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## MANAGEMENT OF THE COMPANY'S MARKETING ACTIVITIES AND DIRECTIONS FOR ITS IMPROVEMENT

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### Key words:

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The content of marketing activity management and its importance under current conditions are considered. Marketing trends in Ukraine are defined. The areas of management of marketing activities at the enterprise are disclosed, in particular: formation of the marketing mix, management of the marketing service, internal marketing. The stages of development of marketing potential at the enterprise are disclosed and substantiated. Approaches to marketing activity management are analyzed. The basic principles of marketing activities are revealed, namely: innovative approach, program-targeted management, demand orientation, combination of methods of quantitative and qualitative market analysis, unity of information and physical marketing, total marketing management, electronic marketing, logical organization models, turning marketing into a profit center, priority staffing, etc. It has been researched that in the concepts of marketing management the process that includes: analysis of marketing opportunities, development of marketing strategies, planning of marketing programs (development of system tools), organization of implementation and control of marketing work is of paramount importance. The methods of marketing research and actions in the system of management of the enterprise's marketing activities are allocated. The methods for evaluating the effectiveness of marketing at an enterprise are analyzed. Directions for improving the marketing activity under current conditions are proposed.

## УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА ТА НАПРЯМИ ЇЇ ВДОСКОНАЛЕННЯ

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### Ключові слова:

маркетинг,  
маркетингова діяльність,  
місткість ринку, потреби ринку,  
продукція

Розглянуто сутність управління маркетинговою діяльністю та її значення за сучасних умов. Окреслено риси маркетингу в Україні. Розкрито напрямки управління маркетинговою діяльністю на підприємстві. Розкрито та обґрунтовано етапи розвитку маркетингового потенціалу на підприємстві. Проаналізовано підходи до управління маркетинговою діяльністю. Розкрито основні принципи маркетингової діяльності. Досліджено, що у концепціях управління маркетингом переважає процес, що включає: аналіз маркетингових можливостей, розроблення маркетингових стратегій, планування маркетингових програм (розроблення системних інструментів), організацію виконання та контроль маркетингової роботи. Виокремлено методи маркетингових досліджень та дій у системі управління маркетинговою діяльністю підприємства. Проаналізовано методи оцінки ефективності маркетингу на підприємстві. Запропоновано напрями удосконалення маркетингової діяльності за сучасних умов.

### Formulation of the problem

Modern business operates in a difficult environment of instability and unpredictability. Such a situation requires constant diagnostics, analysis, and monitoring of the current conditions. Analysis of the company's marketing activities

plays an important role in the study of the conditions of its functioning. Ensuring the proper management of the company's marketing activities is important, as it represents the target orientation of the enterprise's market activity, which is related to the satisfaction of the needs of the society

and individuals. In addition, it is important to research and evaluate the market, its potential, size, conditions, demand, consumer behavior, enterprise opportunities, competition, etc. An important aspect in managing the company's marketing activities is the evaluation of its effectiveness, which is manifested in the organization of the technical process from the product design to its consumption, etc.

### Analysis of recent research and publications

In addition to the problems of managing marketing activities, its improvement in modern conditions are studied by M.V. Volkova, H.M. Huzenko, I.M. Kovbac, M.A. Konopliannykova, I.V. Mociichuk and others. For example, I.V. Mociichuk in his research considered the peculiarities of managing the marketing activities of enterprises in Ukraine studies theoretical and methodological approaches to assessing the effectiveness of marketing activities of enterprises in modern conditions. The concepts, principles and approaches to managing marketing activities are considered by M.A. Konopliannykova, H.M. Huzenko and M.V. Volkova study the problems of management and directions for improving the marketing activities of the enterprise. A significant number of publications emphasizes the relevance of the topic and, accordingly, outlines a certain range of discussion issues that require further resolution of this issue.

### Formulation of the goals of the article

The purpose of the article is to investigate the integrity and management of the company's marketing activities, to identify the problem and to justify the direction of improvement.

