

MODERN MARKETING MANAGEMENT OF ENTREPRENEURSHIP

СУЧАСНИЙ МАРКЕТИНГОВИЙ МЕНЕДЖМЕНТ ПІДПРИЄМНИЦТВА

The article examines the modern conditions and directions of development of marketing management of entrepreneurial activity. It is proved that in recent years, measures have been taken to improve the functional organizational structure of management and increase the efficiency of using modern marketing management tools to ensure a competitive advantage. The main evolutionary stages of development and formation of marketing management are revealed. The essence of the concept of "marketing management" is determined according to four conceptual approaches. The main evolutionary stages of development and formation of marketing management are formulated. It has been established that the organizational forms of marketing management due to changes in the tasks and functions they perform, the emergence of innovative methods of economic management and the evolution of the market have changed significantly. The diagram of the evolution of marketing management is presented. Five stages of the evolution of organizational forms of marketing management are allocated. It has been proven that marketing management allows the implementation of all marketing activities to be coordinated with a common management system, which makes it possible to organically merge marketing and management.

Key words: business activity, marketing management, economy, management mechanism, organizational structure.

В статті розглянуто сучасні умови та напрямки розвитку та вдосконалення маркетингового управління підприємницькою діяльністю.

Доказано, що за последние годы проводятся мероприятия по совершенствованию функциональной организационной структуры управления и повышения эффективности использования современных инструментов маркетингового менеджмента для обеспечения конкурентного преимущества. Выявлены основные эволюционные этапы развития и формирования маркетингового менеджмента. Определена суть понятия «маркетингового менеджмента» по четырем концептуальным подходам. Сформулированы основные эволюционные этапы развития и формирования маркетингового менеджмента. Установлено, что организационные формы маркетингового менеджмента вследствие изменения задач и функций, которые они выполняют; появления инновационных методов управления экономической деятельностью и эволюция рынка, существенно изменились. Представлена схема эволюции маркетингового менеджмента. Выделено пять этапов эволюции организационных форм маркетингового менеджмента. Доказано, что маркетинговое управление позволяет согласовать реализацию всех маркетинговых мероприятий с общей системой управления, что делает возможным органическое слияние маркетинга и менеджмента.

Ключевые слова: предпринимательская деятельность, маркетинг менеджмент, экономика, механизм управления, организационная структура.

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У статті розглянуто сучасні умови та напрямки розвитку та вдосконалення маркетингового управління підприємницькою діяльністю. Досліджується, що в останні роки вживаються заходи щодо вдосконалення функціональної організаційної структури та підвищення ефективності сучасних інструментів управління маркетингом, що забезпечить компанії конкурентні переваги. Доведено, що в сучасних умовах головним фактором є не виробничий та науковий потенціал підприємства, а можливості його працівників у сфері управління маркетингом. Запропоновано наступне авторське визначення поняття маркетингового менеджменту. Маркетинговий менеджмент – це цілісний комплекс організаційно-економічних, інформаційних і виробничих заходів (програм), які направлені на досягнення поставлених перед підприємством ринкових цілей шляхом застосування в поєднанні маркетингу менеджменту, управлінських принципів та методів діяльності в усіх ланках підприємства для забезпечення своїм клієнтам максимальної споживчої задоволеності, збереження і поліпшення їх добробуту в тривалій перспективі з урахуванням інтересів усього суспільства способами більш ефективними, ніж це можуть зробити конкуренти. Визначено основні еволюційні етапи розвитку та формування маркетингового управління. Визначення сутності поняття «маркетинговий менеджмент» чотирма концептуальними підходами встановлює, що система наукових поглядів на маркетинговий менеджмент як економічний феномен має різний підхід та інтерпретацію, але всі ці визначення мають право існувати та використовуватись у діловій практиці. Організаційні форми маркетингового менеджменту, внаслідок зміни завдань і функцій, які вони виконують, завдяки появі інноваційних методів управління господарською діяльністю підприємства, еволюція ринку, значно змінилася. Розроблено та представлено схему еволюції управління маркетингом на підприємстві. Існує п'ять етапів еволюції організаційних форм управління маркетингом, маркетингового менеджменту. Доведено, що маркетинговий менеджмент дозволяє координувати здійснення всіх маркетингових заходів із загальною системою управління підприємством, що робить можливим органічне злиття маркетингу та менеджменту.

Ключові слова: підприємницька діяльність, маркетинговий менеджмент, економіка, механізм управління, організаційна структура.

