

MODELS OF MARKETING ACTIVITY IN AN INDUSTRIAL ENTERPRISE

TATYANA A. BERKUTOVA¹, DARINA MATSKOVA²,
OLGA V. MISHENKOVA³, BORIS A. YAKIMOVICH⁴,
SVETLANA I. SOLOMENNKOVA⁴

¹Federal State Unitary Enterprise All-Russian Research Institute
Center, Moscow

²Technical University of Kosice, Faculty of Mechanical
Engineering, Kosice, Slovakia

³Kalashnikov Izhevsk State Technical University, Izhevsk,
Udmurtia

⁴Sevastopol State University, Sevastopol, Crimea

DOI: 10.17973/MMSJ.2024_12_2024028

darina.matskova@tuke.sk

The article presents the results of a study of theoretical, methodological and practical aspects of marketing activities at industrial enterprises, systematized in the form of three functional models of marketing activities implemented at industrial enterprises, taking into account the specific features of changes in marketing activities depending on the functional marketing model implemented at the enterprise. The research uses traditional methods of scientific analysis, including technical, economic and logical analysis, systematization and ranking. The analysis takes into account that the dynamic nature of the external environment of enterprises implies constant changes in the criteria of competitiveness and efficiency, leading to the emergence of new business goals, new tools and methods of work, changes in the ownership structure, relationships, the development of new functions and directions, diversification and integration. The obtained results can be used at an industrial enterprise when changing the model of marketing activities, as in the conditions of the formation of technological independence of the Russian Federation the most important task is to ensure the market orientation of the production capabilities of domestic enterprises.

KEYWORDS

enterprise, marketing, activity, model, consumer

1 INTRODUCTION

Organizational and management models of marketing activities developed by practice turn out to be optimal only in certain organizational and technical conditions, since specific organizational models of marketing activities largely depend on lots of external and internal factors [Gamble 2002, Armstrong 2019]. That is, there cannot be universal marketing models equally suitable for enterprises of different types and industries, which make it relevant to conduct research on the systematization of the features of changing marketing activities in an industrial enterprise when changing the marketing model. The analysis of literature sources and practical marketing activities of enterprises of various industries made it possible to identify three functional models of marketing activities implemented by enterprises [Doyle 2008, Aleksunin 2016]:

- sales-oriented marketing model;
- a model of marketing activities aimed at the consumer market;

- a model of marketing activities aimed at achieving market goals through partnerships (creation and integration of business partnerships).

The sales-oriented model assumes that marketing specialists don't participate in the creation of the product and are engaged in the sale and promotion of products to the market [Matiskova 2015]. Marketing is transactional in nature and is aimed at achieving the planned volumes of trade by increasing the number of transactions. Marketing goals are to achieve sales volumes for various commodity movement channels, to sell a certain volume of products at a certain time period at a certain price; to execute a promotion plan and develop and execute a sales promotion plan [Man 2011, Kovalenko 2021].

Within this model, the organizational structure of the marketing service is usually represented by the sales department. In this case, the marketing functions performed in the enterprise are as follows:

- communication functions: development and implementation of advertising and sales promotion measures, personal sales;
- sales functions: organization of sales, provision of turnover volumes.

Sales employees look for customers, conclude contracts to sell goods and track the payment discipline of customers (govern the receivables). Within the communication activities, sales employees select advertising media, conclude contracts for advertising, develop and distribute advertising materials.

Functions such as market segmentation, commodity positioning and enterprise positioning for a given model are usually intuitive due to the lack of information about the external environment and are based on subjective assessments of employees. In this model such areas of evaluation as marketing service interaction with buyers and consumers, interaction within the business partnerships, marketing management and strategic marketing are not used due to the limited nature of marketing activities [Berkutova 2008, Egorova 2017].

Marketing is primarily operational. The effectiveness of such marketing activities can only be considered from the perspective of cost-effectiveness in the allocation of internal resources of the enterprise within the marketing activities. Accordingly, the goal of efficiency is to maintain and increase the ratio of turnover to marketing costs. In general, for this model, the assessment of the effectiveness of marketing activities can be reduced to the calculation of the ratio of results and costs during the current period [Gordon 1998].

