use of marketing tools in the enterprise marketing management.

The main research

The concepts of “management of marketing” (or marketing activities) and “marketing management” are widely used in the modern scientific literature. Some authors use both terms simultaneously and actually identify them, considering marketing as a basis and as a subsystem of enterprise management, which determines the end result of its activities.

From our point of view, the concepts of “marketing management” and “management of marketing” are interrelated, complementary, but significantly different. Management of marketing should be considered as one of the functional areas of enterprise management, and marketing management as a management based on the principles of marketing and which applies to all activities of the enterprise [1-4]. Modern transformation of the market leads the enterprise management to comprehension of the need for widespread use of the concept of marketing in economic activities, to the understanding that a marketing approach will allow them to find their target market, their consumers and succeed. With this in mind, marketing management of enterprises is considered by us as a management that is based on the principles of marketing and with the comprehensive application of marketing tools.

Comprehension of marketing as a philosophy, concept, function and management style of the organization involves achieving the goals of the organization through maximum meeting the needs and active influence on their development. Marketing management is implemented at different levels of socio-economic system, scientific and philosophical knowledge.

The complexity of marketing management requires consideration of marketing in a combination of its three key levels:

- 1) marketing as a philosophical concept of economic activity;

2) marketing as a system of organization and management of business activity of the enterprise;

3) marketing as a tool of enterprise management.

Based on the marketing approach, it is necessary to apply a new functional organizational structure, mechanism and tools for managing business activity, which will be able to meet the needs of consumers, enterprises and society.

Marketing management of the enterprise as a management that is built on the principles of marketing is based on three main points [5]:

1. Information from the external marketing environment is the basis for making management decisions at the enterprise.

2. Constant market research determines the activities of the enterprise in the market.

3. Enterprise management is aimed at active influence on the needs and the market.

Marketing management of enterprises involves [6]:

- orientation of the enterprise towards the market needs;
- strategic approach of the enterprise employees;
- focus on commercial success;
- mobile response to the changes in the environment;
- support of competitive advantages;
- systematic and comprehensive approach to the management of the enterprise activities;
- program-target approach.

The general scheme of marketing management of enterprises includes input information on the state of internal and external marketing environment of the enterprise, management entities (enterprise management, management analysts, experts, consultants, innovators), management mechanism (goals, strategies, functions, resources, methods, tools, technologies, structure) and objects of management (economic activity, business processes, economic relations between market participants).

Marketing management performs general management functions that are market and consumer oriented. The main functions of marketing management include marketing analysis, marketing planning, motivation with marketing tools and marketing control.

Classical and modern concepts of marketing and marketing management of the enterprise require comprehensive use of marketing tools as key management tools.

Summarizing the views of scholars on the essence of the term “management tools”, it should be noted that in the process of functioning of economic relations, throughout its history, the humanity has developed three fundamentally different tools of governance, i.e. influence on people and their communities, namely hierarchy, culture, market.

Hierarchy is understood as the main means of action, the relationship between power and subordinates, carried out through coercion and through control over the distribution of material goods. Culture includes social norms, guidelines, rituals, and patterns of human behavior created and recognized by society. The market is considered as a network of equal horizontal relations, which are based on the purchase and sale of products and services, on property relations, on the balance of interests of a seller and a buyer.

In the conditions of market relations (and exclusively in them) marketing tools begin to play a leading role in management. According to F. Kotler, marketing is a process in which companies create a certain value for customers and form close relationships with them in order to obtain a different value in return [7]. In the classical definition of marketing, it means the theory and practice of management decisions based on the analysis of factors of the marketing environment and comprehensive use of marketing tools.

Scientific systematization of marketing management tools originated when the term “marketing mix” (marketing complex) was used for the first time. In the general sense, marketing complex is a set of marketing tools, a totality of management tools that the company uses to influence the target market in order to achieve the expected response.

Although marketing has a fairly wide range of management tools, among all the existing set of marketing tools, the most important of them are identified, which ensure a close relationship between the company and its customers, form a set of measures aimed at influencing market participants.

In its classic form, a set of basic marketing tools are product, price, promotion and place (the concept of “4P”) [8]. The main marketing tools are used

within the developed product, pricing, distribution and communication policies of enterprises.

Along with the transformational market changes in the XX-XXI centuries, there could be observed an evolutionary development of the “letter concept” of the marketing mix “4P”, and as a result, there emerged new models, in which the basic tools of marketing were supplemented with new components or changed (Table 1).