### Presentation of the main research material

The development of the Ukrainian economy directly left its mark on the development of marketing and, accordingly, caused its current problems, namely: the low level of the ability to pay and awareness of the domestic consumer; the low level of domestic production competition, which makes it unnecessary to use the marketing concept; strong pressure on distribution structures, which leads to an unjustified increase in prices; formation of the professional marketers is in its nascent stage; the mentality of the domestic consumer creates distrust in advertising campaigns, sales promotion, etc.; non-regulation of the legislative framework on the protection of consumer rights,

advertising, unfair competition, registration of patents and inventions, registration and protection of rights to marks for goods and services [6, p. 284–285].

Marketing, as a business function, has gone through four stages of development, such as distribution functions, organizational concentration (concentration on sales functions), separation of the own marketing service and transformation of marketing into the main function of enterprise management [5, p. 333]. The marketing activity of the enterprise is aimed at setting current and, most importantly, long-term (strategic) goals, taking into account market demands, quite reasonably, ways to achieve them and real sources of economic activity resources, determine the range and quality of products, their priorities, the optimal production structure and the desired profit [5, p. 333].

The company manages its marketing activities in three areas:

- 1) formation of the marketing mix;
- 2) management of the marketing service;
- 3) internal marketing.

Therefore, the model of management of the enterprise's marketing activities is a set of certain subjects, objects, tools and management methods, which in the process of interaction with each other is aimed at effective management of the enterprise's marketing activities [5, p. 333]. The implementation of marketing activities and the formation of marketing potential involves the implementation of certain stages of the process. The main stages are:

- structural analysis of the current period and assessment of the dynamics of changes;
- identification of key market positions and strategic movement vectors;
- collection, analysis and processing of information flows in order to form a system of information support for the process of forming the company's marketing potential;
- actual formation of the basic elements of the marketing potential [4, p. 261].

Today, there are already different approaches to managing marketing activities. Changing conditions of state support require improvement of existing and development of new approaches to managing marketing activities based on the coordination of marketing management tasks and consumer preferences. The economic literature has systematized and identified the most commonly used approaches, which are presented in Table 1 [5, p. 335].

Table 1 – Approaches to managing marketing activities

№	Approach	The essence of the approach
1	Systemic	The implementation of the systematic approach involves the creation of an abstract-conceptual model of marketing management at an enterprise, which is a certain structural and logical construction, the purpose of which is to serve as a tool for understanding, describing and optimizing the management of marketing activities, connections and correlation of its elements
2	Processual	Marketing management is focused on optimizing internal information flows related to the collection, processing, storage and use of marketing information, which is carried out with the help of information technology
3	Comprehensive	Activities aimed at identifying target markets, studying the needs of consumers in these markets, developing products, setting their prices, choosing ways to promote and distribute products, and exchanging information among interested groups
4	Organizational	A system of management of marketing activities of enterprises based on the principles of social and ethical marketing and aimed at timely adaptation to the conditions of a changing marketing environment, to meet the needs of consumers and ensure long-term commercial success on this basis

Today, there are a number of marketing management principles on the basis of which commercial and non-commercial organizations carry out their activities, in particular: strategic marketing, competitive rationality, maximization marketing, marketing management, etc. Evolution of the concept of labeling management, which includes the concepts of production concept, product concept, and the concept of integration of commercial efforts, the need to find such a “recipe” for the portioning of systemic tools of marketing management, which would provide the subject with a sustainable competitive advantage and, accordingly, a position in the market, was largely determined [1, p. 281].

The effectiveness of marketing management largely depends on compliance with the principles of marketing activities. The basic principles of marketing activities are as follows: innovative approach, program-targeted management, demand orientation, combination of methods of quantitative and qualitative market analysis, unity of information and physical marketing, total marketing management, electronic marketing, logical organization models, turning marketing into a profit center, priority staffing, etc.

It is important to emphasize that the concept of marketing management is dominated by the process, which includes:

- analysis of marketing opportunities;
- development of marketing strategies;
- planning of marketing programs (development of system tools);
- organization of execution;
- control of marketing work [1, c. 282].

In the marketing management system, the company distinguishes the following methods of marketing studies and actions:

- study of the external environment;
- study of existing and planning of future products;
- planning of movement and sales of goods;
- ensuring the formation of sales and stimulation of the position;
- ensuring the pricing policy of the enterprise;
- development of strategic plans;
- developing, monitoring and quantifying and evaluating results;
- ensuring the required level of safety of the use of goods, environmental protection, requirements for consumer properties of goods [6, p. 292–293].

