

L. Tarasovych,
PhD in Economics, Associate Professor, Head of the Department of Management
and Marketing, Polissia National University
ORCID ID: <https://orcid.org/0000-0003-0740-6567>

M. Yareмова,
PhD in Economics, Associate Professor, Associate professor of the Department
of Economics, Entrepreneurship and Tourism, Polissia National University
ORCID ID: <https://orcid.org/0000-0003-0740-6567>

O. Vlasenko,
PhD in Economics, Associate Professor, Associate professor of the Department
of Management and Marketing, Polissia National University
ORCID ID: <https://orcid.org/0000-0002-2231-1104>

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STRATEGIC MARKETING IN THE MANAGEMENT SYSTEM: BUSINESS ADAPTATION TECHNOLOGY UNDER GLOBAL CHALLENGES

Л. В. Тарасович,
к. е. н., доцент, завідувач кафедри менеджменту та маркетингу,
Поліський національний університет

М. І. Яремова,
к. е. н., доцент, доцент кафедри економіки, підприємництва та туризму,
Поліський національний університет

О. П. Власенко,
к. е. н., доцент, доцент кафедри менеджменту та маркетингу,
Поліський національний університет

СТРАТЕГІЧНИЙ МАРКЕТИНГ В СИСТЕМІ МЕНЕДЖМЕНТУ:
ТЕХНОЛОГІЯ БІЗНЕС-АДАПТАЦІЙ В УМОВАХ ГЛОБАЛЬНИХ ВИКЛИКІВ

The article substantiates that the formation of the strategic marketing paradigm in its current form resulted from a strengthening of the role of marketing as a tool for the strategic management of business processes, which shapes the strategic orientation of the enterprise and determines its competitive status. It is highly relevant for business entities to involve strategic marketing tools from the perspective of their implication as a crucial component of the overall management system, whose primary task is to develop an appropriate marketing strategy based on the identification of competitive advantages and the implementation of strategic development goals.

The focus is on the technology used for the formulation and implementation of marketing strategies for business entities, taking into account the innovative management aspect, which enables business adaptation in the face of global challenges. It is suggested that this approach serves as a lever for ensuring the economic interests of the enterprise and contributes to compliance with the imperatives of marketing management. The place of strategic marketing in the structure of marketing management is determined by covering the stage of marketing planning in terms of setting marketing goals, identifying and attracting internal reserves, forming an information case, and forecasting the development of business entities with the help of strategic marketing tools and technologies (advertising campaigns, sales promotion methods, propaganda, individual trade events, etc.).

It is substantiated that the use of strategic marketing tools in business processes should be carried out according to a situational approach, which entails considering both certain features at a particular moment in time and the dynamics of transformational changes over a certain long-term period. This will make it possible to develop an adequate marketing strategy that is backed by resource capacity and that is as close as possible to the actual market situation and the conjuncture of market fluctuations.

В статті обгрунтовано, що становлення парадигми стратегічного маркетингу в його сучасному форматі відбулося у зв'язку із посиленням ролі маркетингу як дієвого інструмента стратегічного управління бізнес-процесами, що визначає стратегічну орієнтацію підприємства, формує його бізнес-портфель, ідентифікує цільову аудиторію, конкурентний статус та місце на ринку. Для суб'єктів бізнесу залучення інструментів стратегічного маркетингу є гостро актуальним з позицій його імплікації як незамінного елемента загальної системи менеджменту, ключовим завданням якого вбачається розробка та імплементація адекватної маркетингової стратегії на основі ідентифікації конкурентних переваг та реалізації цілей стратегічного розвитку.

Зосереджено увагу на технології розробки та реалізації маркетингової стратегії суб'єктів господарювання з урахуванням інноваційного управлінського аспекту, що уможливорює бізнес-адаптацію в умовах глобальних викликів. Аргументовано, що такий підхід виступає важелем забезпечення економічних інтересів підприємства та сприяє дотриманню імперативів маркетингового менеджменту в частині піднесення ролі бізнесу в реалізації цілей сталого розвитку. Місце стратегічного маркетингу в структурі маркетинг-менеджменту визначено з позицій охоплення етапу маркетингового планування у частині постановки маркетингових цілей, виявлення та залучення ендогенних резервів, формування інфокейсу, прогнозування розвитку суб'єктів бізнесу за допомогою інструментів та технологій стратегічного маркетингу (реklamних кампаній, методів формування попиту та стимулювання збуту, пропаганди, індивідуальних торгових заходів та ін.).

