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Strategic Marketing Management Of Innovative Activities In Ensuring Enterprise  
Economic Security

Gestión Estratégica De Marketing De Actividades Innovadoras Para Garantizar La  
Seguridad Económica Empresarial

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## **Abstract.**

In article the role and a place of economic safety in management of strategic marketing activity by the enterprise is investigated. Use of marketing as a tool in development of innovative activity of the enterprise promotes increase of maintenance of economic safety that will allow to trace occurrence of threats for economy of the enterprise in the market. Conditions of development and influence of innovative activity on providing of economic safety, and also their interrelation and crossing of the purposes of strategic management, marketing and innovations on the basis of the SWOT-analysis and construction of the map of strategic marketing purposes of the enterprise that allows to define the further directions of its improvement are considered.

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**Keywords:** strategic marketing, management, innovation, economic security.

## **Resumen**

En el artículo se investiga el papel y un lugar de seguridad económica en la gestión de la actividad de marketing estratégico por parte de la empresa. El uso del marketing como herramienta en el desarrollo de actividades innovadoras de la empresa promueve el aumento del mantenimiento de la seguridad económica que permitirá rastrear la aparición de amenazas para la economía de la empresa en el mercado. Condiciones de desarrollo e influencia de la actividad innovadora en la provisión de seguridad económica, y también su interrelación y cruce de los propósitos de gestión estratégica, marketing e innovaciones sobre la base del análisis FODA y la construcción del mapa de fines de marketing estratégico de la empresa. que permite definir las direcciones adicionales de su mejora se consideran.

**Palabras Claves:** marketing estratégico, gestión, innovación, seguridad económica.

## **Introduction**

Peculiarities of formation of the economic security policy, distribution of powers and determination of the main priorities of functioning of the economic system in the country are the important elements for achievement of strategic and tactical goals of the society development. Instability and variability of the external environment, in which business operates, requires making decisions related to effective use of resources, development of the enterprise due to its internal and external growth. Strategic marketing management is aimed at the selection and implementation of strategic goals to ensure long-term competitive advantages and economic security through the strengthening of innovative activities.

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However use of innovations as factors of economic growth of the enterprises is connected with the basic restrictions in financing of innovative activity and complexity of innovative management.

The formation of the system of strategic marketing management had to be oriented to the market and strategically respond to changes in the environment, which will contribute to strengthening the competitiveness of enterprises.

As in the conditions of market economy and in the conditions of financial and economic risks the effective activity of the enterprise, provision of high rates of development and increase of competitiveness is determined by the level of its innovative potential and economic safety.

Ensuring economic security is one of the most important functions of strategic marketing, which allows to properly implement the conceived. Provision of economic security has a direct cause-and-effect connection with the innovative development of the enterprise, the strategy of which from the very beginning should be developed taking into account the requirements of safety provision.

One of the problems of achievement of such level of economic safety is caused by unpreparedness of economic system of the enterprise to direct use of marketing to the full

extent and innovations under condition of considerable structural transformations. From the point of view of safety of activity of the enterprise or minimization of risks the role of logistics here also is important, as at the guaranteed safety and the minimum risks use and drawing up of strategic plans of the enterprise is possible.

### **Methods and materials**

The formation of strategic management of enterprise development and investigated in the works of Thompson and Strickland (2001), DeWitt and Brady (2003), Davenport, Leibold, Voelpel (2006); Kotler (2007), Porter (2008), Aaker (2013); Chernev (2014).

The studies (Araujo, Finch, Kjellberg, 2010; Aghazadeh, 2016; ) address marketing issues, as well as the components of strategic marketing (), which I consider their authors to be most significant in achieving effective company performance and evaluating its capabilities to ensure improved functioning results. Kotler () considered the process of marketing management in an enterprise through analysis, planning, implementation and control.

Issues of economic security as a state of the economic system are investigated (Poirson, 1998; Gordon, Loeb, 2002; Cook, Mueser, 2013; Batkovskiy et al., 2019; Bondarenko et al., 2019) as a system of counteracting internal and external threats, using various tools to achieve it (Gao, Zhong, Mei, 2015; Daft, 2016; Bukanov et al., 2019; Nazarova et al., 2019; Polozova et al., 2019).