Table 1. Alternative models of the marketing complex

| “P” models | Non-“P” models |
|---|--|
| “4P” Product, Price, Place, Promotion | “4A”» Acceptability + Affordability + Availability + Awareness |
| “5P” “4P” + Positioning | “4C” Customer needs and wants + Cost to the customer + Communication + Convenience |
| “5P” “4P” + Package | “4E” Ethics + Esthetics + Emotions + Eternities |
| “7P” “4P” + People + Process + Physical Evidence | “4R” Relevance + Respond + Relation + Return |
| “10P” “4P” + People + Personnel + Package + Purchase + Probe Public Relations | “4D” Data base management + Strategic design + Direct marketing + Differentiation |
| | “4V” Variation + Versatility + Value added + Vibration |
| | “SIVA” Solution + Information + Value + Access |
| | “7S” Structure + Systems + Style + Staff + Skills + Strategy + Shared Values |
| “2P+2C+3S” Personalization + Privacy + Customer Service + Community + Site + Security + Sales Promotion | |

Source: formed by the author

A list of models of the concepts of marketing mix given in Table 2 is not exhaustive, as new models are emerging. However, in our opinion, almost all alternative models of the marketing complex are based on the classic model of marketing tools of the “4P” concept.

As a scientific discipline, methodology and practice, marketing has a wide and verified apparatus of methods, techniques and tools of marketing research, collection and analysis of market and internal information. Based on our proposed approach to understanding the marketing management of the enterprise and given the needs of practical application of marketing tools for enterprise management, it is suggested to divide them into tools for marketing support of enterprise management and tools used for its implementation (Fig. 1).

