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EVOLUTION OF MARKETING STRATEGIES: FROM PRODUCT-ORIENTED TO CLIENT-ORIENTED

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ЕВОЛЮЦІЯ МАРКЕТИНГОВИХ СТРАТЕГІЙ: ВІД ПРОДУКТ-ОРІЄНТОВАНОСТІ ДО КЛІЄНТ-ОРІЄНТОВАНОСТІ

Marketing is an integral part of modern business, evolving alongside the development of contemporary theories and practices in entrepreneurial, commercial, and other types of activities. Initially, most business entities focused on the product, concentrating on manufacturing goods, their quality, and properties. However, over time, with market saturation and changes in consumer needs, they gradually began transitioning to customer-oriented strategies. Therefore, the aim of the article is to explore the specifics of the evolution of marketing strategies from product orientation to customer orientation. The article notes that the evolution of marketing strategies has gone through several important stages, each of which introduced significant changes in approaches to customer interaction and demand management. It is also noted that classical product orientation (1920s — 1950s) focused on the quality and technical characteristics of the product, which led to mass production of standard products. However, this approach did not take into account the individual needs of consumers, which often led to low loyalty and limited growth. It is noted that sales orientation (1950s — 1970s) focused on actively stimulating demand through advertising and aggressive sales tactics. While this contributed to short-term demand growth, this approach did not allow for the building of long-term relationships with customers, limiting its effectiveness in creating loyalty. It is proven that customer orientation (the early 2000s to the present) has become the culmination of the

evolution of marketing strategies, through which businesses began focusing on satisfying consumer needs, personalizing interactions, and creating a unique customer experience. This allowed brands to establish an emotional connection with customers, fostering loyalty and long-term relationships, while creating a unique experience for each consumer. Overall, the evolution of marketing strategies reflects a gradual shift from focusing on the product and sales to paying attention to the needs and experiences of customers. The prospects for further research lie in studying the impact of emerging technologies and digital transformations on the development of marketing strategies, particularly in improving personalization and interactivity in customer interactions amid rapidly changing market conditions.

Маркетинг є невіддільним складником сучасного бізнесу та еволюціонує разом із розвитком теорій і практик у сфері підприємництва, комерційної та інших видів діяльності. Спочатку більшість суб'єктів бізнесу орієнтувались на продукт, зосереджуючи увагу на виготовленні товарів, їх якості та властивостях. Однак, із розвитком ринку та змінами в потребах споживачів, вони поступово почали переходити до клієнт-орієнтованих стратегій. Отже, метою статті є дослідження специфіки еволюції маркетингових стратегій від продукт-орієнтованості до клієнт-орієнтованості. У межах статті зазначено, що еволюція маркетингових стратегій пройшла кілька важливих етапів, кожен з яких вносив суттєві зміни в підходи до взаємодії з клієнтами та управління попитом. При цьому зазначено, що класична продукт-орієнтованість (20-ті — 50-ті роки XX ст.) фокусувалася на якості та технічних характеристиках товару, що призводило до масового виробництва стандартних продуктів. Однак цей підхід не враховував індивідуальні потреби споживачів, що часто спричиняло низьку лояльність та обмежене зростання. Зазначено, що продажо-орієнтованість (50-ті — 70-ті роки XX ст.) фокусувалася на активному стимулюванні попиту через рекламу та агресивні продажі. Хоча це сприяло короткочасному зростанню попиту, цей підхід не дозволяв будувати довгострокові відносини з клієнтами, що обмежувало його ефективність у створенні лояльності. Доведено, що клієнт-орієнтованість (початок 2000-х і до сьогодні) стала кульмінацією еволюції маркетингових стратегій, завдяки якій бізнеси почали орієнтуватися на задоволення потреб споживачів, персоналізацію взаємодії та створення унікального клієнтського досвіду. Це дозволило брендам встановлювати емоційний зв'язок із клієнтами, що сприяло лояльності та довготривалим відносинам, формуючи унікальний досвід для кожного споживача. Загалом, еволюція маркетингових стратегій свідчить про поступовий перехід від фокусування на продукті та продажах до орієнтації на потреби і досвід клієнтів. Перспективи подальших досліджень полягають у вивченні впливу новітніх технологій та цифрових трансформацій на розвиток маркетингових стратегій, зокрема на покращення персоналізації та інтерактивності взаємодії з клієнтами в умовах швидких змін ринку.

Key words: demand management; classical product orientation; mass production; standardization; interactive marketing campaigns.

