

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292. Ефективна економіка. 2026. № 1. ISSN 2307-2105

DOI: <http://doi.org/10.32702/2307-2105.2026.1.15>

УДК 338.24:658.8:339.138

M. Tarasiuk,

Doctor of Economic Sciences, Professor, Professor of the Department of Management, Marketing and Entrepreneurship, National University of "Kyiv-Mohyla Academy"

ORCID ID: <https://orcid.org/0000-0001-7081-7217>

N. Remzina,

PhD in Economics, Associate Professor of the Department of Entrepreneurship and Tourism, Odessa National Maritime University

ORCID ID: <https://orcid.org/0000-0002-0838-5166>

S. Zhukov,

Doctor of Economic Sciences, Senior researcher, Professor, Professor of the Department of Business Administration, Marketing and Management, State Higher Educational Institution "Uzhhorod National University"

ORCID ID: <https://orcid.org/0000-0002-0499-7990>

**MARKETING-ORIENTED MANAGEMENT IN THE ENTERPRISE
MANAGEMENT SYSTEM: IMPACT ON PROFITABILITY**

М. В. Тарасюк,

д. е. н., професор, професор кафедри менеджменту, маркетингу та підприємництва, Національний університет "Києво-Могилянська академія"

Н. А. Ремзіна,

к. е. н., доцент кафедри "Підприємництво та туризм",

Одеський національний морський університет

С. А. Жуков,

д. е. н., с. н. с., професор, професор кафедри бізнес-адміністрування,

маркетингу та менеджменту,

Державний вищий навчальний заклад

"Ужгородський національний університет"

МАРКЕТИНГ-ОРІЄНТОВАНЕ УПРАВЛІННЯ В СИСТЕМІ МЕНЕДЖМЕНТУ ПІДПРИЄМСТВА: ВПЛИВ НА ПРИБУТКОВІСТЬ

In a dynamic economy characterized by constant structural, technological, and institutional changes, the development of enterprise management systems that provide flexible and targeted influence on profitability becomes increasingly important. This is because traditional management approaches, which primarily focus on internal production processes and cost reduction, are often insufficient for ensuring stable revenue growth and long-term financial performance. Against this backdrop, the authors conducted a comprehensive study of marketing-oriented management as an integral component of enterprise management, with a subsequent justification of its impact on profitability. The study emphasizes that marketing-oriented management differs from traditional functional approaches by considering the influence of the external market environment and integrating the principles of marketing management across all enterprise functions. Its key components include flexible market and consumer behavior analysis, adaptive market segmentation and target market selection strategies, product and pricing policies, hybrid distribution and promotion channels, as well as monitoring the effectiveness of marketing management decisions.

The comprehensive application of these components enhances competitiveness, fosters customer loyalty, and systematically impacts enterprise profitability. The theoretical value of the study lies not only in formalizing but also in systematically illustrating that marketing-oriented management directly affects an enterprise's financial results, since every decision—from product and pricing to distribution channels and communications—is aimed at meeting market needs, increasing sales volumes, and improving margins, ultimately boosting profitability. The practical significance of the study lies in clearly demonstrating the potential for integrating marketing-oriented management into enterprise management systems. This is achieved through the comprehensive application of marketing management principles at all levels of management, the creation of a system for flexible response to changing market conditions, and ensuring the sustainable transmission of marketing-oriented influence across all management levels. Future research directions include examining the impact of digitalization and innovative technologies on the effectiveness of marketing-oriented management and its ability to enhance enterprise profitability further.

В умовах динамічної економіки, що характеризується постійними структурними, технологічними та інституційними змінами, особливого значення набуває формування систем управління підприємствами, які забезпечують гнучкий і цілеспрямований вплив на прибутковість. Це зумовлено тим, що традиційні підходи до менеджменту, орієнтовані переважно на внутрішні виробничі процеси та скорочення витрат, дедалі частіше виявляються недостатньо ефективними для забезпечення стабільного зростання доходів та довгострокових фінансових результатів. Відтак проведено комплексне дослідження маркетинг-орієнтованого управління як складника системи менеджменту підприємства з подальшим обґрунтуванням напрямів його впливу на прибутковість. У межах дослідження звернено увагу на те, що маркетинг-орієнтоване управління відрізняється від традиційного функціонального підходу тим, що враховує вплив зовнішнього ринкового середовища та інтегрує принципи маркетингового менеджменту у всі функції