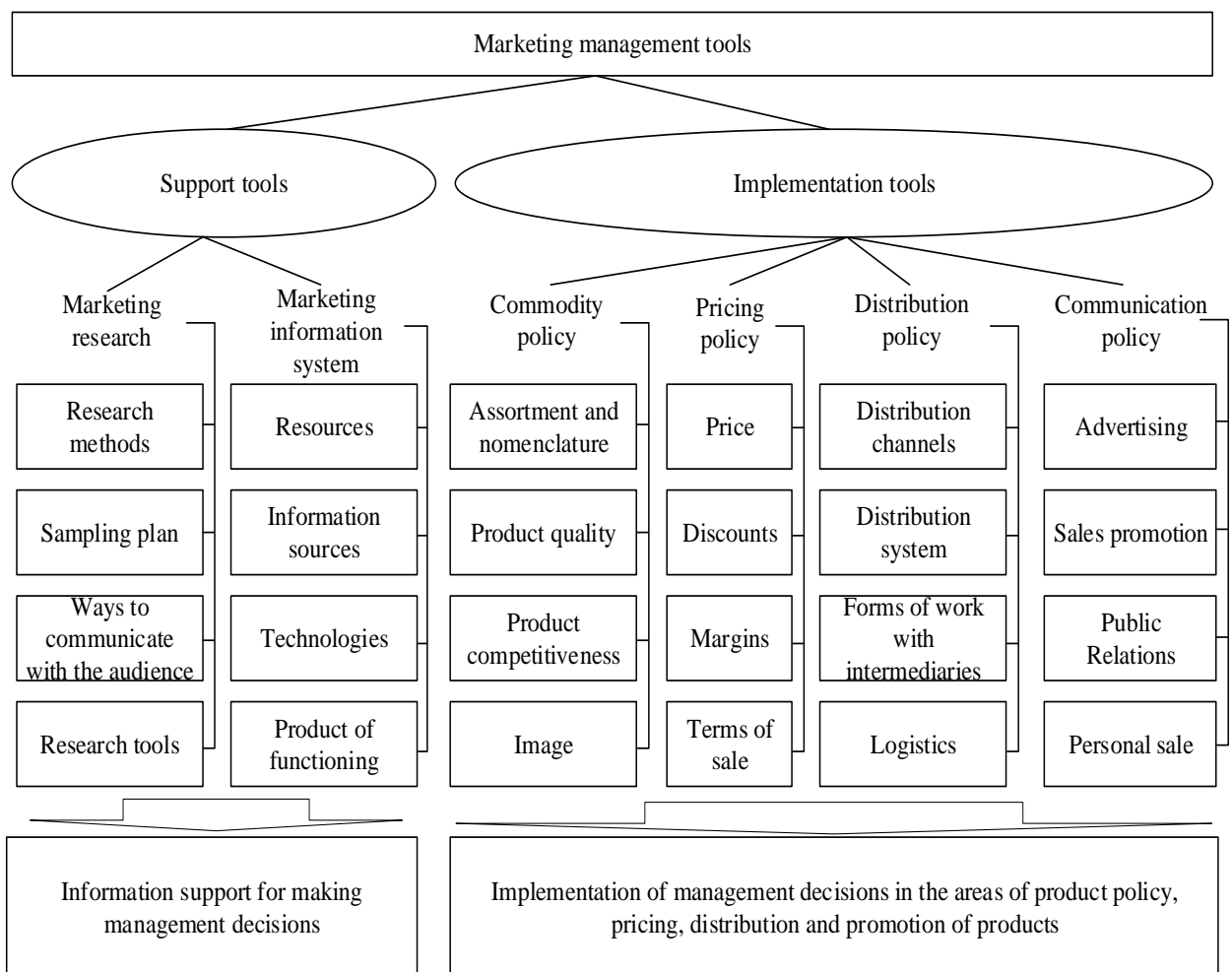


Fig.1. Marketing tools for enterprise management

Source: formed by the author

We propose to refer marketing research and marketing information system to the tools of marketing management support, while marketing commodity,

pricing, distribution and communication policies of the enterprise are suggested to be referred to implementation tools.

In recent years, along with the traditional marketing tools shown in Fig. 1, there are new, for example, Internet marketing tools, the effectiveness of which can be assessed in real time, as well as tools for marketing research of consumer needs and preferences, market trends.

When forming business strategies, companies widely use such marketing tools as methods of situational and portfolio analysis, segmentation, positioning, etc. With the help of marketing tools, the market situation is assessed and its further development is forecasted, i.e. marketing is a source of information for the formation of all levels of business strategies of the enterprise.

Marketers act as initiators, organizers and participants in the process of forming business strategies of the enterprise. At the stage of goal setting, marketing provides information about the marketing environment, strengths and weaknesses of the company and how they will affect the company's ability to achieve its goals, which makes them realistic and achievable. At the stage of planning activities by conducting marketing research and marketing analysis, the approaches of the enterprise operation are selected. Marketers, employees of analytical, economic, planning, scientific and technical and other services are involved in this activity. Marketers conduct marketing research and form recommendations for the choice of activities of the enterprise. At this stage, their recommendations are used to form the enterprise strategy and to develop plans for the strategic development of the enterprise.

At the corporate level, marketing provides identification of important factors of the external environment (unsatisfied needs, changes in the competitive environment, etc.), which must be taken into account when forming the strategy of the enterprise; at the level of structural units – a detailed understanding of market demands and means for the best meeting of these needs in a particular competitive environment; at the level of a specific product – making optimal management decisions by each individual elements of the marketing mix.

Marketing management of innovation and investment activity of the enterprise has been long carried out with the help of traditional marketing tools. However, changes in the market situation and approaches to management have forced the development of marketing as a concept and tool of management.

F. Kotler distinguishes the following reasons that no longer ensure the effectiveness of traditional marketing management and force it to develop [9]:

- today distribution of products is performed mainly by large companies that possess all the space on the shelves and decide who to provide it to and who not;

- despite the growth in the number of brands, the number of manufacturers is getting smaller. Each manufacturer has several brands for each market segment, which, in their opinion, provide them with greater protection from competitors;

- there has been observed a radical reduction in the life cycle of the product, in this regard, today it is cheaper to change the product than to repair it;

- thanks to digital and computer technologies, a new space for goods and services has appeared;

- when searching for excellent competitive advantages, companies create a large number of segments and niches, which, in its turn, leads to high market fragmentation;

- advertising has become oversaturated, which makes it difficult to attract the attention of consumers;

- novelty is the only way to attract consumers' attention.

All these reasons, especially the last one, motivate companies to increase economic and innovation-and-investment activity, which is considered not just as one of the possible goals, but as a critical condition for the existence of the enterprise. Since only innovations and their commercialization are considered to be a possible source of competitive advantage.

In the process of marketing management of the enterprise activities marketing tools solve the problem of profit maximization within the overall goal of increasing the value of enterprise assets [10]. Thus, effective implementation of a set of marketing actions with the use of marketing tools of management improves the company's position in the market, its financial condition and increases the cost, and thus increases its investment attractiveness.

Conclusions

Marketing acts as a philosophy of the enterprise operation, a system of tools for its sustainable economic development, which is implemented through the use of marketing principles, a holistic management system and implementation of the enterprise management process as a system of marketing management with a comprehensive application of marketing tools.

The use of marketing tools for enterprise management and analysis of its results can ensure the adoption of only those management decisions and the selection of those marketing tools that will have a positive impact on improving the efficiency of enterprise management.

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