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BASIC ASPECTS OF MANAGING ENTERPRISE MARKETING POLICY IN THE CONTEXT OF MARKETING

In today's unstable global environment, the formation and implementation of enterprise market policy is supported by a variety of tools. This study emphasizes marketing tools, the dominant role of which is justified by the essential similarity between marketing per se (identified with market activity) and market policy (which ensures the implementation of this activity). The methodological basis of marketing tools is defined by marketing analysis, which allows for the study of market needs to maximize consumer satisfaction and ensure the conditions for maximizing profits from entrepreneurial activity, and, in general, to conduct research across the entire range of marketing subject areas of an economic entity. The enterprise's market behavior models and corresponding market policy priorities are consistently interconnected. This is determined by the logic of the law of dialectics, which governs the transformation of quantitative changes into qualitative ones. The determinants of market policy formation and implementation act as catalysts for this transition. The formation and implementation of a catering enterprise's market policy is carried out using a variety of tools. The study focuses on marketing instruments, the dominant role of which is justified by the essential closeness of marketing as such (identified with market activity) and market policy (ensuring the implementation of this activity). Customer satisfaction is strictly individual, dependent on personal motives and interests. It can and should be improved through a range of activities focused on understanding customer needs and developing the company's value proposition to meet them. This principle is consistent with the company's market policy priorities, based on its customer-focused market behavior model. It is noted that the priority model of an enterprise's market behavior is defined as a consumer-oriented model, which transforms profit generation from the enterprise's goal to the result of satisfying consumer needs. This type of market policy fosters a qualitatively new attitude toward the consumer as the company's most valuable asset, which leads to a justified increase in consumer loyalty, trust, and commitment to the company and, consequently, guarantees stable sales and profit growth. The models of a company's market behavior and the corresponding market policy priorities are consistently interconnected. This is determined by the logic of the law of dialectics, which governs the development of the consumer market, regarding the transition from quantitative to qualitative changes.

Keywords: marketing, enterprise, market economy, management, algorithm.

Introduction. Current trends in the development of the consumer market, both in general and in particular, clearly demonstrate that the equal conditions created for business development are not the determining factor in its effectiveness and the sustainability of its competitive position. Achieving these goals requires an economically sound market policy developed based on the concept and methodology of marketing – a comprehensive system of scientific knowledge and applied tools that ensure a balance between the interests of enterprises and consumers.

For enterprises, the development and implementation of market policy is particularly important, due to the increasing intensity of competition for consumers in a context of relative stability in the consumer base and the growing number of economic entities competing for consumer loyalty.

These circumstances necessitate research devoted to the problem of formulating an enterprise's market policy based on the concept of marketing.

The content of an enterprise's market policy is revealed by establishing the relationship between typical models of market behavior, through which market policy is implemented, and its priorities:

– production orientation (market behavior model) – production technologies (market policy priority);

– sales orientation (market behavior model) – aggressive sales, advertising, sales promotion (market policy priorities);

– financial performance orientation (market behavior model) – financial assets, profit (market policy priorities);

– consumer orientation (market behavior model) – consumer needs, customer relationships (market policy priorities);

– quality orientation (market behavior model) – product quality and sales service (market policy priorities).

The priority model of an enterprise's market behavior is defined as a consumer-oriented model, which transforms profit-making from the enterprise's goal to the result of satisfying consumer needs. This means that purely economic processes acquire a social focus, and the company's market behavior is transformed into targeted, personalized interactions with specific representatives of the target consumer base. This type of market policy fosters a qualitatively new attitude toward the consumer as the company's most valuable asset, which leads to a justified increase in consumer loyalty, trust, and commitment to the company and, consequently, guarantees stable sales and profit growth.

The models of a company's market behavior and the corresponding market policy priorities are consistently interconnected. This is determined by the logic of the law of dialectics, which governs the development of the consumer market, regarding the transition from quantitative to qualitative changes.

Literature Review. The problem of enterprise market policy in the subject areas of its formation has been studied by many domestic and foreign marketers [1–8]. Researchers emphasize the relationship between market policy and enterprise competitiveness, consumer behavior, and the marketing characteristics of enterprise-customer relationships [9–11].

Certain aspects of the formation and implementation of market policy, taking into account the functional specifics inherent to enterprises in an unstable economy, have been explored in the works of scholars, and their work is highly valued. However, it should be recognized that a comprehensive study devoted to the problem of forming enterprise market policy based on the concept of marketing is lacking. The theoretical aspects of enterprise market policy require further development in the areas of specifying the essence, content, and priorities in the context of enterprise market behavior models, identifying the determinants of the formation and implementation of market policy, and substantiating its marketing tools, taking into account the functional characteristics of enterprise business.