підприємства. Його ключові складники включають: гнучкий аналіз ринку та поведінки споживачів; стратегії гнучкої сегментації та вибору цільового ринку; продуктові та цінові політики; гібридні канали збуту і просування; моніторинг ефективності маркетингових управлінських рішень. Комплексне застосування окреслених складників дозволяє підвищити конкурентоспроможність, сформувати лояльність клієнтів і системно впливати на прибутковість підприємства. Теоретична цінність дослідження зумовлена не лише формалізацією, але й системною ілюстрацією того факту, що маркетинг-орієнтоване управління безпосередньо впливає на фінансові результати підприємства, оскільки кожне рішення — від продукту і ціни до каналів збуту та комунікацій — спрямоване на задоволення ринкових потреб, підвищення обсягів продажів і маржинальності, що, в кінцевому результаті, збільшує прибутковість. Практична цінність дослідження полягає в наочному доведенні можливостей інтеграції маркетинг-орієнтованого управління у систему менеджменту підприємства. Це досягається через комплексне використання принципів маркетингового менеджменту на всіх рівнях управління підприємством, створення системи гнучкого реагування на зміни ринкових умов і забезпечення стійкої трансляції маркетинг-орієнтованого впливу на всіх рівнях управління. Перспективи подальших досліджень полягають у вивченні впливу цифровізації та інноваційних технологій на ефективність маркетинг-орієнтованого управління та його здатність підвищувати прибутковість підприємств.

Keywords: *marketing-oriented management; enterprise management; market analysis; pricing strategy; product policy; marketing communications adjustment; principles of marketing management.*

Ключові слова: *маркетинг-орієнтоване управління; управління підприємством; аналіз ринку; цінова стратегія; продуктова політика; коригування маркетингових комунікацій; принципи маркетингового менеджменту.*

Problem statement. In a dynamic economy marked by constant structural, technological, and institutional changes, developing enterprise management systems that exert flexible and targeted influence on profitability is especially important. Traditional management approaches, which primarily focus on internal production processes and cost reduction, are increasingly insufficient for ensuring stable revenue growth and long-term financial performance.

These challenges are particularly pronounced in industrial enterprises, small and medium-sized businesses, and companies operating in highly competitive markets, where consumer preferences, technologies, and distribution channels evolve rapidly. Enterprises that concentrate solely on cost optimization and production capacity utilization—without accounting for shifts in consumer demand, customer value expectations, the growth of digital marketing tools, and competitors' actions—miss opportunities to increase sales, which negatively impacts profitability even when internal operations are efficient.

In this context, there is a growing need to adopt marketing-oriented management grounded in a deep understanding of consumer needs, market trends, and the competitive landscape. This approach enables enterprises to create competitive products, implement effective pricing strategies, and establish efficient distribution channels, thereby driving revenue growth, enhancing customer loyalty, and ultimately increasing profitability.

Analysis of research and publications. It should be noted that certain aspects of marketing-oriented management within enterprise management systems have been explored by D. Dotsenko [1], Lambin, J.-J., and Schuiling, Isabelle. [3], N Cherniy A., Ovsienko N., and Cherniy V. [6], P. Kotler, and K. Keller [2]. These scholars particularly emphasize the importance of integrating marketing strategies into the overall management system, highlighting key elements such as developing a value proposition for consumers, analyzing market trends, and managing customer relationships. Moreover, M.V. Odrekhivskyi [4] emphasizes the importance of adapting marketing decisions to rapidly changing market conditions,

optimizing enterprise resources, and enhancing competitiveness through innovative approaches to market engagement.

Nevertheless, a comprehensive study of marketing-oriented management as an integral component of enterprise management, along with an analysis of its impact on profitability, remains absent in the literature. This gap gives rise to several systemic issues, including insufficient alignment of marketing strategies with an enterprise's financial and operational objectives, limited use of analytical tools to assess the effectiveness of marketing initiatives, and a lack of methodological approaches to measure the direct impact of marketing decisions on financial performance. Addressing these shortcomings is essential for improving management efficiency and ensuring the sustainable development of enterprises in today's dynamic market environment.

Formulation of the article's objectives. The aim of this article is to conduct a comprehensive study of marketing-oriented management as an integral component of enterprise management and to substantiate its impact on profitability.

