

УДК 338.242

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## РОЗВИТОК СТРАТЕГІЧНОГО УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ ПРОМИСЛОВОГО ПІДПРИЄМСТВА

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Здійснено обґрунтування й подальший розвиток: концепції стратегічного управління розвитком маркетингової діяльності підприємства, стрижнем якої є розвиток системи “споживач–підприємство–партнер”; методологічного підходу до формування маркетингових стратегій підприємства, підґрунтям якого є: конкурентоспроможність підприємства, бізнесова привабливість його партнерів щодо співпраці з ним та готовність споживачів до споживання продукції. Набув подальшого розвитку комплекс методичного забезпечення формування маркетингових стратегій підприємства з урахуванням конкурентоспроможності підприємства, бізнесової привабливості партнерів, готовності споживачів. Обґрунтовано доцільність створення на великих машинобудівних підприємствах департаменту маркетингу і запропоновано методичний підхід до оцінювання ефективності його діяльності загалом та його підрозділів і керівників. Теоретично обґрунтовано і запропоновано методичне забезпечення інформаційної взаємодії промислового підприємства в процесі маркетингової діяльності, удосконалено стратегії її використання, розроблено методичні рекомендації щодо моделювання бюджету інформаційної взаємодії підприємства з партнерами і споживачами.

**Ключові слова:** система “споживач–підприємство–партнер”, стратегічне управління розвитком, маркетингова діяльність підприємства, маркетингові стратегії, конкурентоспроможність підприємства, бізнесова привабливість партнерів, готовність споживачів, департамент маркетингу, інформаційна взаємодія підприємства.

## DEVELOPMENT OF STRATEGIC MANAGEMENT OF MARKETING ACTIVITY OF AN INDUSTRIAL ENTERPRISE

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The present article scientifically proves and suggests the concept of strategic management of development of marketing activity of an enterprise the core of which underlies the development of the “consumer–enterprise–partner” system as well as a methodological approach to formation of marketing strategies of an enterprise based on a competitive capacity of an enterprise, business attraction of its partners as to cooperation and willingness of consumers to consume its products. A system of methods has been provided to form marketing strategies of an enterprise based on the competitive capacity of an enterprise, business attraction of partners, and willingness of consumers. The relevance of creating a marketing department at large machine building enterprises has been proved appropriate; a methodological approach has been proposed to evaluate the efficiency of its activity as a whole and its divisions and managers. The methodological support of information interaction of an industrial enterprise in the process of marketing activity has been theoretically justified and proposed; the strategies of marketing activity have been improved; the methodical recommendations have been developed to form a budget of information interaction of an enterprise with partners and consumers.

**Key words:** “consumer–enterprise–partner” system, strategic management of development, marketing activity of an enterprise, marketing strategies, competitive capacity of an enterprise, business attraction of partners, willingness of consumers, marketing department, information interaction of an enterprise.

**Problem formulation.** Current economic conditions are characterized by stronger market competition, integration processes, increasing demand of consumers for high-quality products and services,

dynamic changes in socioeconomic environment. It significantly complicates functioning of industrial enterprises, in particular machine building enterprises, and increases the need for marketing activity. All this determines the necessity to develop its theory, methodology and methodological support in accordance with modern realities of managing machine building enterprises and to apply them in practice.

**Analysis of current research outputs and publication.** Solution to current problems of strategic management concerning formation and implementation of enterprise strategies are described in scientific works of such scientists as I. Ansoff, N. Wiener, P. Drucker, T. Zayats', M. Mexson, V. Pastukhova, V. S. Ponomarenko, O. M. Tischenko, A. Tomson Jr., R. Fatkhudinov. O. M. Yarems'ka, etc. The theories of development of social and economic systems, life cycle stages, and instruments have been analyzed in studies of L. V. Balabanov, V. A. Zabrodskiy, V. Ya. Zaruba, T. S. Klebanova, M. O. Kizim, G. B. Kleiner, Ya. Kornaya, B. Milner, V. S. Ponomarenko, O. V. Rayevneva, K. E. Sveibi, A. Smith, O. Williamson and I. Shumpeter. The problems concerning organization of marketing activity, estimation of communication effectiveness have been studied by G. Alder, S. Butcher, E. V. Krykavskiy, S. P. Kush', J.-J. Lamben, P. G. Pererva, M. Porter, A. O. Starostina, L. V. Sokolova, N. I. Tchukhrai, A. I. Yakovlev, etc.