Innovative activity is the subject of study by various researchers (Annabelle, 2010; Schilling, 2016) and was considered as an integral part of entrepreneurship activities of innovative enterprises.

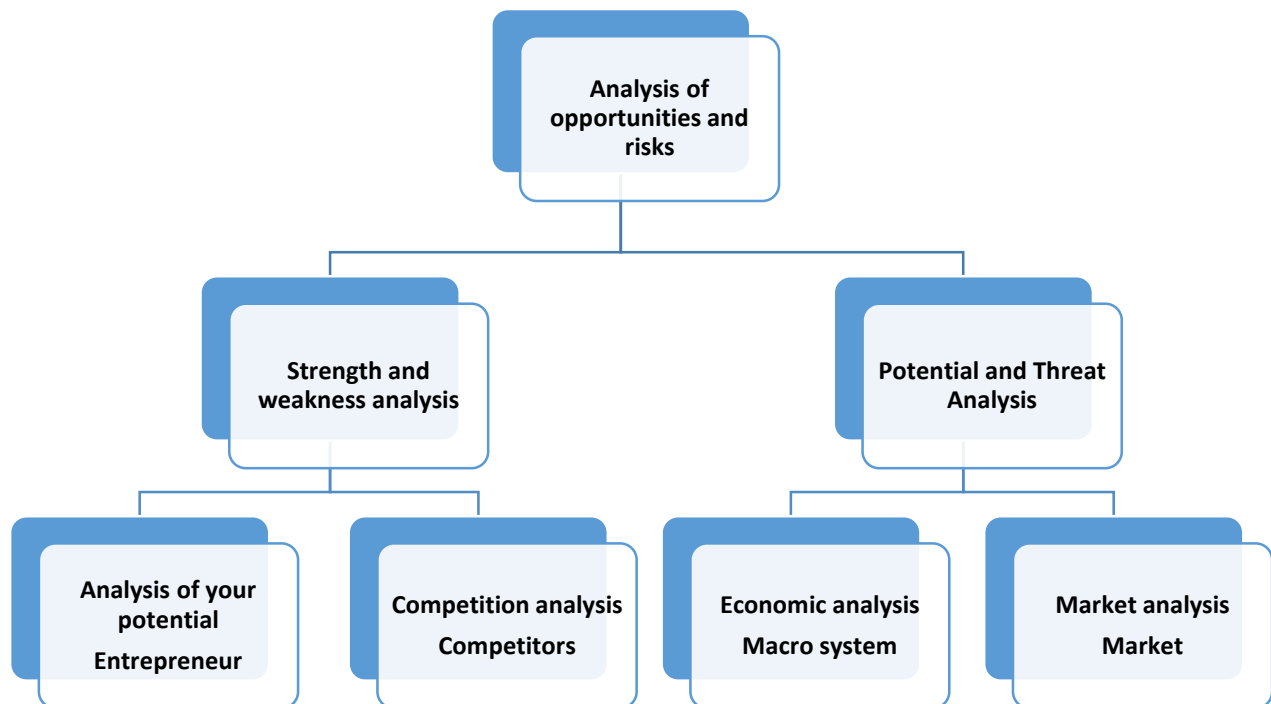
Despite the presence of works, concerning the questions of development and realization of strategies of economic security of enterprise, the role and place of economic security in the process of strategic management, as well as the importance of interaction of strategic marketing and innovation activity in the system of providing of economic security that supposes further studying of the given problems are not considered in full.

The purpose of this article is to define the role and place of strategic marketing in the management of innovation activity in the system of providing of economic security.

## Results and Analysis

Permanence of crisis phenomena and high variability of the external environment condition the mastering of a new marketing function connected with provision of economic safety of enterprise work.

For a sustainable economic growth of the enterprise it is necessary to take into account the issues of its economic security at each stage of strategic marketing activity management, starting with the SWOT-analysis of the market situation (Figure 1).



**Fig. 1. The main components of the SWOT analysis of marketing activities and**

Marketing functions at the stage of SWOT-analysis of the market situation as a study of pricing policy, communication and sales, can also study the stability of market development and guaranteeing the economic security of the enterprise.

Such communication is clearly traced, because the marketing is focused on ensuring the economic security of the enterprise by ensuring the sale of its products. Therefore, in the process of marketing research can identify threats to economic security, which combine the conditions and factors that can cause difficulties in the effective functioning of enterprises.