The paper main body. Within the scope of the outlined study, marketing-oriented management is considered a modern managerial concept which, according to the research of M. V. Odrekhivskyi [4], involves the integration of marketing principles, tools, and approaches across all levels and functions to enhance enterprise performance. Accordingly, the purpose of this approach is to identify and satisfy consumer needs, ensure competitiveness, and achieve strategic development objectives, including improved financial efficiency and enterprise profitability.

In line with the views of L. V. Shulha, I. O. Tereshchenko, V. Yu. Horiley [5], and M. V. Odrekhivskyi [4], it is argued that, unlike the traditional functional approach, marketing-oriented management is aimed not only at optimizing internal processes but also at systematically accounting for the influence of the external market environment. Consequently, it entails the comprehensive integration of marketing principles into all organizational functions. The main components of this approach include [3-4; 6]:

1. Flexible market and consumer behavior analysis — whose focus is defined and continuously adjusted in accordance with changes in market conditions and customer needs.
2. Adaptive segmentation and target market selection strategies — aimed at developing and optimizing the uniqueness of the value proposition (UVP) for consumers.
3. Product policy — focused on adaptive management of the product life cycle, enhancing competitiveness, and meeting consumer needs.
4. Pricing policy — flexibly adjusted based on market conditions, product value, and the enterprise's financial objectives..
5. Hybrid distribution channels and communication (promotion) policy — ensuring effective product access for consumers and fostering customer loyalty.
6. Monitoring and evaluation of marketing decision effectiveness — assessed through their impact on enterprise profitability and the achievement of strategic goals.

When effectively combined, the targeted interaction of these components enables not only timely responses to changes in consumer demand or increases in sales volumes, but also the formation of managerial influence that directly adjusts enterprise profitability (Table 1).

The impact of marketing-oriented management elements on enterprise profitability can be illustrated by the example of the Ukrainian non-alcoholic beverage producer, LLC “Svizhyi Smak,” which implemented this concept in its management system starting January 1, 2021. Specifically:

1. Market and consumer behavior analysis — The company studied consumer preferences within the 18–30 age group and identified an increased demand for natural and low-calorie beverages.

Table 1. Formalization of the impact of marketing-oriented management elements on enterprise profit

Component of marketing-oriented management	Main function of the component within the marketing-oriented management system	Impact of the component on enterprise profitability
Flexible market and consumer behavior analysis	Identifying customer needs, analyzing market trends, and assessing the competitive environment.	Enables timely adaptation of offerings, prevents revenue losses, and increases sales
Segmentation and target market selection strategies	Defining target customer segments and developing a unique value proposition (UVP).	Enhances the efficiency of marketing expenditures, attracts more high-value customers, and improves margins
Product policy	Managing the product life cycle and enhancing competitiveness.	Builds customer loyalty, stimulates repeat purchases, and increases product revenue
Pricing policy	Flexible pricing that takes into account market conditions, costs, and financial objectives.	Optimizes profitability by balancing price and sales volume, maximizing revenue
Hybrid product distribution channels and communication policy	Ensuring product availability and effective promotion.	Expands market reach, increases sales volumes, and drives profit through customer loyalty
Monitoring and evaluation of marketing decision effectiveness	Measuring outcomes and adjusting actions accordingly.	Allows timely strategy optimization to maximize profit and achieve strategic objectives

Source: created by the authors based on [3-4; 6]

2. Adaptive segmentation and target market strategies — Based on the analysis, the company defined the target segment as “health-conscious consumers” and developed a unique value proposition: natural drinks without artificial additives with modern packaging design. Product segmentation is dynamically adjusted in response to changes in consumer preferences, market trends, and competitor actions, allowing the company to quickly adapt to market conditions and maintain profitability. For example, in March 2022, following a surge in demand for low-sugar fruit drinks, LLC “Svizhyi Smak” promptly added new flavors to its product line, resulting in a 10% increase in sales in the first quarter without additional product development costs.

3. Product policy transformation — Through the launch of a new product line with various flavors, which automatically adapts to seasonal demand and individual consumer preferences.
4. Hybrid distribution channels and communication policy — Products are promoted through social media, online stores, and traditional retail outlets, ensuring broad consumer access.
5. Monitoring and evaluation of effectiveness — By tracking monthly sales volumes, market share, and product margins, the company is able to adjust its strategy in real time.