All costs for marketing activities at this model are operational; payback begins during the current period. The marketing budget is formed from the following direct costs: staff salary costs, advertising costs, communication costs, equipment costs (infrastructure, computers, software), business trip charges, logistics costs (delivery, storage of goods, documentation).

The purpose of this work is to systematize the features of changing marketing activities at changing the current marketing activity model using synergetic effect of combining the methods of scientific analysis, including technical economic and logical analysis, systematization and ranking.

2 MARKET AND CONSUMER ORIENTED MODEL

The model of marketing activities focused on the consumer market assumes that marketing specialists participate in the creation of the product, choose markets, and design the market position of the enterprise. This model focuses enterprises to meet consumers' needs, which makes it necessary to study these needs (conduct market research), form the marketing complex, strategic marketing, and take into account the needs

of society [Dima 2010, Best 2018]. The achievement of commercial results occurs due to meeting consumers' needs, the formation of the marketing complex (4P), segmentation, positioning, shaping of the competitive policy. In this situation, marketing specialists are responsible not only for achieving the planned volumes of turnover, but also for the profit of the enterprise, market share, business value, strategic orientation and sustainability of the business, its innovative activity [Bunchikov 2016, Ivogin 2017]. In this case, we cannot talk only about the effectiveness of the marketing components. Efficiency cannot be achieved if the organizational structure is ineffective and the links of the marketing department with other departments of the enterprise are not implemented [Kotler 2014 and 2023]. It makes no sense to assess cost-effectiveness of segmentation autonomously, since the result will be achieved as formed segments. It is difficult to measure the "correctness" of segmentation unless applied this segmentation in practice. By itself, the result of segmentation will not be effective, if not, through the use of other marketing functions, applied in practice [Tretyak 2016]. Therefore, an autonomous assessment of the effectiveness of segmentation and a number of other special marketing functions is impractical (perhaps, we will talk about effectiveness). Within the considered functional model, the management of marketing activities is usually carried out at the level of top

management of the enterprise as a commercial director, or a deputy marketing director. The organizational structure of the marketing service is multilevel, it includes both departments that carry out marketing research, and departments that work with new products, engaged in the development of brands, product sales, development and implementation of the communication policy of the enterprise [Winkelman 2006, Pichurin 2015]. The principles of distribution of marketing activities are differentiated. More often we can see the specialization of marketing departments on markets or goods, and divisions for new products also operate separately in the structure. Specialization in marketing functions is characteristic of functions such as marketing research, strategic marketing. Some functions are transferred for outsourcing organizations, including marketing research, trademark attribute development, development of advertising materials, transportation of goods. The marketing functions performed for this model are presented in Table 1.

In addition to operational and tactical marketing functions, the functions performed include strategic marketing and management functions. Marketing specialists cooperate with production, design, financial, economic, and logistics departments, determine strategic areas in existing markets, and search for new markets [Tothova 2014].

Table 1. Composition of marketing functions performed by enterprises implementing the model of marketing activities aimed at the market and consumers

Function	The content of the functions
Marketing research	Research of consumers and buyers (profiles, preferences, conditions of purchase, awareness, willingness to cooperate, satisfaction); Market research (components of market conditions); Research of goods (model "ideal product," characteristics of analogues, priority of characteristics, comparative analysis of characteristics); Research of competitors (composition, positions, strengths and weaknesses, market shares, competitive advantages, strategies implemented); Studies of macro environment factors (identification of the most intensively influencing factors of their ranking and prognosis); Research of the internal environment of the enterprise (information necessary for making marketing decisions - pricing, technical and production capabilities, resource availability); - study of other reference groups (social and political movements, legislators of public opinion); Studies of performance efficiency of various functions of marketing (advertising, personal sales, goods distribution and so on).
Segmentation and positioning	- definition of the market segment structure; - selection of target segments; - definition of positioning in selected segments.
Marketing communication	- development of interrelated marketing communications plan; - development and implementation of advertising events; - development and implementation of sales promotion measures; - development of a targeted sales promotion policy; - formation of methodology and development of personal sales tools; - evaluation of sales level for employees selling goods; - development of PR policy, development and implementation of PR plan - measures; - assessment of PR impact on the enterprise