As a whole to such threats it is possible to carry out marketing activity of the enterprise or decrease in market share of the enterprise that in different degree influences stability of functioning of the enterprise in the future.

Marketing as an instrument of ensuring of economic security is based on the analysis of fulfillment of conditions of the contract by partners, evaluation of the level of competitiveness of products, expectations of possible actions from competitors and analysis of the situation in the market, etc.

In addition, the definition of the role of marketing in ensuring economic security can be expressed through the following components: economic (increasing financial stability at the expense of marketing and logistics); technological (patent protection of new technologies); organizational (personnel management); information (information protection).

The system of marketing monitoring of economic security can be realized on the basis of correctly established marketing goals and strategic actions through forecasts of development scenarios.

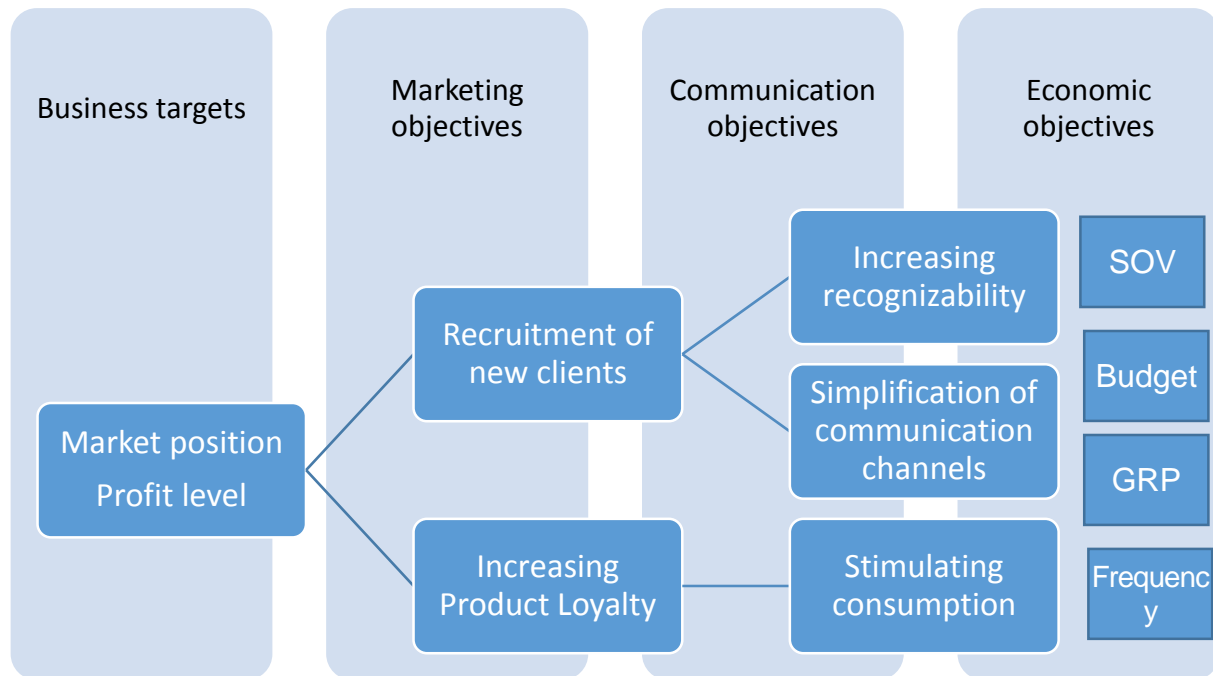


Figure 2. Map of strategic marketing goals of the enterprise

Strategic marketing is part of the company's strategic management and is based on the study of internal and external prospects of the company's capabilities, which can only be determined based on an in-depth study of consumer demand and forecasting of customer behavior and market strength and intentions of competitors. Strategic marketing contributes to substantiation of the company's goals (figure 2). The special necessity of development of strategic marketing purposes of the enterprise for maintenance of economic safety is shown in the conditions of increasing competition in the markets (Bublyk, Koval, Redkva, 2017).