Обгрунтовано, що використання інструментів стратегічного маркетингу у бізнес-процесах слід здійснювати за ситуаційним підходом, що передбачає урахування не лише певних особливостей у конкретний момент часу, а й динаміку трансформаційних зрушень у визначеному довгостроковому періоді. Це уможливить формування адекватної ресурсно підкріпленої маркетингової стратегії, максимально наближеної до реальної ринкової ситуації та кон'юнктурних викликів бізнес-середовища.

Key words: strategic marketing, marketing strategy, marketing management, business entity, marketing decisions.

Ключові слова: стратегічний маркетинг, маркетингова стратегія, маркетинговий менеджмент, суб'єкт бізнесу, маркетингові рішення.

GENERAL PROBLEM STATEMENT AND ITS CONNECTION TO IMPORTANT SCIENTIFIC AND PRACTICAL TASKS

The global nature of market transformations requires a rethinking of the role of strategic marketing in shaping business development imperatives. The formation of the strategic marketing paradigm in its current form resulted from a strengthening of the role of marketing as a tool for the strategic management of business processes, which shapes the strategic orientation of the enterprise and determines its status in the competitive market. In other words, marketing management becomes an indispensable attribute of the creation and implementation of the overall strategy of the enterprise development. Its complexity is determined by the fact that managerial decisions are subject to constant conjuncture fluctuations and are impacted by a complex of economic, political, psychological, and social factors. This necessitates quick adap-

tation in the business environment. Therefore, the marketing strategy should be viewed in the context of the implementation of the overall strategy of the enterprise, and its development should be based on strategic orientation.

ANALYSIS RECENT PUBLICATIONS AND RESEARCH

Numerous researchers from Ukraine have written about the topic of the development of strategic marketing in business, including M. Bagorka, L. Balabanova, A. Babachenko, T. Ustik, V. Bondarenko, M. Dmytruk, B. Zamiatin, M. Kruglov, Ye. Loiko, L. Melnyk, I. Petrova, V. Ponomarenko, L. Protsenko, Ye. Romat, A. Starostin, I. Tereshchenko, Z. Tiagunova, V. Kholod, Z. Shershniyova, L. Shulga and other [1—9]. Noting the value of these researchers' work, we point out that the issues of determining the position of strategic marketing in the enterprise's management system

Table 1. Divergent description of operational and strategic marketing

Operational marketing	Strategic marketing
Action-oriented	Analytical orientation
Existing opportunities	New opportunities
Variables not related to goods	Variables related to goods
Stable environment	Dynamic environment
Reactive behaviour	Preventive behaviour
Daily management	Long-term management
Marketing department	Cross-functional organization

Source: adapted based on [8].

as a contemporary technology for business adaptation under conditions of global challenges requires in-depth study, which determines the relevance of this study.

PURPOSE OF THE STUDY

The purpose of the study is to provide theoretical substantiation of the essence of strategic marketing and determine its place in the enterprise's management system as a technology of business adaptation under global challenges.

PRESENTATION OF BASIC MATERIAL OF THE RESEARCH

The acceleration of globalization processes and the deepening economic crisis actualize the need to create and apply new approaches to the organization and conduct of business. One of these approaches is strategic marketing. It is a contemporary concept of producing and selling products based on market requirements. According to its content, marketing as a management function is intended to assure the creation and application of a marketing strategy (its design, functional feasibility, implementation tools, information support, etc.), which constitutes strategic initiatives in the process of the implication of marketing technologies in business. According to this viewpoint, strategic marketing is a component of strategic management and marketing management of business entities. A review of literary sources shows that both Western and domestic researchers have taken into account the interpretation of the strategic marketing concept and the process of developing a marketing strategy in many of their works. Due to the multifaceted nature of the "strategic marketing" concept, there is currently no unified

definition. According to the definition of M. Dmytruk, "strategic marketing is an intellectual activity of studying, marketing analysis, and forecasting the state of the external and internal environment of the enterprise in order to participate in defining the enterprise's mission and goals, creating a strategy for its development, and forming favorable prerequisites for its effective implementation, which would provide the enterprise and the goods, services, or ideas it produces to achieve competitive advantages" [5, p. 52]. V. Bondarenko and Z. Tiagunova suggest considering strategic marketing as a crucial integral part of the strategic management of the enterprise. The position of strategic marketing in the marketing management structure of the enterprise is determined by the fact that it encompasses the stage of marketing planning in terms of setting marketing objectives and developing marketing strategies" [4, p. 8]. Strategic marketing, according to L. Balabanova, is first and foremost a modern stage of implementing a strategic approach to enterprise management [3, p. 8]. It is also an analytical process intended to identify market needs and its expected evolution. It is primarily an analysis of the needs of individuals and organizations [3, p. 40].