	activities; - formation of demand for the company's goods; - evaluation of the effectiveness of advertising activities
Sales	Development and implementation of sales policies (creation of a coherent and targeted sales network); Sales of products; Transportation and storage of products; Analysis of customer structure; Targeted changes in the customer structure; Evaluation of distribution channels; Creation of a service system
Price policy	- development of pricing policy; - pricing;
Strategic marketing	- targeted creation of trademarks and brands; - trademark and brand management; - creation of new products; - analysis and management of the enterprise's product portfolio; - definition of strategic directions of enterprise activity; - search for new markets and new types of business; - targeted formation of business value through marketing assets; - formation and implementation of strategies in existing markets.
Marketing management functions	Marketing planning; Analysis of compliance of the organizational structure of the marketing department with market requirements; Analysis and evaluation of marketing activity of enterprise; Development and application of a system of incentives for marketing specialists; Regulation of marketing department interaction with other company departments (in enterprise standards, orders, etc.); Collecting and using information about new marketing functions and technologies.

The need to align all aspects of marketing activities leads to an increase role of marketing management in the enterprise, including planning, evaluation, promotion and organization. That is, the marketing functions themselves, its individual directions should in this case work in the system that takes into account the business system, dynamics of the situation. At the same time, management and its functions allow to give direction to marketing functions, determine the necessary and sufficient amount of marketing works, the composition of these works.

Management organizes marketing activities as a subsystem that works to achieve the goals of the business system and the environment, taking into account the needs of consumers.

Marketing costs for this model are formed taking into account investment and current costs. The sources of investment costs are marketing assets (brands, trademarks, creation of sales systems) and activities for the development of new goods and the search for new markets (marketing research, market testing of goods).

3 THE PARTNERSHIP-ORIENTED MODEL

The model of marketing activities aimed at achieving market goals through partnerships assumes that in addition to determining market policy and strategy, participating in the formation of goods, marketing specialists also participate in the formation of various types of partnerships: they determine the requirements, restrictions and goals of partnerships, establish the goals of the system of partner enterprises, link the tasks of partnerships with market needs and the needs of society as a whole, form dual relationships. Partnerships are formed with distributors and designers, organizations, enterprises that have unused production potential, intangible assets.

The organizational structure of the marketing service for the considered marketing model has a multi-level branched structure, it's under the control of one top manager and can have a divisional structure with project elements, depending on the number of business partnerships in which the enterprise participates.

The costs of selecting partners, forming partnerships and organizing a business network are investments.

At the same time, all marketing functions implemented for the model focused on the market and consumers are performed.

Marketing functions that focus on partnerships include the following:

- collection of information about potential partners;
- search and selection of business partners;
- determining the contract terms;
- agreeing on business partners goals;
- coordination of activities of all participants of business partnerships;
- research of joint decision-making opportunities with potential business partners.