**Article objectives.** However, despite the huge number of scientific works that enrich the theory and practice of strategic management of marketing at the enterprise, the problems concerning development of marketing activity have not been thoroughly studied and developed from the standpoint of both theory and methodology, as well as the view of methodological approaches and recommendations, namely taking into account the peculiarities of interaction of industrial enterprises with partners and consumers concerning signing mutually beneficial contracts for the supply of components, materials, and products of technical and production importance; determination of partners that are attractive from the standpoint of economic and financial stability and consumers who are ready to cooperate according to their economic, organizational, and consolidated technological and technical characteristics; organizational support for the development of marketing activity and information interaction of an enterprise as a whole, i.e. taking into account the possibilities of consumers and partners. Solution to the above-mentioned problems may contribute to the choice of the line of research.

**Presentation of main materials.** It is useful to substantiate and perform strategic management of marketing activity taking into account the statements of economic theories and approaches included in the consolidated theoretical assumptions proposed. Based on the developments in theory of an enterprise (neoclassic, institutional, neo-institutional, evolutionary), entrepreneurialism, knowledge-based theory, integration theory, system analysis, marketing, strategic management, development of innovations, synergetics, interdisciplinary approach, behavior and motivational theories, the integration theory of an enterprise has been developed and proved to strategically manage the development of marketing activity of an industrial enterprise based on the methods of decision-making, marketing, strategic management, system analysis, modern theories of an enterprise, behavior and motivational theories, and it forms the basis of development of methodological principles of strategic management of development of marketing activity as a basis of development of an industrial enterprise. The key reasons for considering the statements of the above-mentioned theories are the peculiarities of functioning of industrial enterprises, changes in their external and internal environment which are inherent to modern trends of development of social and economic relations [1].

The usage of consolidated theoretical statements requires clarification of the set of categories used in the given work, namely the clarification of the meaning of development of marketing activity, the difference of which underlies the emphasis on interaction between entities, that ensure effective functioning of an enterprise, information interaction and solving existing contradictions which arise in the process of cooperation of an enterprise with the most powerful external entities, namely partners and

consumers; the consideration of its stability and additivity in accordance with changes in quality of social and economic system and its environment; the classification of divergent points of the development of marketing activity based on theoretically proven and practically significant additional characteristics, i.e. type of environment (external and internal contradictions), degree of complexity, possibility of finding a solution, priority for solving problems; the classification of factors that influence the development of marketing activity under the classified characteristics proposed, i.e. the origin, the core or context of transformation, the patency (demonstration) of a process.

Based on the detailed definition of the marketing activity development, classifications of contradictions and factors that influence marketing activity, it has been found that there is a strong correlation between strategic management and strategic marketing.

In this regard, the present work provides the key statements of theory of strategic management of development of marketing activity of an industrial enterprise the difference of which is based on: 1) the definition of strategic marketing and strategic management as interrelated and complementary notions with the principal priority of marketing; 2) the emphasis on the role of marketing in strategic management at every level of the hierarchy of an enterprise management – overall (corporate), functional and operational; 3) the definition of marketing as a methodological framework of strategic management; 4) the clarification of a new marketing paradigm, namely the substantiation of the appropriateness of the use of the synergetic paradigm in theory of strategic management of marketing activity taking into account systematic and interdisciplinary approaches.

Based on the results of literary analysis and studies of existing classifications of development of an enterprise, the following model of an enterprise life cycle has been proposed. Every stage of an enterprise development is accompanied by appropriate marketing actions. Marketing activity allows you to use the most effective and the most appropriate strategy of running a business in the course of functioning of an enterprise at any stage of its development. Hence, there is a strong correlation not only between the stages of an enterprise life cycle and a type of development of an enterprise itself and a development of marketing activity at every stage, but also between the stages and the most appropriate strategy. Thus, the strategies of a business growth correspond to stages of a progressive development, the strategies of holding and protecting existing position in the market or the strategy of changing a business correspond to a stability stage, and the strategy of a business reduction correspond to stages of a regressive development.

The system provided is the core of the detailed concept of strategic management of development of marketing activity of an enterprise. The main statements set forth in this system are fundamentally different from the existing ones, namely the content of structural characteristics has been enriched and supplemented, the structure of stages has been improved, and the subject matter has been extended.