Formulation of the problem. Anyone who manages to master the skills of using modern marketing management tools today will provide his or her company with a significant competitive advantage. It is no coincidence that overcoming existing problems and the path to success in many of the most successful companies began with the invitation to senior management positions of new professionals who were top managers in other companies operating in unrelated industries and in other markets, and who actually proved their worth,

professionalism in the art of marketing management activities. Global changes taking place in the world of the 21st century have led to a change in values and consumer orientation, increasing societal demands to preserve and improve the natural and cultural environment, which led to the formation of a new socially responsible concept of market economy. The rapid growth of new information technologies, the rapid development of the Internet, the improvement of networks and means of communication have led to the emergence of new forms and methods of

marketing management of business and business. The problem of research of marketing management in business activity of the enterprise in the conditions of competition is actual.

Analysis of recent research and publications.

Theoretically, the problem of organization and management of entrepreneurial activity is covered in great detail. The textbook “Entrepreneurship” prepared by a group of authors edited by M.G. Lapusta characterizes in detail the essence of entrepreneurship, its types, properties and functions, business entities, organizational and legal forms, business environment, the mechanism of creating their own business, types of business risk, business culture [1]. The book by Aniskin Yu.P. “Organization and management of small business” addresses organizational issues that arise when creating a small firm, forms of preferential entrepreneurship, methods and means of managing costs, financial activities, fixed and working capital, issues of internal planning, evaluation of investment decisions, motivation and remuneration are revealed, examples are given [2]. In the work by Butenko A.I. and Saraieva I.N. “Entrepreneurship management: efficiency criteria”, an innovative approach to assessing the effectiveness of entrepreneurship using qualitative and dynamic, or so-called process indicators that characterize the quality and dynamics of the planned process, activities, actions [3]. There are also some publications on the development of entrepreneurship in Ukraine [4–6].

However, from the standpoint of this study, all these works have certain shortcomings related to the new challenges of modern marketing management for business management in a market economy of information economy. Scientists P. Drucker, P. Kotler, J.-J. Lamben [7–11], and domestic scientists M.I. Belyavtsev, V.M. Vorobiov, V.G. Kuznetsov, are engaged in the analysis and coverage of management and marketing in the scientific world.

The concept of “marketing management”, according to the standpoint of classical management highlighted by Peter Drucker, best meets these needs [7; 8]. P. Kotler highlighted the issue of marketing management and defined that marketing management is a process of planning and implementing concepts for pricing, promotion and distribution of ideas, goods and services, aimed at exchanges that meet individual and organizational goals [9; 10]. Marketing scientist J.-J. Lamben also characterizes marketing management through the prism of marketing, i.e., as a social process aimed at meeting the needs and desires of people and organizations by ensuring the free competitive exchange of goods and services that are of value to the buyer [11].

As a process of managing an organization or enterprise on the basis of marketing can be attributed to the research of such scientists as M.I. Belyavtsev, V.M. Vorobyov, V.G. Kuznetsov, Yu. A. Sidoruk and

others. They consider the process of managing an organization or enterprise on the basis of marketing. In their opinion, the concept of marketing management is much broader than the general function of enterprise management. This is the management of all general and individual functions of the enterprise, as well as all departments of the organization on the basis of marketing [12–14]. Yu.A. Sidoruk notes that marketing management is implemented in practice through a systemic, program-targeted mechanism of interaction of marketing and management tools to adapt the company to changes in the marketing environment to meet the needs of consumers and goals of the organization with efficient allocation of limited resources [13]. Problems of marketing management development are covered in the works of I.M. Komarnytskyi. [14], Rossokha V.V. (and co-authors) [15], Kutsenko V.M. [16].

Scientific and theoretical issues of marketing management have been studied and published in the scientific works of the author L.O. Striy. In this case, the materials of the monograph [17], scientific book [18] and scientific articles [19; 20; 21] were used.

Setting objectives. The task of this article is to present the results of their own research of theoretical views of scientists on marketing management of business activities of the enterprise.

The purpose of the article is to analyze and author's proposals and solutions to some aspects of marketing management of entrepreneurial activity.

Presenting main material. According to A. Smith, entrepreneurship is the driving force of dynamic development of a market economy. In the modern economy, entrepreneurship has become an important sector of the economy. Its contribution to the GDP of the world's leading countries exceeds 50%. The flexibility, simplicity and cheapness of management, the ability to promote scientific and technological progress, accelerate the implementation of its achievements, mobilize significant financial and production resources of society determine the important economic, antitrust, innovation and social role of this sector of the economy [22]. Among modern specialists in management and marketing there is no unambiguous position on defining the essence of marketing management. This is due to the fact that the concept is quite new, almost unexplored by scientists and consists of two words, each of which has its own content.

Figure 1 represents stages of development of conceptual approaches to the essence of marketing management.

The formation of a complex economic concept of “marketing management” took place over a long period of time with the accumulation of experience from various sources and under the influence of many factors.