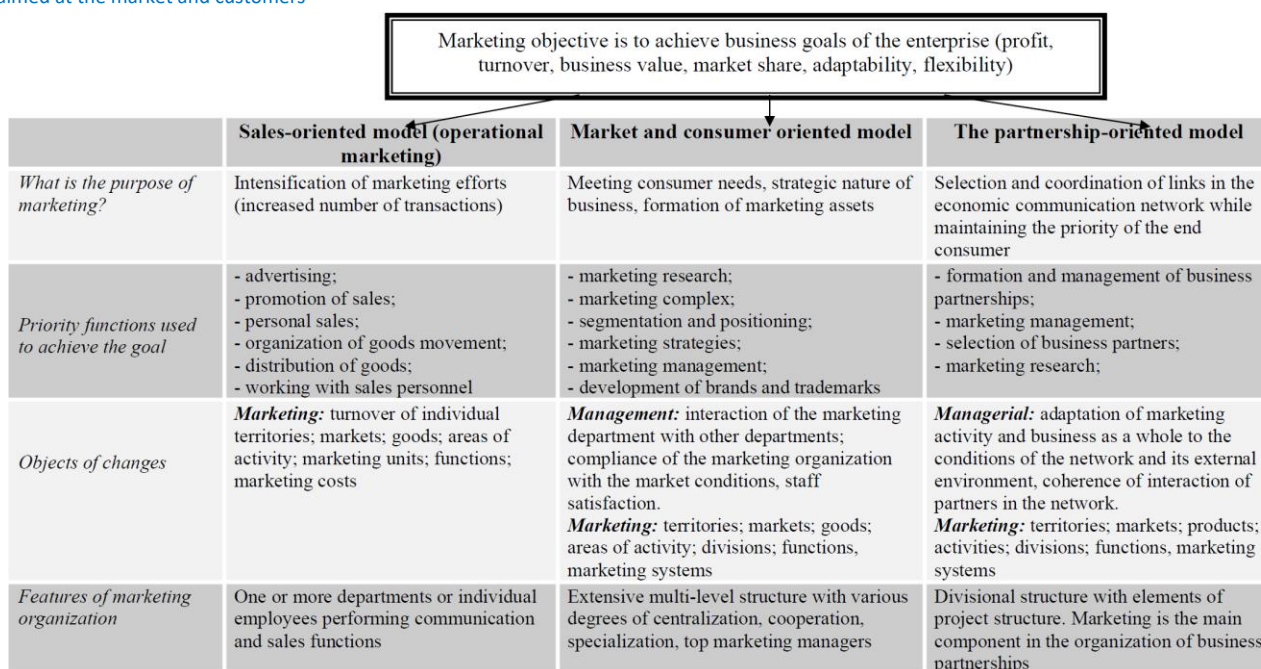
It's necessary to take into account that marketing activities in an industrial enterprise are in constant development and transformation, since the functions of operational and tactical marketing are rapidly aging and becoming unsuitable for new conditions. Therefore, marketing activities at industrial enterprises should be investigated in the process of continuous change in the forms and methods of organizing operational and tactical marketing, in the process of their improvement.

The marketing activity model implemented by the enterprise in practice determines the peculiarities of the organization and implementation of marketing activities, in particular, the organizational structure of the marketing department, the composition of marketing functions performed at the enterprise, the composition and nature of the goals of both the enterprise and the marketing department and marketing activities as a whole.

Changes in marketing activities can be made by revising the role and content of marketing activities at the enterprises of this group, a transition from a sales-oriented model to more complex models that allow taking into account the state of the external business environment, which determines the need to manage changes in marketing activities.

Features of changes in marketing activities taking into account the functional marketing model implemented at the enterprise are presented in Figure 1.

Figure 1. Features of changes in marketing activity depending on the functional marketing model implemented at the model of marketing activities aimed at the market and customers



4 CONCLUSION

It should be noted that the models implemented by enterprises don't always meet the conditions of the external environment and diagnosing the situation "as it is" cannot identify the necessary directions for changing marketing activities of the enterprise and, as a result, won't allow forming a program of changes to improve marketing. This situation makes it necessary to choose a different concept of evaluation of marketing activities, which determines the main conditions of assessment, the specifics of evaluation objects and evaluation goals, the nature of priority of marketing functions, the nature of interaction of the marketing department with other departments of the enterprise, the degree of influence of the marketing department and marketing activities in general on the achievement of business goals of the enterprise.

ACKNOWLEDGMENTS

This work was supported by the Slovak Research and Development Agency under contract No. APVV-19-0590, and by the projects VEGA 1/0704/22, KEGA 022TUKE-4/2023 granted by the Ministry of Education, Research, Development and Youth of the Slovak Republic.