Methodology. The methodological basis for developing the model was formed by the concept of consumer values and the concept of a balanced scorecard in the “customers” projection. The provisions of these concepts should be presented in the work in accordance with the objective of proving the acceptability of these concepts for constructing a value-based model for developing consumer loyalty to the enterprise [3, 5].

The methodology is based on modeling a value-based model for developing consumer loyalty to the enterprise and should be presented as a sequential interconnection of blocks and procedures: research and development (formulating a research hypothesis and justifying the need for developing a model; identifying the areas of the model's intended purpose in the practice of studying consumer loyalty and creating conditions for its development); conceptual and methodological (selecting a conceptual framework and clarifying its methodological provisions for developing the model - the concept of consumer values and the concept of a balanced scorecard in the “customers” projection); information and analytical (assessing the marketing effectiveness of a catering enterprise's business using the author's methodology, revising the enterprise's product portfolio using an algorithm for its improvement). instrumental and technological (formation of the enterprise's value proposition; establishment of dominant types of consumer loyalty and conditions for its development; determination of consumer loyalty measures for its dominant types and methods for calculating them); implementation and applied (determination of the composition of tasks solved with the help of the model in the analytical and managerial practice of the enterprise in improving its market policy; identification of directions of the enterprise's market policy in the context of functional processes that ensure the implementation of the model) [2, 10].

Results and Discussion. The goal was achieved by solving the following tasks [7, 8]:

– specifying the essence, content, and identifying priorities for the enterprise's market policy in the context of its market behavior models;

– identifying the determinants of the formation and implementation of the enterprise's market policy in an unstable economy;

– substantiating the marketing tools of the enterprise's market policy in an unstable economy;

– studying the conditions for the formation and factors of the effective implementation of the enterprise's market policy in an unstable economy;

– developing and testing a methodology for assessing the marketing effectiveness of the enterprise's business in an unstable economy;

– developing and testing an algorithm for improving the product portfolio of a catering enterprise based on an assortment matrix;

– substantiating a value model for developing consumer loyalty to the enterprise in an unstable economy;

– implementing the research results into the marketing practices of catering enterprises.

The algorithm comprises 7 interconnected phases [1–8]:

A schematic representation of the algorithm is provided in Figure 1.

The algorithm consists of the sequential execution of procedures that ensure [4, 6]:

– development of a product range concept for a catering establishment – specifying its differences from the enterprise's product range plan or production program;

– formation of the enterprise's product policy – substantiating its importance as the material basis for market policy, defining the objectives of the product policy and the conditions for its implementation;

– planning the enterprise's product range – establishing the sequence of operations in this process and emphasizing their analytical focus;

– analysis of the structure and dynamics of the enterprise's product range – identifying three approaches to analysis based on structural shifts in the product range by product groups of culinary products (of its own production);

– the intensity of structural changes in the output of culinary products; the dynamics of the culinary product range, assessed by the dynamics of their sales volumes, i.e., by the criterion of consumer demand for the products;

– development of a planned product range matrix for the enterprise's culinary products – establishing conditions for determining planned production (sales) volumes along the dynamics vector for product groups and dividing them into categories (growth, stability, decline) based on changes in consumer demand;

– development of recommendations for improving the enterprise's product portfolio.

To further deepen the research, it is necessary to conduct a marketing analysis of the factors affecting the company's marketing policy effectiveness using PEST, SWOT, and QUEST analysis, matrix portfolio analysis, and expert assessment methods, Figure 2 [1, 2].

The results of the PEST analysis will show that, in terms of the degree of influence of market macroenvironment factors on the effectiveness of the company's marketing policy, group factors are