The formation of a complex economic concept of “marketing management” took place over a

significant period of time (t) with the accumulation of experience from various sources and under the influence of many factors. The formation of the concept of marketing management was in a vague and unformed form. This state in comparison with modern specialization in scientific circles is often characterized by the prefix “proto”. Therefore, exploring the historical formation of the modern concept of “marketing management”, for convenience, we introduce the concepts of “protomarketing” and “protomanagement”. This period lasted until the early 19th century. Only at the turn of the 19th and 20th centuries, the accumulated knowledge of marketing management was separated from the general bloc of economics and divided between two scientific areas – management and marketing. This division was introduced by the US universities (Michigan and Illinois), highlighting a new marketing discipline to analyze the basic techniques of sales activities of enterprises [23].

The fourth stage of development of knowledge in marketing management, which began at the end of the last century and is associated with a qualitatively new concept of marketing management as a business philosophy that defines the strategy, tactics and operations of the enterprise. Given the historical development of marketing management, we can identify four conceptual approaches to defining its essence:

1. From the standpoint of classical management, i.e., management of the organization or enterprise on a scientific basis.
2. From the standpoint of classical marketing, i.e., the promotion of goods or services from producer to consumer in the most effective way.
3. From the standpoint of marketing management, i.e., marketing services of the organization or enterprise.
4. From the standpoint of marketing management, i.e., management of the organization or enterprise on the basis of marketing.

Proponents of the first conceptual approach include V.M. Kutsenko, who understands marketing management as the process of analysis, planning, implementation and monitoring of activities aimed at establishing and maintaining mutually beneficial relationships with the target market to achieve certain goals of the organization (increase sales, profit, market share). This definition is universal and fits several approaches [16].

The second conceptual approach, the definition of “marketing management” from the standpoint of classical marketing is considered by P. Kotler, who notes that marketing is a type of human activity aimed at meeting demand and needs through exchange. P. Kotler argues that marketing management is based on management functions that explore ideas, goods

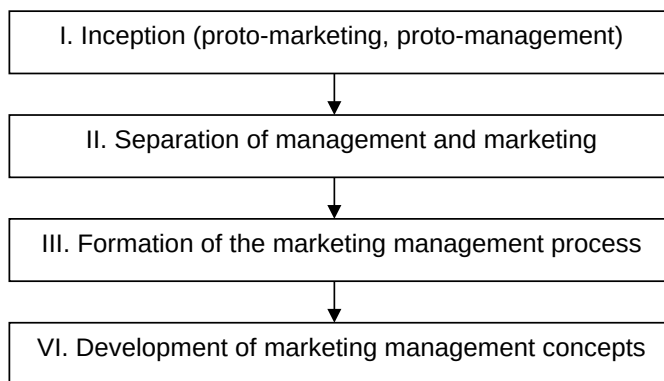


Figure 1. Stages of development of conceptual approaches to the essence of marketing management.

and services as the main categories [9,10]. Marketing specialist J.-J. Lamben characterizes marketing management through the prism of marketing, i.e., as a social process aimed at meeting the needs and desires of people and organizations by ensuring free competitive exchange of goods and services that are valuable to the buyer [11]. O.A. Belovodskaya, I.G. Kushnir characterize marketing management as a process of identifying target markets in order to implement a policy of pricing, promotion and distribution of ideas, products and services aimed at exchanging, which satisfies supply and demand in the market of goods [12].

The third conceptual approach includes the works by such domestic researchers as I.M. Komarnytskyi [14]. A.V. Voychak, V.V. Rossokha, V.V. Pichik, N.V. Romanchenko [15]. These scientists understand under marketing management the analysis, planning, implementation and control of activities designed to establish, strengthen and support mutually beneficial exchanges with the target market to achieve a specific goal of the enterprise (profit, sales growth, market share, market penetration etc.) [14; 15].

The fourth conceptual approach to defining the concept from the standpoint of acquiring the characteristics of marketing management can be attributed to the research of many scientists. In the opinion of Yu.A. Sidoruk, the concept of marketing management is much broader than the general function of enterprise management [13].

Thus, the analysis of interpretations of the definition of the concept of “marketing management” on four conceptual approaches shows that the system of scientific views on marketing management as an economic phenomenon has a different approach and interpretation, but all these definitions have the right to exist and use in practice of business enterprises.

Evolution of organizational forms of marketing management. There are five stages in the evolution of organizational forms of marketing and marketing management (Figure 2).