REFERENCES

- [Aleksunin 2016] Aleksunin, V.A. Marketing. Moscow: Dashkov and K, 2016, 200 p. ISBN: 978-5-394-03163-2.
- [Armstrong 2019] Armstrong, G. and Kotler, P. Principles of Marketing. 17th ed. Pearson Education, 2019, 728 p. ISBN: 978-9352865611.
- [Berkutova 2008] Berkutova, T.A. Organization of marketing activities at the enterprise. Yekaterinburg–Izhevsk: Publishing House of the Institute of Economics of the Ural Branch of the Russian Academy of Sciences, 2008, 196 p.
- [Best 2018] Best, R. Marketing from the consumer. Moscow: Mann, Ivanov and Ferber, 2018, 696 p.
- [Bunchikov 2016] Bunchikov, O.N. Formation and effectiveness of marketing services. Agricultural Science, 2016, No. 4, p. 10.
- [Dima 2010] Dima, I.C., et al. Using the expert systems in the operational management of production. In: Recent Advances in Mathematics and Computers in Business, Economics, Biology & Chemistry. Book Series: Mathematics and Computers in Science and Engineering, 2010, p. 307. ISBN 978-960-474-194-6. ISSN 1792-4308.
- [Doyle 2008] Doyle, P. Value-based Marketing: Marketing Strategies for Corporate Growth and Shareholder Value, 2nd Ed. John Wiley & Sons, 2008, 384 p. ISBN: 978-0-470-77314-7.
- [Egorova 2017] Egorova, M.M. Marketing. Moscow: Scientific book, 2017, 949 p.
- [Gamble 2002] Gamble, P., Stone, M., Woodcock, N. Marketing of relationships with consumers. Moscow: Fair Press, 2002, 512 p. ISBN: 5-8183-0376-4.
- [Gordon 1998] Gordon, I.H. Relationship Marketing: New Strategies, Techniques and Technologies to Win the Customers You Want and Keep Them Forever. John Wiley & Sons, 1998, 314 p. ISBN: 9780471641735.
- [Ivolgin 2017] Ivolgin, A.I. Marketing at an industrial enterprise. Novoe znanie, 2017, 414 p.
- [Kotler 2014] Kotler, P. and Keller, K.L. Marketing management, 15th ed. Prentice Hall, 2012, 657 p. ISBN 9780132102926.
- [Kotler 2023] Kotler, P., Armstrong, G., Balasubramanian, S. Principles of marketing, 19th ed. Pearson, 2023, 768 p. ISBN: 978-1292449364.
- [Kovalenko 2021] Kovalenko, A.E., Okolnishnikova, I.Y., Kuzmenko, Y.G. Internet marketing of small businesses: theory, practice, regional aspects. Moscow: First Economic Publishing House, 2021, 274 p.
- [Man 2011] Man, M., Modrak, V., Grabara, J.K. Marginal cost of industrial production. Polish Journal of Management Studies, 2011, Vol. 3, No. 1, pp. 62-69.
- [Matiskova 2015] Matiskova, D. Evaluation of the Effectiveness of Engineering Production Processes using Pareto Analysis. TEM Journal, 2015, Vol. 4, No.1 pp. 96-101. ISSN 2217-8309.
- [Pichurin 2015] Pichurin, I.I. Features of industrial marketing in Russia at the stage of import substitution. Yekaterinburg: UMC UPI, 2015, 182 p. ISBN: 978-5-8295-0370-3. Available from: <http://elar.urfu.ru/handle/10995/33877>.
- [Tothova 2014] Tothova, M., Pitel, J., Mizakova, J. Electro-pneumatic robot actuator with artificial muscles and state feedback. Applied Mechanics and Materials, 2014, Vol. 460, pp. 23-31.
- [Tretyak 2016] Tretyak, O.A. Marketing: new guidelines of the management model. Moscow: Prospect Publishing, 2016, 408 p. ISBN: 9785392204816.
- [Winkelman 2006] Winkelman, P. Marketing and sales: Fundamentals of market-oriented company management. Moscow: Grebennikov Publishing House, 2006, 668 p.

CONTACTS:

Assoc. Prof. Ing. Darina Matiskova, PhD., MBA

Technical University of Kosice
Faculty of Manufacturing Technologies with a seat in Presov
Department of Industrial Engineering and Informatics
Bayerova 1, 08001 Presov, Slovak Republic
phone: + 421556026426, +421 904 240 638
email: darina.matiskova@tuke.sk

Assoc. Prof. Dr. Tatyana A. Berkutova

Federal State Unitary Enterprise All-Russian Research Institute 'Center', Moscow
email: tberkutova@yandex.ru

Assoc. Prof. Olga V. Mishenkova

Izhevsk State Technical University Kalashnikova
Izhevsk, Udmurtia
email: mov@istu.ru

Prof. Dr. Boris A. Yakimovich

Sevastopol State University
23 Gogolya Street, Room 23, Sevastopol, Crimea
+7 (912) 854-21-28, email: BAYakimovich@sevsu.ru

Svetlana I. Solomennikova, Ph.D.

Sevastopol State University
23 Gogolya Street, Room 23, Sevastopol, Crimea
+7 (912) 874-07-92, email: solomennikova@mail.ru