**Level of concentration at the market of goods and services of Ukraine, 2018/2019**

Herfindahl-Hirschman Index	Low	Middle	Tall	Monopoly
	16%	47%	18%	19%

Source: Antimonopoly Committee of Ukraine (2019)

The Herfindahl-Hirschman Index characterizes the general level of market concentration:

$$HHI = \sum_{i=1}^n (P_i)^2$$

$n$  is the number of business entities;  $P_i$  - the market share of the business entity (in percent).

To achieve economic stability, there is a need for a high level of competitiveness in all sectors of the economy. According to the Global Competitiveness Index, Ukraine was ranked 85th out of 141 possible.

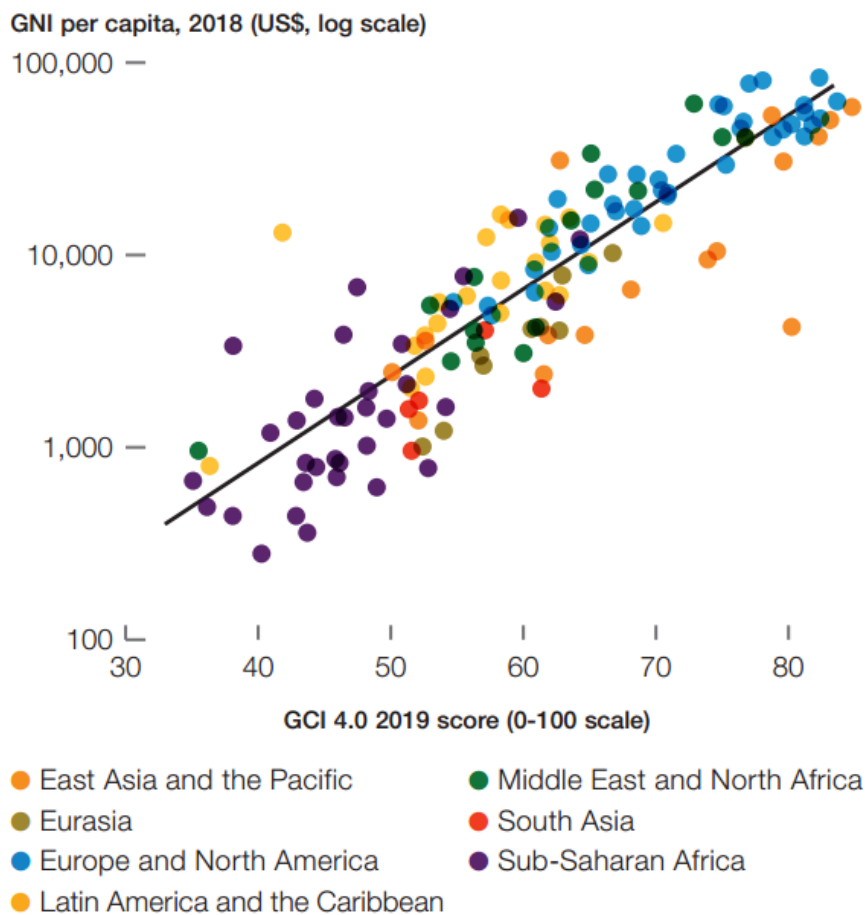


Figure 3. Global Competitiveness Index 2019  
Source: World Bank (2019)

The modern market dictates its own conditions for strategy development and implementation and is based on the analysis of variability of environmental factors, aimed at increasing consumer value, taking into account the resources of the company to achieve strategic goals.



Strategic marketing is aimed at ensuring a competitive struggle for the sustainable position of the company and its products based on the ability to level out threats and instability of the external environment. Economic development of the company is largely determined by its ability to predict and adapt to the conditions of an uncertain and dynamic environment, which allows to increase the stability of the company and economic security at the necessary level.

Counteraction to external and internal threats assumes forecasting of changes of a market situation and decision-making in the course of development and realization of economic safety. The essence of economic security is considered from the point of view of the concept of threat, as well as achievement of the purpose of functioning of the enterprise taking into account crossing of the purposes of strategic management, marketing and innovations in providing of economic security.