The implementation of a concept is based on the system of principles provided. Additional principles, namely the principles of socialization, communicativeness, proactivity, reflectivity, nonlikeness, limited diversity and efficiency have been added to the system as well. All this is presented and ensures functioning of the “consumer – enterprise – partner” system [1].

The process of strategic management of marketing activity includes substantiation and selection of marketing strategies the classification of which has been clarified under theoretically proven and practically significant additional characteristics: type of development, attraction of a partner, willingness of a consumer, content of messages – for corporate marketing strategies; type of competitiveness – for competitive marketing strategies; innovation level – for functional marketing strategies.

On the basis of the concept of strategic management of development of marketing activity, the present work suggests a methodological approach to formation and selection of marketing strategies the basis of which is made of three components – competitive capacity of an enterprise, business attraction of its partners as to cooperation and willingness of consumers to consume its products and it underlies the definition of integral estimation for each of the three components of formation of marketing strategies, the use of the theory of fuzzy sets for their distribution by quality and the positioning of enterprises by proposed components together with a definition of the most appropriate marketing strategies [2].

The first component of a methodological approach is the competitive capacity of an enterprise that has been clarified through theoretical and methodical work. Its notable features are the definition of a competitive capacity via definition of the state of an enterprise which reflects a possibility to compete; the estimation of a competitive capacity in the external environment as to the market as well as macroeconomic indicators (market capacity, level of market concentration, diversification level of competitive enterprises in the target market, level of a barrier to entry, buying capacity of market entities) and indicators of the component of macro- and mesic environment of a business (political, institutional, sociocultural, economic, ecological) and internal environment that includes indicators of financial resources, capital funds, technologies, human resources, information and innovation resources, management and competitive capacity of products, as well as in the internal environment. A methodological approach to estimation of a competitive capacity has been scientifically proven. It is based on the estimation of an overall performance using a partial system as to external and internal environments.

The second component is the “business attraction of partners”. In the context of marketing, attraction has to be considered as a feature of an enterprise-partner to meet the interests of an enterprise-manufacturer concerning delivery of products or services in the process of their cooperation. It has been proposed to examine business attraction of partners on the basis of the resource as well as organizational and management aspects: the resource aspect characterizes overall stability of an enterprise-partner in the market as an economic entity; the organizational and management aspect reflects organizational stability and a level of organizational maturity of an enterprise. Within the framework of the resource aspect, it is useful to analyze the following indicators: financial status indicator; indicator of capital funds: indicators of stability of capital funds (indicators of renovation of capital funds), indicator of technical state, intensity and efficiency of using capital funds, indicators of using the equipment; indicator of human resources concerning their structure, organization, and qualification; indicators of innovation activity and efficiency of innovation processes; information indicators including indicators of information about partners; indicator of investments in integrated marketing communications; indicator of participation in marketing activities, i.e. exhibitions and fairs; indicator of intensity of use of promotions, PR, method of individual sessions with partners; indicator of cost of brand of an enterprise and its rating. The organizational and management aspect of estimation of business attraction of a partner includes analysis of indicators of efficiency of an organizational structure, its eurhythmy and correspondence to the conditions where the enterprise functions (indicators of hierarchy, manageability, actualization, specialization flexibility, formalization of an organizational structure of an enterprise); a study of the efficiency of activities of managers of an enterprise, a study of the identity of top managers and owners, their experience, education, awareness and significance in the business sector, possibility to lobby their own interests.

The third component of a methodological approach is the “willingness of consumers” as a conscious necessity to consume and use certain products of an enterprise that have a customer value for improving efficiency of a business of consumers-enterprises and a customer value for physical persons, namely consumers of scientific-and-technological products of an enterprise.

A two-tier system of indicators to estimate willingness of a consumer has been proposed. The first level of the system includes indicator of a strong need to consume and buy products, possibility to buy products, possibility to effectively use products in your own business process and possibility to sell finished products. The second level includes indicators of a marketing component, indicators of economic results of an enterprise and organizational indicators of running an enterprise. A marketing component (loyalty) shall be estimated by the following list of indicators: consumer activity, retention level of new consumers, consumer retention level, share of costs of a consumer related to products of an enterprise in the total cost of purchasing products, purchase frequency during a period and an average purchase price. Economic results of managing an enterprise characterize not only economic and financial status of an enterprise, but also reflect its production activity, productivity, indicators of selling and promoting products. With regard to organization of functioning of an enterprise, it is useful to analyze indicators of the following groups: organizational structure, organization of labor and composition of human resources, organization of using innovation resources, as well as management organization of an enterprise.

