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METHODOLOGY FOR DEVELOPING MECHANISMS AND TOOLS IN THE MARKETING MANAGEMENT SYSTEM

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ABSTRACT

In practice, a systematic approach is needed that allows you to combine the assessment and further changes in marketing activities. Such an approach should take into account the adoption of managerial decisions regarding improving the efficiency of marketing based on a system of assessment indicators, both marketing activities and the business as a whole, and provide for a program of coordinated changes in business and marketing, which allows to improve these indicators. taking into account the characteristics of the external environment and the resource potential of the enterprise. The result of using this approach is a more efficient state of marketing and business systems, ensuring their interconnection and coordination, taking into account market conditions. The development and implementation of a systematic approach contributes to the application of the theory and methodology of change management in the context of increasing the effectiveness of marketing activities.

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Introduction. In previous studies, we proposed a research system not only in the sequence of marketing-management, but also vice versa, management-marketing.

In the economic literature, the category "marketing-management" is often replaced by the concept of marketing management, and "management-marketing" - marketing management. This leads to the fact that, due to the complexity of combinations of individual concepts, it is difficult to understand the essence and content of the categories "marketing management" or "marketing management". In particular, the foreign approach to these categories is as follows.

At the same time, the approach of scientists of the post-Soviet space has a slightly different representation of these categories.

In our opinion, the most meaningful definition was given by M.B. Shchepakina, M.S. Fiturina and R.M. Tretyakov, to whose approach we adhere [1-7]:

A. Marketing management (marketing management) is a broader concept that is considered in the communication system of an enterprise, focused on the efficient use of resources and its sustainable development within a single motivational field of subjects of market relations.

B. Marketing management (management marketing) determines the systematic application of individual marketing tools in the commercial activities of an enterprise. The corresponding conceptual apparatus should be considered not in isolation from the state of the economic system, but in the interconnection of factors that determine the place of this system in the hierarchy of development paradigms, formed as a result of market reforms and dynamization of the conditions of functioning of the subjects of the production and commercial system [7-11].

This approach to the categories "marketing management" and "management marketing" makes it possible to develop mechanisms and tools for the marketing of enterprises in various spheres of economic activity. For example, if we take the field of innovation, then this approach can be presented as follows.

In our opinion, the above approaches provide a basis for a different approach to the formation of the organizational and economic mechanism of marketing management, as a set of methods, methods and tools for communication adaptation to the strategic and tactical capabilities of the company in order to meet the needs of target groups and achieve the set goals (see Table 1).

Table 1. Mechanisms and tools of marketing management of innovative activities

A set of marketing tools	Marketing management tools
Performing	Marketing organization Marketing performance Diagnostics of the marketing climate Process assessment
Market oriented	Comprehensive analysis of marketing information
Commodity-scale	Segmentation Defining a marketing strategy
Positional	Differentiating target markets Choice of activities
Branded	Research on the factors of brand attractiveness Formation of material / intangible interests
ICT	Integration of marketing ICT
Innovative and stimulating	Stimulation Development of innovations
Consumer	Using e-commerce tools Logistics motivation Audit of project implementation, assessment of the effectiveness of activities

Structurally balanced use of marketing management mechanisms and tools when building an organizational and economic mechanism will help determine an effective communication policy both within the enterprise when creating innovative products, and with the environment when promoting these products to reach the given rates of economic growth of the enterprise and provide a complex of information cycle, which will allow accumulating and preserving reliable information [14].

All this makes it possible to develop integrated indicators of "marketing management" or "management marketing". So, for example, an integrated indicator of the effectiveness of the use of each i-th marketing effort based on estimates of private indicators is calculated by the formula:

$$ISP_i = \sum_{j=1}^j S_{ij} \cdot n_j$$

where S_{ij} is the i-th unit indicator of the efficiency of using the j-th marketing effort;
 n_j - the significance of the i-th unit indicator in the general assessment system.

Indicators I (study) and P (progress) are directly related to each other. The study of consumers taking place in the communication field can be a decisive factor in the fate of an innovation: the further policy of introducing an innovative product to the market, the type and nature of its life cycle depends on the information obtained about the parameters of a potential consumer audience.