Six months after implementing marketing-oriented management, sales of the new product line at LLC “Svizhyi Smak” increased by 35%, and profits rose by 28% compared to the same period in 2020. Over the following three years, a stable positive trend was observed: by the end of 2021, sales had grown by 42% and profits by 33% relative to 2020; in 2022, sales and profits increased by 48% and 39%, respectively, compared to 2021; and in 2023, sales and profits reached 55% and 45%, respectively, relative to 2022 levels.

This example demonstrates that the effective integration of all components of marketing-oriented management not only enables timely responses to changes in consumer demand and increased sales volumes, but also establishes managerial influence that directly enhances enterprise profitability.

In this context, the integration of marketing-oriented management into an enterprise management system involves the comprehensive application of marketing principles, tools, and approaches across all levels of management. A key direction for integrating marketing-oriented management into strategic enterprise planning is embedding flexible activities aimed at meeting market needs through:

1. Integrating marketing insights into the enterprise’s strategic objectives.
2. Establishing a system for flexible response to changing market conditions.
3. Engaging all management levels in implementing marketing-oriented influence.

Integrating marketing insights into the enterprise’s strategic objectives is a process in which the results of marketing research and market analysis are used to shape the enterprise’s key development directions. Data on consumers,

competitors, and market trends are not merely collected; they directly inform managerial decisions regarding product or service selection and production volumes, priority market segments, pricing strategies and distribution channels, as well as the enterprise's financial goals (profitability, sales volume, and return on investment) [2; 5]. A more detailed overview of the components that ensure the integration of marketing insights into the enterprise's strategic objectives is presented in Table 2.

Table 2. Components ensuring the integration of marketing insights into the enterprise's strategic objectives

Component	Description of the function of the flexible response system	Expected impact on enterprise operations and profitability
Selection of products or services and their production volumes	Using data on consumer preferences and demand to determine which products/services to produce and in what quantities.	Optimization of production resources, reduction of excess inventory, and increased sales and profitability.
Priority market segments	Identifying target consumer groups to focus marketing and production efforts.	Improved efficiency of marketing campaigns, attraction of higher-value customers, and increased revenue.
Pricing strategies and distribution channels	Determining optimal pricing models and selecting the most effective channels to deliver products to consumers.	Maximization of margins, market expansion, and stimulation of sales volumes.
Enterprise financial objectives (profitability, sales volume, return on investment)	Setting specific financial targets based on marketing analysis.	Ensuring revenue and profitability growth, and monitoring the effectiveness of strategic decisions.

Source: created by the authors based on [2; 5]

Thus, marketing insights form the basis of strategic planning, ensuring that the enterprise's key objectives align with actual market needs and contribute to profit growth.

The establishment of a flexible response system involves implementing mechanisms and procedures that enable the enterprise to rapidly adapt its operations to changes in market conditions, consumer demand, and competitor actions. This includes [2-3]:

- Real-time monitoring of the market and consumer behavior;
- Adapting the product portfolio and pricing policy;

- Rapid adjustment of marketing communications;
- Regular evaluation of decision effectiveness and prompt implementation of changes.

Such a system allows the enterprise to respond to market changes in a timely manner, minimize losses, and directly enhance profitability.

Engaging all management levels in the implementation of marketing-oriented influence is a process in which marketing principles, insights, and strategies are actively integrated into the activities of all management tiers, from top management to operational staff. The goal is to ensure that all departments are consistently oriented toward meeting market needs and improving profitability. This includes (see Table 3): hierarchical alignment of managers; coordination of departmental objectives with the marketing strategy; fostering a market-oriented corporate culture; and developing internal communications to transmit marketing influence throughout the organization [5-6].

Table 3. Components ensuring the engagement of all management levels in implementing marketing-oriented influence

Component of influence implementation	Description of the function of the engagement component	Expected impact on enterprise operations and profitability
Hierarchical alignment of managers	Providing managers at all levels with up-to-date information on the market, consumers, and competitors, and ensuring access to marketing insights	Improved soundness of managerial decisions, faster response to market changes, and optimized resource allocation
Alignment of departmental objectives with the marketing strategy	Defining tasks for each department (production, sales, R&D, logistics) in line with strategic marketing objectives	Coordinated efforts of all departments toward achieving marketing and financial objectives, enhancing overall performance
Development of a market-oriented corporate culture	Enhancing employees' marketing competencies and encouraging initiatives oriented toward consumer needs	Establishment of a unified approach to meeting market needs, increased customer loyalty, and higher profitability
Enhancement of internal communications to transmit marketing influence	Organizing training sessions, meetings, and internal platforms for sharing information on marketing objectives and performance results	Ensuring clarity of marketing objectives at all management levels, rapid implementation of changes across departments, and improved operational efficiency

Source: created by the authors based on [2-3; 5-6]

Through these components, coordinated efforts of all enterprise departments toward achieving marketing and financial objectives are ensured.