Ключові слова: управління попитом; класична продукт-орієнтованість; масове виробництво; стандартизація; інтерактивні маркетингові кампанії.

PROBLEM STATEMENT

Marketing is an integral part of modern business, evolving alongside the development of contemporary theories and practices in entrepreneurial, commercial, and other types of activities. Specifically, while initially most business entities were product-oriented, focusing their attention on manufacturing goods, their quality, and properties, over time, amid market saturation and changes in consumer needs, they gradually began shifting towards customer-oriented strategies. Currently, this transition is taking on new forms as businesses are increasingly responding to consumer demands and actively forecasting them, integrating modern technologies and innovative approaches into their marketing strategies. In business digitalization, big data, analytics, and artificial intelligence enable businesses to personalize their offerings, creating an individualized experience for customers and stimulating the process of building long-term relationships between the brand and the consumer, which is the foundation for a sustainable competitive advantage.

The shift in focus from product to customer has become not only a response to new market demands but

Table 1. Periods and content of the evolution of marketing strategies: from product orientation to customer orientation

Stages of evolution	Specifics of the evolution of marketing strategies	Results of the evolution of marketing strategies
Classical product orientation within marketing strategies (1920s – 1950s)	A product-oriented approach was formed, focusing on the development and improvement of the product, with an emphasis on its quality and technical characteristics. *	Focus on the production of standard products and mass production. Products often did not account for individual consumer needs, which could lead to low loyalty and limited growth.
Sales orientation within marketing strategies (1950s – 1970s)	A sales-oriented approach was formed, within which businesses started actively using advertising, promotions, and aggressive sales tactics to stimulate demand for the product.**	Increased demand through active marketing efforts. However, this approach did not always contribute to forming long-term relationships with customers, often resulting in low loyalty and short-term sales effects.
Customer orientation within marketing strategies (early 2000s – present)	A transition was formed, within which businesses began to pay attention to the components of value and the customer experience.***	Creation of an emotional connection with customers, building loyalty, and long-term relationships through personalized services and unique experiences.

Note
* Advertising and marketing are used solely to promote the finished product to the market.
** The focus shifted to convincing consumers of the necessity of the purchase.The focus shifted to convincing consumers of the necessity of the purchase.
*** The focus shifted to satisfying consumer needs, personalizing interactions, and creating a unique customer experience.
Source: compiled based on [1-3; 5]

also a part of strategic management, which implies an understanding that commercial success depends on a business's ability to adapt to a rapidly changing environment and consistently maintain a high level of customer satisfaction.

ANALYSIS OF RESEARCH AND PUBLICATIONS

Among the sources that initiated the study of the specifics of the evolution of marketing strategies, the works of Gaivanovich N.V. [1], Shcherbyna T.V., Fedirko T.V. [2], Kobets D.L. [3], and Melnyk Yu.M. [4] should be highlighted. Indeed, the aforementioned scholars have repeatedly emphasized the importance of the continuous transformation of marketing strategies in the context of market changes, transitioning from product-oriented to customer-oriented models. In particular, most studies highlight that marketing strategies should not only meet the basic needs of consumers but also create added value, focusing on building an emotional connection with the customer.

Thus, it is precisely the studies outlined above that the authors relied on to highlight previously unresolved aspects of the overall issue of the evolution of marketing strategies, which is the focus of the article in question.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The article aims to explore the specifics of the evolution of marketing strategies from product orientation to customer orientation.

THE PAPER MAIN BODY

The study emphasizes that straightforward evolution of marketing strategies reflecting the growing importance of customer interaction, and understanding their needs and desires, besides utilizing new technologies to enhance business efficiency. This process has shifted from a focus on products to one centered around customers, significantly influencing business practices and market interactions. [2—3]. The content of this evolution is presented in Table 1.

Each stage of the evolution of marketing strategies brings new approaches, tools, and focuses that change the very nature of the interaction between businesses and their consumers [5].

The classical product orientation within marketing strategies emerged in the 1920s — 1950s and was characterized by the dominance of the product concept, where the main focus was on the development and improvement of the product, as well as ensuring its availability in the market.

During this period, markets were less saturated, and consumer needs did not change as rapidly. As a result, businesses viewed marketing solely as a tool for promoting the finished product and focused on strategies characterized by features such as:

— Mass production and standardization;

— Creating products with a focus on quality and technical characteristics;

— A lack of emphasis on consumer needs or desires.

The basic features of classical product orientation within marketing strategies are outlined in Figure 1.