From the standpoint of formation and implementation of strategic management of development of marketing activity of an industrial enterprise, a concept-based approach has been proposed to determine a status of an industrial enterprise in a state-space representation from the viewpoint of a competitive capacity, business attraction and willingness of consuming products of technical and production importance [2].

As strategic management of development of marketing activity is a complex process, it requires organization in space and time. Organization of the marketing department of a large enterprise is based on the potential and complexity of functions which are inherent to marketing as a basis of business development and that the marketing department shall perform according to the concept of strategic management of development of marketing activity of an enterprise. Thus, the main tasks of the department of business development are the development of marketing activity of an enterprise as social and economic system in the process of cooperation with partners and consumers in the market and, therefore, the development of an enterprise as a whole. The presented organizational structure has been developed in accordance with the provided concept of strategic management of development of marketing activity of an enterprise; it has a line and staff character and addresses the organizational problem of carrying out a set of marketing functions at the enterprise.

The system of efficiency estimation of the department activity has been provided on the basis of two levels. The first level allows you to estimate the efficiency of the marketing department as a whole (results of the marketing department development). The second level takes into account the specificity of work of the department subdivisions and allows you to estimate the efficiency of their work by separate results that reflect main social and economic results of the activities of an enterprise. The development efficiency of marketing department (the first estimation level) shall be estimated with the help of the following indicators: coefficient of development orientation, coefficient of efficiency of marketing activity, coefficient of productivity of management process, coefficient of productivity of subdivision staff and coefficient of executive activity.

The organizational support includes suggestions for improvement of the system of methods to estimate the efficiency of heads of a marketing department the difference of which underlies the consideration of functional orientation of work of every department, and the application of a judgment-based method using the universal Harrington scale for quantitative estimation of indicators by two components: results of work and characteristics of managers (business, professional and personal). An overall estimation of the results of work of a manager corresponds to qualitative characteristics from “low” to “high”. It allows you to make decisions regarding the staff when promoting managers and motivating them with money. It also allows you to define top-priority goals to improve the results of their work as well as their professional, business and personal characteristics. A methodological approach included the estimation of the results of work of a manager of an enterprise. A manager may have an appropriate financial reward in accordance with the value of an overall performance.

A strategic management of development of marketing activity of an industrial enterprise is efficient in case of active information interaction among consumers, enterprises and partners in accordance with the system provided for the first time. Based on the integrated marketing communications, the work clarifies theory statements and methodological ware of information interaction of an enterprise in the “consumer – enterprise – partner” system. Theoretical statements have been supplemented by: the classification of types of information interaction based on new characteristics – the core or nature of an interaction process, stages of an interaction life cycle, level of a business attraction of a partner, level of a consumer willingness; the classification of strategies of information interaction based on additional characteristics – subject orientation, type of information space, consumer willingness, business attraction of a partner. A methodological ware has been supplemented by the development of: an approach to formation of strategies of information interaction of an enterprise the difference of which is based on three components – competitive capacity of an enterprise, business attraction of its partners as to cooperation and willingness

of consumers to consume its products. All this meets the methodological approach to strategic management of development of marketing activity. The strategies have been positioned in a three-dimensional space together with definitions of types and instruments of information interaction, types of costs by an improved classification and methods of estimating a budget for marketing communications, where every quadrant corresponds to a specific statement of a consumer willingness, business attraction of a partner and a competitive capacity of an enterprise. All this allows you to efficiently choose an appropriate strategy of information interaction of an enterprise with market entities.

The core of the provided information interaction is a substantiated and developed set of economic and mathematical models needed for the formation of components of the “consumer – enterprise – partner” system, an effect of its functioning and a budget of information interaction that allows you to choose consumers and partners for every enterprise taking into account its peculiarities and strategies of information interaction. The results of its use, which have been approved at 40 machine building enterprises, prove its practical relevance.

**Conclusions and further research prospects.** Hence, the theoretical framework of the strategic management of development of marketing activity of industrial enterprises has been developed, a methodological approach and a system of methods are logically related, theoretically proved and practically significant taking into account current aspects of an external and internal environment of enterprises as complex social and economic systems.

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