In effect, marketing-oriented management influences enterprise profitability because it focuses on market needs and the effective satisfaction of consumers, rather than solely on internal processes.

Conclusions. The study demonstrates that marketing-oriented management differs from the traditional functional approach by accounting for the influence of the external market environment and integrating marketing principles across all enterprise functions. Its key components include flexible market and consumer behavior analysis, segmentation and target market selection strategies, product and pricing policies, hybrid distribution and promotion channels, as well as the monitoring of marketing decision effectiveness. The integrated application of these components enhances competitiveness, fosters customer loyalty, and directly contributes to enterprise profitability.

The theoretical significance of the study lies not only in the formalization of marketing-oriented management but also in the systematic demonstration of its direct impact on an enterprise's financial performance. This impact arises because each managerial decision—from product development and pricing to distribution channels and communications—is oriented toward satisfying market needs, increasing sales volumes, and improving margins, which ultimately leads to higher profitability.

The practical significance of the study is reflected in substantiating the feasibility of integrating marketing-oriented management into the enterprise management system. This integration is achieved through the comprehensive application of marketing principles at all management levels, the establishment of a flexible response system to changing market conditions, and the effective transmission of marketing-oriented influence throughout the organizational hierarchy.

Future research directions include examining the impact of digitalization and innovative technologies on the effectiveness of marketing-oriented management and its ability to enhance enterprise profitability further.

Література

1. Доценко Д. Поняття та структуризація системи управління підприємством на засадах маркетингу. *Науковий вісник Полісся*. 2025. № 1 (30), pp. 413-424.
2. Kotler Philip, Keller Kevin Lane. *Marketing Management* 15th Edition, Pearson Education, 2016. p. 814.
3. Lambin Jean-Jacques, Schuiling Isabelle. *Market-Driven Management: Strategic and Operational Marketing*. 3rd edition, Palgrave Macmillan, Louvain-la-Neuve, Belgium. 2012. 584 p.
4. Одрехівський М. В. Маркетингово-орієнтоване управління рекреаційними інноваційними підприємствами: монографія. Дрогобич: РВДДПУ. 2009. С. 488.
5. Шульга Л. В., Терещенко І. О., Горілей В. Ю. Система маркетингового менеджменту підприємства. *Агросвіт*. 2019. № 18. С. 63-67.
6. Черній А., Овсієнко Н., Черній В. Маркетинг-орієнтоване управління у фармацевтичній промисловості. *Економічний огляд*. 2025. № 197. С. 303-309.

References

1. Dotsenko, D. (2025), "The concept and structuring of the enterprise management system based on marketing", *Naukovyy visnyk Polissya*, vol. 1 (30), pp. 413-424.
2. Kotler, Philip and Keller, Kevin Lane. (2016), *Marketing Management* 15th Edition, Pearson Education, Boston, USA.

3. Lambin, Jean-Jacques, and Schuiling, Isabelle. (2012), *Market-Driven Management: Strategic and Operational Marketing*. 3rd edition, Palgrave Macmillan, Louvain-la-Neuve, Belgium.
4. Odrekhivs'kyi, M.V. (2009), *Marketynhovo-oriyentovane upravlinnya rekreatsiynomy innova-tsiynomy pidpryyemstvamy* [Marketing-oriented management of recreational innovative enterprises], RVDDPU, Drohobych, Ukraine.
5. Shulga, L.V. Tereshchenko, I.O. and Goriley, V.Yu. (2019), "Enterprise marketing management system", *Agrosvit*, vol. 18, pp. 63-67.
6. Cherniy A. Ovsienko N. and Cherniy V. (2025), "Marketing-oriented management in the pharmaceutical industry", *Ekonomichnyy ohlyad*, vol. 197. pp. 303-309.

Стаття надійшла до редакції 01.01.2026 р.