Businesses that were focused on classical product orientation within marketing strategies believed that a product, if it was of high quality and available, would naturally be in demand, even without emphasizing the personal preferences of consumers [1-2].

Specifically, through mass production and standardization, manufacturers aimed to reduce costs by producing large volumes of standardized products in a continuous flow [5]. An example of this approach is the introduction of the assembly line. For instance, with the implementation of the assembly line at the Ford factory in 1913, the production time of the Ford Model T was reduced from 12.5 hours to 1.5 hours, which helped lower its final cost by approximately 60%.

Through product creation focused on quality and technical characteristics, manufacturers concentrated on improving the technical aspects of products, such as design, reliability, and features (for example, in the case of cars, household appliances, etc.). The goal was to generate demand for the product, regardless of consumers' desires or needs. For instance, in the case of the Ford Model T (released in 1908), although the company focused on mass production, it also aimed to create a simple and reliable car that would provide consumers with high quality and durability at an affordable price.

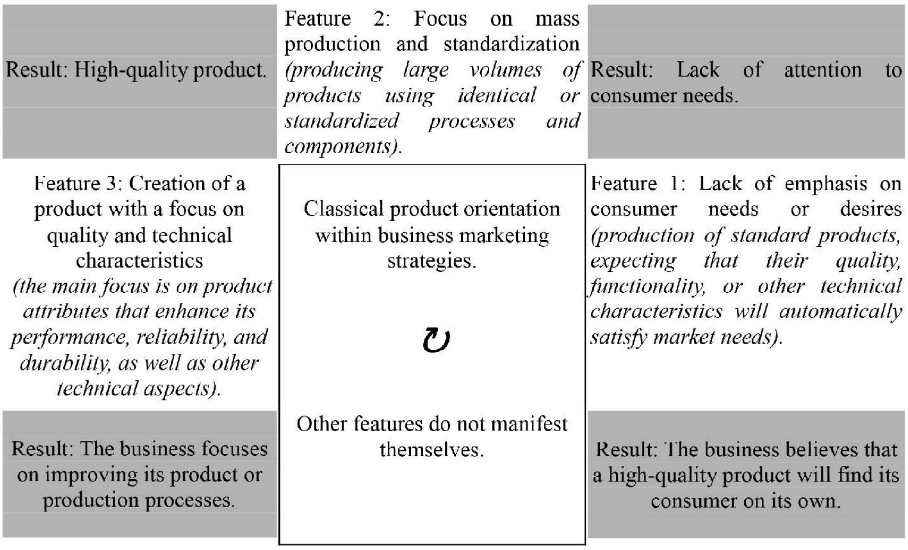

Fig. 1. Features of classical product orientation within marketing strategies

Source: compiled based on [1—2; 5].

Due to the lack of focus on the needs or desires of consumers, businesses saved on research or analysis of customer preferences, as it was believed that if the product was reliable and of high quality, demand for it would naturally arise. It was a result that consumers generally accepted what was offered to them if the product met basic standards of quality and functionality. For example, in the case of the Ford Model T, even though the manufacturer did not conduct extensive research on consumer needs, the car became popular precisely because of its affordable price and ease of use. It fulfilled people's basic need for transportation, which was enough to sell the car to a wide range of consumers..

Within the framework of the classic product-oriented approach, the marketing strategy only served as a tool for delivering the finished product to the consumer and was not intended to foster interaction with them or meet their unique needs. As mentioned earlier, a classic example of a product-oriented strategy is the Ford company in the early 20th century, particularly the release of the Model T car (1908—1927). It should be noted that Henry Ford adhered to production standardization and a mass production approach, which allowed for cost reduction and made the car affordable to a wide audience. A well-known quote attributed to him is: 'A customer can choose any color for their car, as long as it's black.' It illustrates the disregard for individual consumer preferences. However, by the 1930s, General Motors began offering customers cars with different colors, designs, and trim levels, realizing that taking customer needs into account was becoming a key factor for competitiveness. This strategy gave GM an advantage over Ford, prompting the GM to reconsider its approach.

Sales orientation within marketing strategies emerged in the 1950s—1970s and was characterized by the dominance of active promotion as markets became increasingly saturated and competition began to grow. These trends led to the emergence of an aggressive marketing strategy, where the focus was on active sales and advertising. Businesses adopted strategies characterized by features such as:

— Aggressive advertising and promotions;

— Actively persuading consumers of the necessity of the product;

— Intensive use of public relations and advertising.