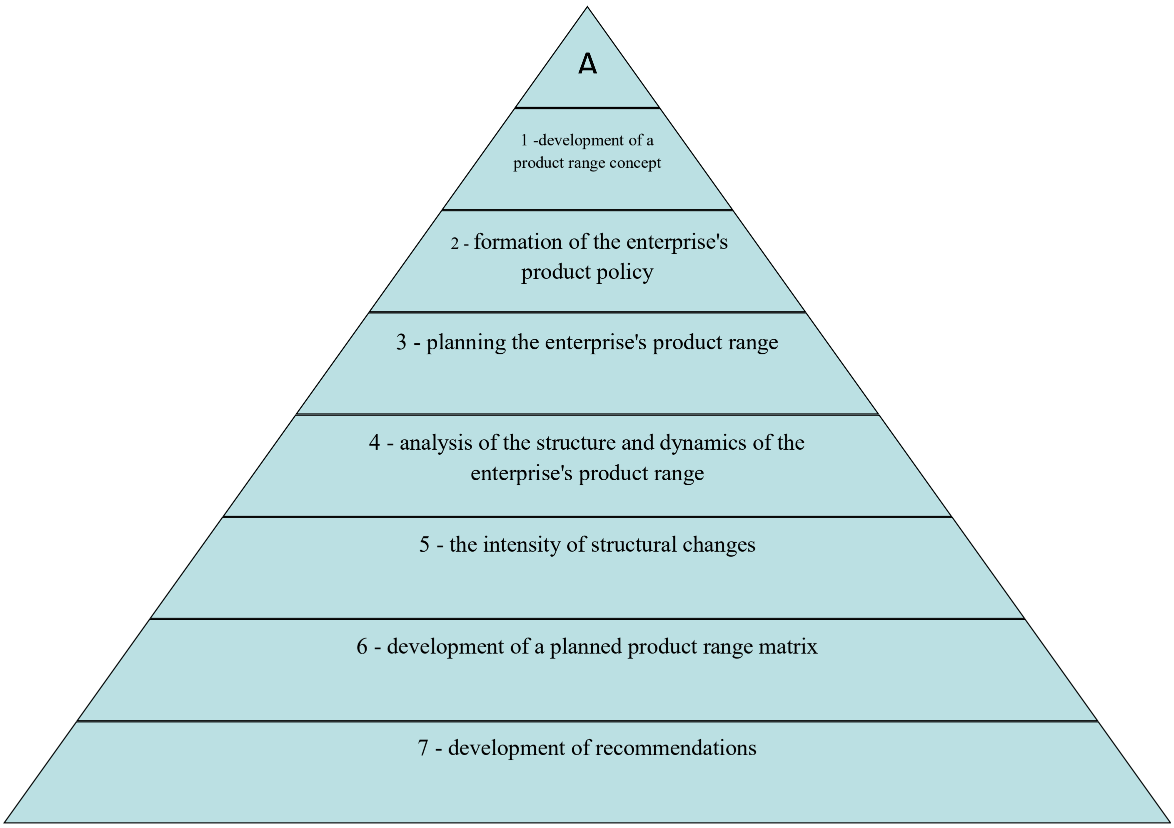

Figure 1. Algorithm for managing the enterprise's market policy

Source: built by the authors, [9]

distributed in the following order of decreasing influence: political, social, technological, and economic.

In terms of the direction of influence, experts assess social and technological factors positively, while political and economic factors are negative. Based on the aggregate average assessments, by identifying the balance of negative and positive assessments, the need to develop an in-house marketing policy will be demonstrated in the work using the results of a SWOT analysis, with the construction of a SWOT matrix containing characteristics of strengths, weaknesses, opportunities, and threats in terms of their impact on the effectiveness of the marketing policy.

Comparing the results of the PEST and SWOT analysis will allow us to identify four key factors (competitive advantages of the network structure – in the “strengths” field of the SWOT matrix; limitations in independent marketing policy development – in the “weaknesses” field of the SWOT matrix; franchising development – in the “opportunities” field of the SWOT matrix; “trade wars” – in the “strengths” field of the SWOT matrix) and use them in constructing a QUEST matrix for assessing the key factors of the company's marketing policy effectiveness [10, 11].

Analysis of the QUEST matrix will show that the leading factor in market policy effectiveness is the “trade wars” factor, logically interconnected with the “competitive advantages of the network structure” and “franchising development” factors.

Taking this into account, the following can be considered as marketing tools for an enterprise's market policy [6, 7]:

– monitoring the marketing environment of the enterprise's activities, defined as a systemic analysis of the environment (external, divided into macro- and microenvironments, and internal) and tracking changes occurring within it for the timely adoption of management decisions that adjust the enterprise's market policy;

– diagnostics of the marketing performance of a business, defined as the degree of implementation of planned marketing activities, the degree to which planned results are achieved (external, reflected by efficiency; internal, reflected by cost-effectiveness or internal efficiency; together, external and internal efficiency constitute business performance), highlighting the diagnostic challenges inherent in measuring marketing performance;

– assessment of entrepreneurial risks, the connection between which and market policy is justified from the standpoint of a subjective-objective approach: on the one hand, the enterprise's activities are carried out in conditions of objective market uncertainty, on the other, they presuppose a subjective choice of certain alternatives and the calculation of the probability of their implementation;

– analysis of consumer satisfaction, characterizing their experience of interaction with the enterprise, i.e. The result of a specific activity: the consumer's behavior, and the enterprise's marketing policy as a set of implemented actions to ensure consumer satisfaction.

Specifying the composition of marketing tools will allow us to identify and characterize the basic methods.

