

STRUCTURAL COMPOSITION OF MARKETING AND ITS MANAGEMENT

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Annotation: This article discusses the reasons why entrepreneurs, businesspeople, and producers increasingly turn to the marketing complex and its methodology.

Keywords: entrepreneurial activity, effective democratic approach, competition, enterprises, consumers, producers, marketing system, cooperation with the enterprise.

The deepening of market relations requires the active application of marketing technologies to firms and market activities. Conducting entrepreneurial activity efficiently, the strengthening of competition policy and anti-monopoly policy create an environment of pure competition and encourage firms to pay more serious attention to their operations. The appeal of entrepreneurs, businesspeople, and producers to the marketing complex and methodology is based on several factors.

A democratic approach to economic management grants freedom to economic entities, while excessive control and restrictions on their activities are legally eliminated. Under competitive conditions, it becomes clear that continuing to operate using old management systems is ineffective. The sharp fluctuations in market conditions require enterprises to turn to marketing, making it necessary to adopt a different management approach.

Major economic reforms, innovative development across all sectors, rapid growth in information technologies and services, and the expansion of entrepreneurial activity make it impossible to imagine progress without marketing. Through the satisfaction of consumer needs and demands, marketing directly influences the enterprise's ability to achieve its planned profit. In the marketing process, the categories of consumer and buyer possess distinct characteristics. A product passes through several stages before reaching the final consumer. During this process, retail and wholesale buyers perform trade functions. A wholesale buyer purchases goods from the manufacturer with the aim of making a profit, distributes them to other cities or trade networks, and sets its own prices to earn income. In this case, the wholesale buyer is not a consumer but acts as an intermediary, shaping demand for goods and services. At the same time, the wholesale buyer studies the market, identifying competitors' strengths and weaknesses.

Another significant stage is the creation of new innovative products based on research. Scientific research and benchmarking lead to the development of new technologies and product varieties. Potential future demand is assessed. The next step involves modeling the technical and economic characteristics of future products, including their utility. To achieve these objectives, the firm's resources and financial capabilities are evaluated. Samples of products are produced and tested in experimental laboratories. Consumer and expert opinions are analyzed, and decisions are made regarding the design, deficiencies, and other operational characteristics of the product.

According to Philip Kotler, the marketing system represents the most important relationships and information flows that connect the enterprise with its partners and the subjects of the market where its goods or services are sold. The marketing system includes suppliers, intermediaries, sellers, consumers, competitors, and other market subjects linked to the enterprise's activity. The system is formed according to the enterprise's market strategy and is

continuously updated as changes occur. Market conditions serve as the primary factor shaping and transforming the marketing system.

The marketing system operates under the influence of socio-economic, demographic, technological, political-legal, and cultural factors defining the external environment of the enterprise. The successful functioning of the system depends largely on how well the enterprise's capabilities correspond to market requirements. Competitors also significantly influence the marketing system, and changes in their strategies often trigger new directions within the system.

The functions of marketing can be broad or limited to sales and advertising. The more significant the role of marketing, the stronger the enterprise's marketing potential becomes. The enterprise's marketing potential reflects three production-related functions: analytical, production-and-sales, and communicative functions.

The analytical function includes the ability to conduct marketing research, the capacity to select market segments in which the firm can gain a competitive advantage, and the formation of the enterprise's marketing information system. The production and sales function represents the ability to create and manufacture goods required by consumers, the ability to provide products with value that attracts consumers, and the capacity to make products accessible to buyers. The communicative function includes informing consumers through advertising, personal selling, public relations, and sales promotion.

According to experts, enterprises currently make insufficient use of marketing: analytical activities account for 30 percent, production and sales for 45 percent, and communication for 29 percent.

The stages of development of the external marketing function can be identified as follows: marketing as a means of distribution, organizational consolidation of marketing and sales functions, establishing marketing as an independent service, and marketing as the core function of the enterprise.

Marketing as a means of distribution is characteristic of a stage in which selling products does not pose a significant problem, and marketing remains limited to sales functions. This structure existed in the United States and Germany until the mid-1950s. Increasing sales-related challenges and a deeper understanding of marketing's importance led to significant organizational changes. Sales-related activities were placed under the authority of a single manager, a structure characteristic of American companies in the 1950s and German companies until the 1970s.

The third stage in the development of marketing activities is characterized by the emergence of a specialized marketing department, equal in status to other departments of the enterprise. This department manages the planning and development of the product range, price formulation, product appearance, packaging, and brand name. However, because each department pursues its own interests, the best combinations for effective coordination are not achieved, and the importance of marketing remains limited.

The next stage occurs when the enterprise begins to align all operations with marketing requirements, recognizing marketing as a primary function. Consequently, all departments become subordinate to the marketing service. However, the opposite situation is occasionally observed in practice. For example, in some German and American companies, specialized marketing departments have been reduced or removed from the management structure.

Marketing may be integrated into the company's operations either fully or partially. Partial integration implies that marketing provides various functional services to the firm. Full integration means that marketing becomes the enterprise's main function.

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