So, the basic features of sales orientation within marketing strategies are outlined in Figure 2.

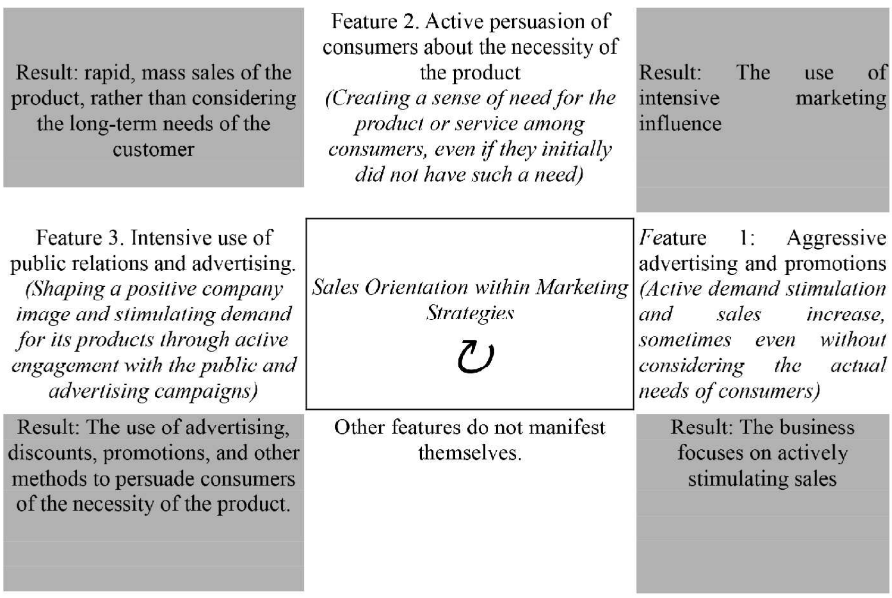

Fig. 2. Features of Sales Orientation within Marketing Strategies

Source: compiled based on [1; 4; 5—6].

In fact, businesses focused on sales orientation within marketing strategies believed that a product would not sell on its own, even if it was of high quality.

Specifically, through aggressive advertising and promotions, manufacturers sought to stimulate demand. Advertising informed consumers about the product and actively encouraged purchases [1; 4].

Through active persuasion of consumers about the necessity of the product, manufacturers aimed to make consumers believe in its value using various psychological techniques. These included [5—6]:

— Emphasizing the emotional need for the product (e.g., advertisements for household products promising to simplify daily life or improve quality of life).

— Using celebrities (engaging famous personalities to endorse the product, adding value and prestige).

— Positioning the product as essential (even if the product was not a necessity, marketers created the impression that life would be incomplete without it).

For example, in the 1950s and 1960s, detergent manufacturers actively used advertising that showcased happy families and perfectly clean homes, creating the impression that without these products, a homemaker would not be able to ensure a comfortable household.

Additionally, through the intensive use of public relations and advertising, manufacturers sought to create a positive image and support sales through press releases, news, events, and product presentations.

Result: The understanding that the needs, tastes, and expectations of customers must be studied and taken into account when developing products and services.	Feature 2. Interactive marketing campaigns that promote active engagement and interaction with consumers *(Using various technologies and platforms for direct interaction with the audience.)*	Result: The understanding that consumers are at the center of the business.
Feature 3. Involving customers in co-creation processes *(Actively engaging consumers in the development of products, services, or even business ideas.)*	Customer Orientation within Marketing Strategies ↻	Feature 1. Creating an unforgettable experience for the customer *(Providing consumers with emotionally meaningful and pleasant experiences during their interaction with the brand at all stages of the purchasing process, product use, or service)*
Result: Businesses strive to create value for the customer and improve their experience when interacting with the brand	Feature 4. Using technology to provide more personalized products and services *(Using modern technologies to understand the needs and preferences of customers and create individualized offerings)*	Result: Businesses strive to build long-term, loyal relationships.

Fig. 3. Signs of Customer Orientation within Marketing Strategies

Source: compiled based on [1—2; 5].

One of the most striking examples of such practices is Coca-Cola, which actively used aggressive advertising campaigns and promotions. In particular, its winter advertisement featuring Santa holding a bottle of Coca-Cola became iconic. In these holiday campaigns, the brand used various slogans, but one of the most famous was "Holidays are Coming." This slogan accompanied the legendary advertisement featuring the red Coca-Cola truck, which first appeared in 1995 and became a symbol of the holiday season.