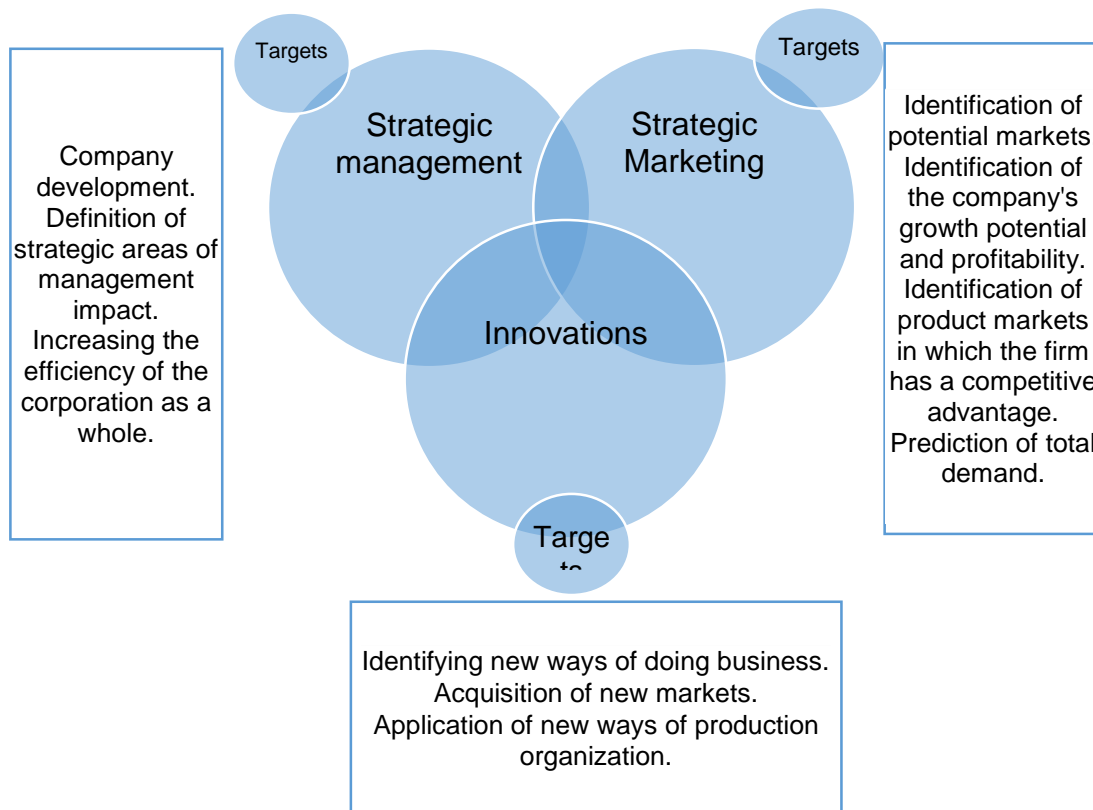


Figure 4. Overlapping objectives of strategic management, marketing and innovation in economic security

Sustainable competitive advantage is largely based on a combination of company resources, as well as the creation of its own unique strategy based on innovation, which contributes to the expansion of new strategic business objectives. Since innovation is one of the indicators of business competitiveness, as evidenced by the growing share of innovation activity of enterprises.

Innovation as a competitive advantage contributes to the sustainability of enterprises in the marketplace in the context of globalization and internal changes in the country and inefficient state regulation of innovation activities. Therefore, the role of the state in innovation activities has been increasing in recent years. In the context of a growing threat to economic security at the micro and macro levels, the most urgent challenge is to ensure the economic security of business innovation activities. The level of economic innovation activity depends on the influence of public policy.

Ensuring the economic security of innovation also involves identifying the threats specific to this area of innovation activity. The essence of economic safety of innovative activity consists in a sufficient level of protection of economic activity of the enterprises on manufacture and realization of new technologies and scientific and technical production from threats of innovative process.

There are technological innovations (scientific and technological progress) and non-technological innovations that are no less important and are associated with the social, managerial, environmental nature of innovation.

The environmental component of economic security is one of the key areas of public policy and is expressed in corporate social responsibility (Popova, Koval, Antonova, Orel, 2019), the ability to protect the environment (Koval, Petrashevskaya, Popova, Mikhno, Gaska, 2019) through environmental innovation and the development of a circular economy (Koval, Mykhno, Antonova, Plekhanov, Bondar, 2019; Gubanova, Kupinets., Deforz, Koval, Gaska, 2019; Kostetska et al., 2020).