Scientists distinguish a large number of methods for assessing the effectiveness of marketing and generalization, according to the selected methods, are presented in Table 2.

Based on the above material, we will provide ways to improve and increase the effectiveness of marketing, which can be presented in the form of a goal tree, but there is no doubt that all areas of improvement should be implemented systematically and comprehensively:

1. Creation of an integral, efficient, flexible marketing system that would be adaptive and responsive to consumer demand, market changes (conditions, etc.), marketing innovations, current service and international business. The system provides for the unity and high scientific and technical level of functional subsystems that form its integrity.

2. Rationalization of the marketing functional organization, which ensures a clear division of job functions between management and production employees. Consolidation of functions with the marketing department and with other employees of the sphere of management and production, which creates opportunities for programmatic marketing. It is also necessary to improve the coordination and regulation of the process of performance of marketing functions.

3. Improvement of the organizational mechanism of marketing by expanding the cooperation of marketing functions within the framework of the merger of different enterprises. Rationalization of the management structure, which involves improving the regulation, standardization and control of the marketing process.

4. Improvement of the personnel policy. Training and professional development of marketers, generalists and managers, internships at universities, leading enterprises, abroad, as well as various kinds of conferences, experience exchange, seminars, etc.

5. Mechanization, computerization and automation of marketing activities, which implies the widespread use of technical means in the work of marketing information systems, marketing management systems, software, organizational and technical equipment. The creation of automated labeling management systems (ALMS -marketing) in large industrial formations is promising.

6. Implementation of science-based marketing technologies.

7. Improvement of marketing management – creation of marketing management systems, scientific substantiation

Table 2 – Methods for assessing the effectiveness of marketing at the enterprise

№	Assessment methods	Essence of the methods
1	Quality	Involves the use of a marketing audit (analyzing the goals, strategies and results of the company's activities to identify problems in order to improve marketing activities and develop an effective marketing plan)
2	Quantitative	Comparison of marketing costs with gross profit and advertising costs with sales. Quantitative methods for assessing the effectiveness of marketing activities characterize the financial performance of the enterprise
3	Informational	It involves the use of special computer programs (“Marketing Expert”, “Clientele”, “Fin Expert marketing”, “BEST-marketing” and others), and various analyzes are used, such as: GAP-analysis, SWOT-analysis, STEP-analysis, “4R” method, etc.
4	Sociological	Conducting marketing research; surveys of managers; planning and marketing specialists on the state of the marketing system at the enterprise; evaluation of marketing communications, namely: the effectiveness of advertising, PR; analysis of sales promotion and personal selling

of its subsystems (functional and those that provide) and organization of their rational functioning [1, c. 284]. In addition, it is important to improve the activities of the marketing department through the factors influencing the management of marketing activities, namely: justification of the marketing strategy and its impact on the activities of the company's divisions, in accordance with operational changes; assessment of the sales market capacity and promptness of response to its changes in accordance with the needs of consumers; systematic and continuous research of the level of competitiveness of products; regulation of pricing policy; prompt assessment of the structure of sales channels and immediate response to changes in the distribution system; continuous development and improvement of advertising activities, etc.

### Conclusions

Management of the enterprise's marketing activities brings the state enterprise to a new level of functioning in the market environment. There is a targeted reorientation of the enterprise's market activities, which is aimed at

meeting the needs of society and individuals. Increasing the efficiency of marketing activities significantly affects the organization of the technical process from product design to consumption. It is important for the management of marketing activities to analyze the market size, its potential, conditions, demand, consumer behavior, business opportunities, competition, etc. An effective communication policy is based on such measures as planning and organizing business communication, advertising, sales promotion, brand promotion, public relations and personal selling.

Improving the quality of management of marketing activities will provide a number of advantages, namely: it will lead to a clear coordination of the enterprise's directions, stimulate ongoing forward thinking, clearly outline the enterprise's strategy, tasks of its compliance, etc. Improving approaches to managing marketing activities will increase the level of competitive ability of the enterprise, the level of its investment attractiveness, which will contribute to the increase in the competitiveness of products and consolidate the company's position in the market.

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