Based on the generalization of existing scientific approaches, it is evident that strategic marketing is an indispensable element of a business entity's management system, the primary task of which is to develop an appropriate marketing strategy based on the identification of competitive advantages in terms of the implementation of marketing goals and the solution of strategic development tasks. In view of this, strategic marketing determines the efficiency of the enterprise in the context of conceptualizing its strategic ambitions, which makes it different from operational marketing (Table 1).

The need for timely and ongoing monitoring of the marketing environment and, on this basis, the creation of a pertinent information case for the development of tools and technologies for adaptation to conditions of increased uncertainty are both necessitated by the aggravation of socioeconomic challenges in business. Under such circumstances, strategic marketing is intended to provide appropriate marketing support for business processes in a strategic perspective. Fig. 1 illustrates the technology of strategic marketing from the standpoint of ensuring the systematic development of business entities.

Despite being given autonomy in managerial decision-making, economic entities today frequently lack the motivation for strategic forecasting and building a strategic development model. At the same time, concentrating solely on short-term performance and taking into account only actual data (limited to a specific time interval) does not ensure strategic effectiveness. This confirms the expediency of creating a marketing business plan that is focused on achieving the mission of the business entity and is oriented towards meeting the needs of the target market in a strategic perspective.

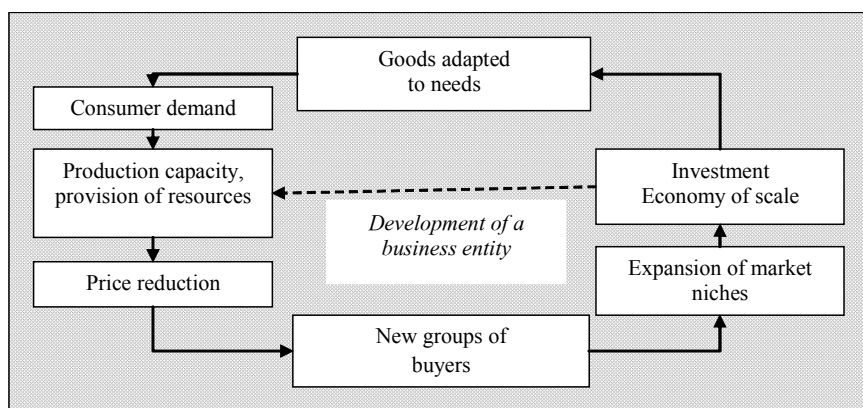


Fig. 1. Technology of strategic marketing from the standpoint of ensuring the systematic development of business entities

Source: based on [1; 3; 5; 7].

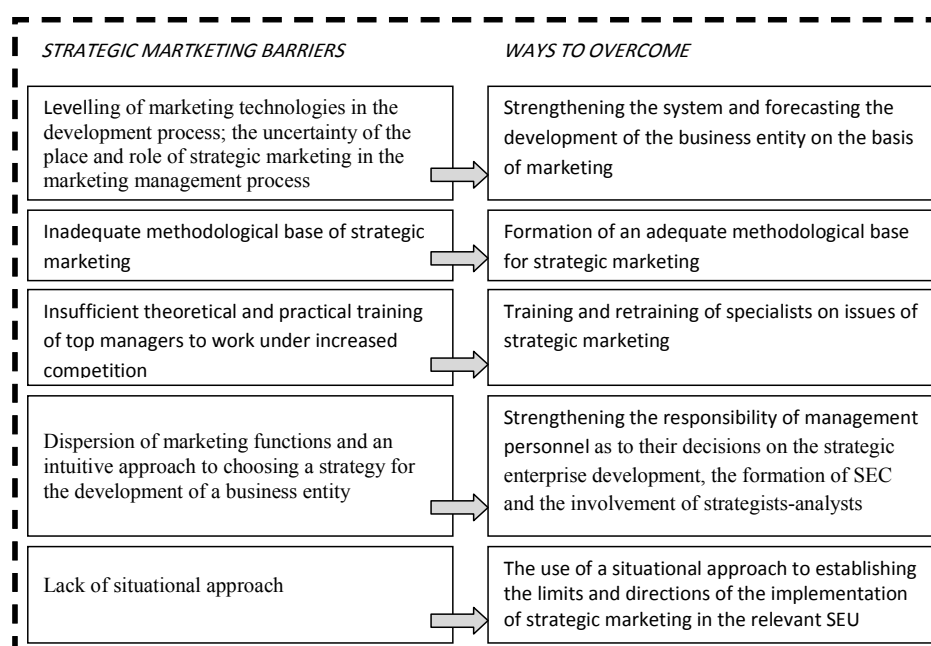


Fig. 2. Explication of strategic marketing barriers that business entities face and ways to overcome them

Source: author's research.