Ensuring the economic security of innovation activity includes both institutional and economic regulation and information and technical regulation. These measures contribute

to the stability of innovation activity and the ability of enterprises to achieve sustainable functioning, a high level of competitiveness based on the maintenance of technological independence, the formation of high technical and technological potential; the provision of sufficient economic stability and protection of the information environment of the enterprise.

One of the indicators of the development of the innovation sphere is the share in the export of high-tech products, which in Ukraine is no more than 6-7% of the total Ukrainian export.

This raises concerns through the need to update technological processes at enterprises in order to gradually overcome the technological gap of the economy. In developed countries, innovation activity provides for the growth of at least 40% of national income.

The main innovation risks in ensuring economic security are those related to venture financing, as well as marketing risks of current supply of resources for the implementation of an innovation project. Innovation process is always connected with risks, even in stable economy, and in conditions of instability of economy it is necessary to search for mechanisms of activation of enterprises in order to invest in creation and promotion of innovations (Koval, Prymush, Popova, 2017; Yankovyi et al., 2020).

The advanced technologies of the marketing system in the innovation sphere are developing more slowly than in other sectors of economy. This is due to the complexity and variety of commercial relations between customers, logistics providers, developers and investors. Formation and use of modern marketing mechanisms on the basis of integration with management has great theoretical and practical importance for solving a number of problems of effective management, as it allows modern enterprises to adapt in time to changes in the external environment and focus on solving strategic tasks to win and maintain competitive positions in the market and increase in trade volumes (Prystupa, Koval, Kvach, Hrymalyuk, 2019).

The peculiarities of innovation activity determine the need for the formation of a system of marketing activity management, will contribute:

- ensuring profitable economic activity;
- establishment of long-term mutually beneficial business relations with customers, suppliers, state bodies and other partners;
- satisfaction of needs of end users of innovative production.

It is possible to realize it by means of working out of strategy of the hi-tech enterprise on the basis of carrying out of the marketing researches, taking into account market tendencies, and full integration of marketing activity into industrial and economic processes as duration of industrial cycles of the hi-tech enterprises forms necessity for formation of demand and its maintenance in the future periods.

The basis for ensuring the economic security of innovation activity is the integrity of the marketing activity management system and the innovation activity management system with three main components:

- economic (enterprise profitability, efficiency, profitability);
- social (satisfaction of consumers' needs);
- institutional (reputation, public interest, social responsibility, etc.).

The main requirement of modern marketing is the priority of long-term goals of the company over the desire to maximize the current profits. Use of strategic marketing will allow to use methods of marketing activity (forecast, strategic planning), but it is required without updating of all links of production system. In addition, one of the main factors contributing to the reduction of the level of economic security of innovative activity is the tax burden, which does not stimulate high-tech production, despite the tax benefits for innovative start-ups adopted since 2012, based on the experience of reforms in the innovation sphere through the interaction of the state, science and business. Such

interaction of the state, science and business should be aimed at the development of human capital (Bodnar, Mirkovich, Koval, 2019) through an increase in the level of the educational system and educational marketing in meeting the needs of the individual (Kvitka et al., 2019).

One of the investment resources for financing innovative activities in the developed world is venture capital, which allows earning on investments in high-tech enterprises. Now it is obvious that appearance of venture capital has led to considerable activation of innovative processes, and venture capital itself becomes the factor of acceleration of development of technological change.

Ensuring economic security of enterprises depends on the development of economic security strategy at the national level, which should become a tool for economic policy.

## **Conclusions**

In conditions of strengthening of competitive struggle and instability of economic processes maintenance of the economic enterprises is provided by such tool as strategic marketing which basis makes achievement of enterprise goals in interrelation with market conditions. Strategic marketing in the management of innovative activity in the system of ensuring of economic security of the enterprise determines the determination of marketing possibilities on detection and prevention of threats and will contribute to overcoming of crisis situations at the market. It is required to work out a strategy of management on formation and development of innovative activity with the purpose of increase of stability of development and strengthening of economic safety of the enterprise. The existing system of strategic marketing in the management of innovation activity does not fully satisfy the modern system of ensuring economic security, which for the effective development of the enterprise requires the creation of modern innovation system and the development of innovation infrastructure as a factor in ensuring economic security.

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