The first stage. At the initial stage of development, when the task of marketing was only the sale of

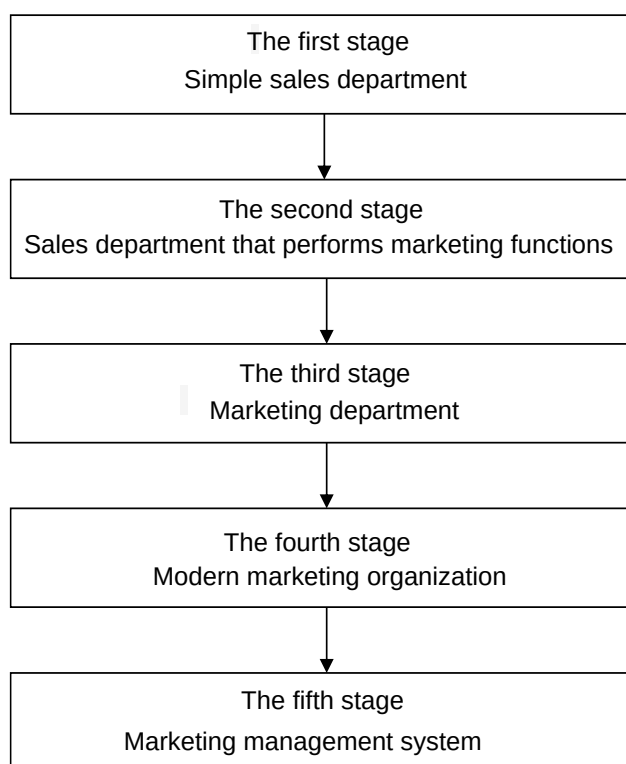


Figure 2. Evolution of organizational forms of marketing management

products produced by the enterprise, this task was performed by a simple sales department.

The second stage. During the evolution of marketing and as the expansion of its functions in the enterprise, the sales department began to perform not only sales but also other marketing functions. This organizational form is used by companies that can afford to have marketing staff.

The third stage. Implementation of the concept of marketing approach requires a significant expansion of marketing functions. In addition to the sale of goods, it became necessary to engage in continuous market research, development of new product samples, service improvement and many other new marketing functions, which are significantly different from the simple sale of goods.

The fourth stage. A modern marketing organization is headed by an executive director of a marketing company (sometimes called an executive director). It includes two departments (sales and marketing), which are still headed by deputies (vice presidents) and perform their old functions.

The fifth stage. It is necessary to strengthen the socio-ethical orientation of entrepreneurial activity of the enterprise. The company may have strong marketing specialists, conduct active market research, but not succeed in market activities, if its other departments do not accept the modern marketing philosophy. Therefore, a promising form of organization of marketing activities is a system of marketing management of the enterprise.

Marketing management as a function of entrepreneurial activity acts as a regulator of causal links between supply and demand based on continuous monitoring of consumer behavior and the mechanism of adaptation of the enterprise to the ever-changing economic market conditions.

Conclusions and suggestion. The study of theoretical views on modern conditions of development, formation and functioning of marketing management of entrepreneurial activity of the enterprise allows to state that this economic phenomenon has its historical age, and a number of theoretical interpretations of famous scientists to define the concept of marketing management. The study allows us to draw the following conclusions and suggestion.

1. Scientific and theoretical views of scientists on conceptual approaches to defining the essence of marketing management. From the point of view of the historical development of marketing management, we can distinguish four conceptual approaches to defining its essence: from the standpoint of classical management, i.e., management of an organization or enterprise on a scientific basis; from the standpoint of classical marketing, i.e., the promotion of goods or services from producer to consumer in the most effective way; from the standpoint of marketing management, i.e., marketing services of the organization or enterprise; from the standpoint of marketing management of the organization or enterprise on the basis of marketing.

2. The main evolutionary stages of development and formation of marketing management at the enterprise are determined. Defining the essence of the concept of "marketing management" by four conceptual approaches establishes that the system of scientific views on marketing management as an economic phenomenon has a different approach and interpretation but all these definitions have the right to exist and be used in practical business activities. Marketing management develops, adjusts and acquires new characteristics with the evolution of the market, new technologies and innovative methods of entrepreneurial activity.

3. Organizational forms of marketing management due to changes in the tasks and functions they perform, due to the emergence of innovative methods of managing the activities of the enterprise, the evolution of the market has changed significantly. There are five stages in the evolution of organizational forms of marketing management, marketing management.

4. The following author's definition of the concept of marketing management is offered. Marketing management is a holistic set of organizational, economic, informational and production measures (programs), which are aimed at achieving market goals for the enterprise by applying a combination of marketing management, management principles

and methods of activity in all parts of the enterprise to ensure maximum customer satisfaction, preserving and improving their well-being in the long run, taking into account the interests of society as a whole in ways more effective than competitors can do.

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