The successful operation of business entities in the context of market relations requires high-quality and effective marketing management. One can determine the place of strategic marketing in the structure of marketing management by covering the stage of marketing planning in terms of setting marketing goals and developing a marketing strategy, which includes market segmentation, and determining the position of a business entity in it. In turn, the assessment of the strategic position is carried out to identify the correspondence of its real capabilities to the competitive environment and determine its place in it. Overall, the assessment of the potential of the enterprise and its market attractiveness makes it possible to obtain the anticipated result of the analytical stage, namely, the value of the strategic position, which serves as the foundation for decision-making regarding the formation and use of the entity's resources in terms of individual market segments. In light of this, analytical tools are crucial to achieving reliable and objective results of strategic analysis. Business entities are increasingly advised to concentrate on the development of more sophisticated, modern marketing management systems, which will aid in their gradual adaptation to the changing business environment, as the dangers of the external environment become more complex and diversified.

The driving forces of the market economy require a focus on the creation and application of adequate marketing strategies that can ensure the realization of the existing potential of business entities. It also emphasizes the need to expand the tools for achieving the defined objectives. The marketing strategy must be consistent with resource provision and resource potential, as well as external constraints. Under such circumstances, the use of strategic marketing in business activities is an undeniable argument (Fig. 2).

The efficient operation of contemporary enterprises complements the macro- and microeconomic development

of general social situations, organizational and legal forms of business organization, economic management methods, the established strategy for further development, etc. The place and role of strategic marketing in this process lies not only in the ability to comprehend and perceive the nature and causes of marketing fluctuations, establish the general trend of their development, model a strategic course for identifying the primary objectives of the enterprise's development, and create efficient strategies for achieving those objectives under the condition of bifurcations of the external business environment, but also in the ability to take into account changes in the enterprise's internal environment and, on this basis, enable their management through the awareness and competence of its consumers.

At present, the vast majority of managers of business structures, regardless of their organizational and legal form, make managerial decisions without proper monitoring of the specific features of running their own business. As a result, the development of a marketing strategy occurs in extremely unpredictable and risky circumstances, including due to the lack of adequate analysis and assessment of the significance of the influence of factors in the external business environment. In addition, the business entity has to concentrate not only on the state of the internal environment but also on developing a long-term policy, the implementation of which will enable it to develop in accordance with the chosen course.

The management strategy for business entity development is a plan of action in relation to the vector of their development in order to accomplish the set goals in the relevant market situation during a predetermined period. At the same time, a crucial strategic goal is to ensure one's own competitiveness, which is the basis of the development of the company's competitive advantages in the target market and serves as a major lever for making a decision on the employment of strategic marketing tools.

Strategic marketing should be integrated into business processes based on a situational approach, which involves considering not only specific features at a given moment in time but also the dynamics of transformations over a certain time range for a long-term period. This makes it possible to create a marketing strategy with the maximum approximation to the situations occurring in the market. The technologies of the situational approach should be used in the process of managing strategic marketing. This is related to the following aspects: first, its adaptability and uniqueness make it possible to apply it in accordance with the immanent marketing strategy in view of their uniqueness and difference; second, the variability and unpredictability of the business entity's external environment complicate setting and solving optimization tasks. A calculated future development path is called a strategy. Therefore, what today seems ideal might no longer be so in the future. This confirms the impracticality of strategic prediction based on the optimal scenario in a given time period; third, strategic marketing is distinguished by the application of a systemic approach to changes in the situation.

CONCLUSIONS AND PROSPECTS FOR FURTHER RESEARCH

The majority of Ukrainian businesses currently operate in a challenging and uncertain environment, which proves the necessity of implementing strategic marketing ideas and technologies. To achieve marketing goals, business entities need to identify and maximally attract internal reserves, create an information case about the surrounding market environment, and forecast development with the help of strategic marketing tools and technologies, which are an indispensable part of the management system whose main task is to develop an adequate marketing strategy based on the identification of competitive advantages in the sphere of the realization of marketing goals and solving strategic development tasks.

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