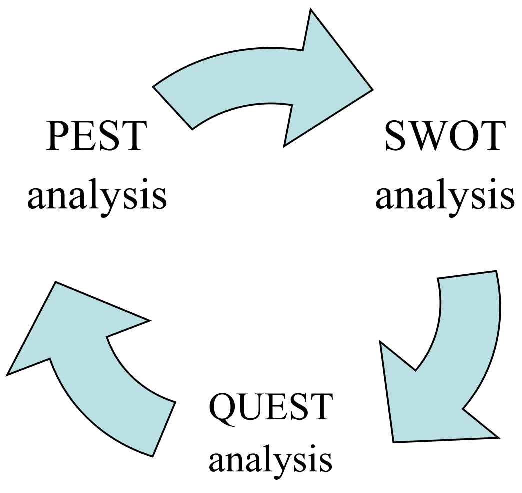

Figure 2. Marketing toolkit

Source: built by the authors

Conclusion. Implementation of the algorithm will create qualitatively new conditions for increasing customer satisfaction with the company's operations, which is particularly important from the perspective of developing a value proposition as a unique marketing result, which serves as a prerequisite for developing customer loyalty and realizing consumer interests.

In the context of intensifying competition in the consumer market in the service sector, driven by the rapid quantitative growth of enterprises engaged in this functional type of economic activity and the relative stability of the consumer contingent, each enterprise pursues the goal of developing a segment of loyal customers. Customer loyalty for an enterprise is determined by behavioral and attitudinal factors that shape consumer loyalty, which is based on customer satisfaction with the company's operations in all functional areas: culinary production, sales of in-house and purchased goods, and out-of-home consumption.

While customer satisfaction is strictly individual, dependent on personal motives and interests, it can and should be improved through a range of actions aimed at studying consumer needs and developing the enterprise's value proposition to meet them. This position is consistent with the company's market policy priorities, based on its consumer-oriented market behavior model.

It follows that timely adjustments to the company's market policy, making it personalized in terms of maximum attention to individual consumer needs and their high-quality satisfaction, must be considered a determining factor in developing consumer loyalty to the company.

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БАЗОВІ АСПЕКТИ УПРАВЛІННЯ РИНКОВОЮ ПОЛІТИКОЮ ПІДПРИЄМСТВА В КОНТЕКСТІ МАРКЕТИНГУ

Формування та реалізація ринкової політики підприємства у сучасних умовах нестабільності глобального оточення існування суб'єктів господарювання здійснюється за допомогою різноманітного інструментарію. У дослідженні зроблено акцент на маркетингових інструментах, домінуюча роль яких аргументована сутнісною близькістю маркетингу як такого (що ототожнюється з ринковою діяльністю) та ринкової політики (що забезпечує здійснення цієї діяльності). Методологічною основою маркетингового інструментарію визначено маркетинговий аналіз, що дозволяє вивчати потреби ринку для максимального задоволення потреб споживачів та забезпечення умов максимізації прибутку від підприємницької діяльності, а загалом проводити дослідження по всьому комплексу предметних областей маркетингу господарюючого суб'єкта. Моделі ринкової поведінки підприємства та відповідні їм пріоритети ринкової політики послідовно взаємопов'язані між собою. Це зумовлюється логікою дії закону діалектики про перехід кількісних змін до якісних, якому підпорядковується розвиток споживчого ринку. Каталізаторами зазначеного переходу виступають детермінанти формування та реалізації ринкової політики. Формування та реалізація ринкової політики підприємства громадського харчування здійснюється за допомогою різноманітного інструментарію. У дослідженні зроблено акцент на маркетингових інструментах, домінуюча роль яких аргументована сутнісною близькістю маркетингу як такого (що ототожнюється з ринковою діяльністю) та ринкової політики (що забезпечує здійснення цієї діяльності). Позначено, що пріоритетною моделлю ринкової поведінки підприємства визначається модель, орієнтована на споживача, що трансформує отримання прибутку з мети діяльності підприємства в результаті задоволення потреб споживачів. Це означає, що суто економічні процеси набувають соціальної спрямованості, а ринкова поведінка підприємства видозмінюється на адресну, персоніфіковану взаємодію з конкретними представниками цільового споживчого контингенту. У такому типі ринкової політики виникає якісно нове ставлення до споживача як найціннішого для підприємства активу, що викликає обґрунтоване зростання споживчої лояльності, довіри та прихильності до підприємства та, як наслідок, гарантує йому стабільне зростання продажу та прибутку. Моделі ринкової поведінки підприємства та відповідні їм пріоритети ринкової політики послідовно взаємопов'язані між собою. Це зумовлюється логікою дії закону діалектики про перехід кількісних змін до якісних, якому підпорядковується розвиток споживчого ринку.

Ключові слова: маркетинг, підприємство, ринкова економіка, управління, алгоритм.

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