Another popular slogan was "Open Happiness," which was used in various advertising campaigns, including during the winter season, emphasizing the brand's emotional connection to festive moments. These campaigns not only boosted sales during the winter period but also created a strong emotional bond with customers, making Coca-Cola an integral part of the holiday atmosphere.

Sales orientation became an important stage in the development of marketing strategies, as it allowed businesses to adapt to high competition and market saturation [1; 4]. This approach involved the active use of advertising, persuasion techniques, and public relations to stimulate demand and create a sense of need for the product among consumers.

Customer orientation within marketing strategies emerged in the early 2000s and continues today. It's characterized by the dominance of value and customer experience, where the main priority is meeting consumer needs, personalizing interactions, and creating a unique customer experience. At the same time, businesses focused on strategies characterized by features such as [1—2]:

— Creating unforgettable experiences for customers;

— Interactive marketing campaigns that encourage active engagement and interaction with consumers;

— Involving customers in co-creation processes;

— Utilizing technology.

Thus, the basic features of customer orientation within marketing strategies are outlined in Figure 3.

Business entities focused on customer orientation within marketing strategies believe that business success depends on a deep understanding of consumers' needs and desires.

In particular, by creating a memorable experience for the customer at every stage of interaction with the brand, manufacturers strive to ensure continuous positive engagement and strengthen the emotional connection, ultimately contributing to loyalty and repeat purchases [1—2]. For example, from purchasing a product to after-sales service, Apple creates an exceptional customer experience. They offer high-quality products and a seamless purchasing process through online stores or flagship stores, where customers can receive personalized consultations. Additionally, Apple regularly holds workshops and provides professional support through AppleCare strengthens the emotional connection with the brand and encourages customer loyalty.

Through interactive marketing campaigns, manufacturers encourage customers to actively engage and interact with the brand, allowing them to become part of its communication [5]. Coca-Cola launched a campaign where bottles had people's names, allowing customers to find a bottle with their name or a friend's name. It created a sense of personalization and engagement with the brand.

By engaging customers in co-creation processes like crowdsourcing and reviews, manufacturers can better consider their preferences and needs, resulting in products or services that align with consumer expectations [2]. For example, Lays, a potato chips brand, organized contests for consumers to propose new flavors, with the most popular ideas launched for mass production. Coca-Cola also actively engages in co-creating products with customers. The company introduced vending machines that allow consumers to mix different flavors and create unique beverages. Additionally, Coca-Cola tests new flavors in different countries, considering local preferences. For instance, in Japan, the company released Coca-Cola with cherry and green tea flavors, while in the United Kingdom, they introduced versions with vanilla and cinnamon.

By leveraging various technologies to offer more personalized products and services, manufacturers can anticipate customer needs and deliver what they want when they want it [5].

Such an approach enables brands to build an emotional connection with customers, enhance their loyalty, and establish long-term relationships. Creating these deep connections is crucial, as loyal customers return to the brand and actively recommend it to others, reducing the cost of acquiring new consumers. Moreover, these customers hold significantly higher value for businesses, as they are willing to pay more for high-quality service and innovative solutions.

It is precisely through customer-oriented strategies that businesses are now able to create a unique user experience, which has become their key competitive advantage.

CONCLUSIONS

The article explains that marketing strategies have evolved through several key stages, each introducing significant shifts in how businesses interact with customers and manage demand. The following conclusions were drawn:

1. It is noted that the classic product orientation (1920s—1950s) focused on the quality and technical characteristics of the product, leading to the mass production of standard products. However, this approach did not take into account the individual needs of consumers, which often led to low loyalty and limited growth.

2. It is noted that sales orientation (1950s—1970s) focused on actively stimulating demand through advertising and aggressive sales tactics. While this contributed to short-term demand growth, this approach did not allow for building long-term relationships with customers, which limited its effectiveness in fostering loyalty.

3. It is proven that customer orientation (from the early 2000s to the present) became the culmination of the evolution of marketing strategies, through which businesses began focusing on meeting consumer needs, personalizing interactions, and creating a unique customer experience. It allowed brands to establish an emotional connection with customers, fostering loyalty and long-term relationships while creating a unique experience for each consumer.

Overall, the evolution of marketing strategies indicates a gradual shift from a focus on the product and sales to an emphasis on customer needs and experience. The prospects for further research lie in studying the impact of emerging technologies and digital transformations on the development of marketing strategies, particularly in improving personalization and interactivity in customer interactions amid rapid market changes.

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