To assess models of an innovative product, it is recommended to conduct a compositional study, which consists in studying the values of the usefulness of a product by measuring the significance and contribution of its certain characteristics to the achievement of market goals, obtained by interviewing experts and potential consumers. The attitude of the consumer or expert group to the investigated innovative product is determined by the formula:

$$I_k = \frac{1}{ISP} \sum_{s=1}^s a_{ks}$$

where a_{km} is the assessment of the group (k) of the object under study by property (m);
 m - is the index of the property of the object under study, $m = 1, 2, 3, \dots, m$;
 k - consumer or expert group.

To conduct such a study, it is necessary to present a reasoned set of product features that would be perceived independently of each other and would meet the requirements of the market situation.

The next significant link in the assessment of marketing efforts is incentives, including a system of motivations aimed at the subjects of market relations in order to activate the innovative activity of a manufacturing enterprise.

At the same time, marketing efforts are assessed by experts on a point scale. The score for each marketing effort thus obtained is the weighted average score:

$$S_{ij} = \frac{1}{n \cdot m} \cdot \sum_{i=1}^m k_i \sum_{j=1}^{mn} g_i$$

where g_i is the score of the j -th expert of the degree of manifestation of the i -th effort;
 n is the number of experts;
 m is the number of factors considered;
 k_i - coefficient of importance of the i -th effort.

An integrated assessment of private indicators of marketing efforts determines the positive and negative aspects in the innovative activity of the enterprise and corrects them in the direction of creating optimal marketing programs focused on the study of new and development of existing markets, as well as on the conquest of new consumers and retention of old ones. The effectiveness of marketing efforts for each enterprise will be determined by its ability to adjust the mechanism of its functioning according to the principle of a developing market.

The development of marketing activities not only of individual enterprises, but also of government bodies, regional and district structures as a whole is a necessary condition for improving economic activities. The structure of demand, the volume of supply, the process of forming consumer preferences, market conditions, as well as the quality of life of the population of the region, the investment attractiveness of potential investment objects and the efficiency of the reproduction process of specific regional formations depend on it.

The peculiarity of the component of the regional economic system largely determines the choice of marketing tools for influencing objects and processes that are implemented in the market environment.

The problem of a comprehensive study of marketing as an economic category and production and commercial activity is very significant for the modern economy, which requires the transformation of the existing institutional structures of management in individual regions. Socio-economic differentiation of regions and its strengthening pose the primary task of finding new effective ways of reforming, which include regional marketing, which aims to improve the quality of life of the population, as well as to ensure sustainable economic growth.

The use of regional marketing implies a change in the meaning and role of local authorities acting as partners for entrepreneurs. Taking into account the individual nature of regional development when making decisions regarding integrated socio-economic development, they have the opportunity to ensure the implementation of the general interaction of government bodies and target market segments.

The regional specificity of the use of marketing tools, conditioned by the sectoral specifics of the regions and regional economic interests, should contribute to the formation of institutional alternatives that actualize market equilibrium and ensure the sustainability of economic growth in the process of implementing the regional development policy [10-15].

The state, like individual participants in market relations, is the subject of marketing, but at the same time it differs from them. If other market subjects of marketing are aimed at obtaining maximum individual benefits, then the state seeks to provide normal conditions for the functioning and development of all market subjects. The need to study economic and social processes in their systemic interaction determines that the state must ensure that the needs of consumers are met and help to achieve an effective compromise of the interests of market participants at minimum costs for society.

In this regard, the conclusions made by A.G. Zaitsev, P.N. Mashagov and S.P. Khapilina [4-8] are very interesting, who believe that the implementation of regional marketing involves taking into account the regional specifics to achieve the positive development of industries in a particular region. At the same time, effective promotion of a marketing complex in any area means both mastering intraregional markets and retaining and expanding the number of markets outside the region, which makes it possible to use the potential of the region in an optimal way. The implementation of marketing measures involves a number of successive stages, taking into account changes in the internal and external marketing environment of the region.

Methodology. It should be noted that in the regional economy, marketing should not be equated only with regional marketing, since the first is represented by both state marketing and marketing of regional enterprises. Each of these types of marketing activities pursues certain goals and presupposes the solution of the corresponding tasks, however, they are all characterized by the desire to improve the economic situation at each of the levels, which unites them.

In addition, this approach reflects the fact that supply and demand factors can act not only as regulators of already implemented marketing policies and strategies, but also as incentives for a combination of existing and completely new tools of strategies and concepts.

Commercial interests have a certain impact on marketing tools and the results obtained. Moreover, this influence is bilateral in nature. On the one hand, economic interests predetermine the goals and results of activities based on the choice of its marketing tools, and on the other hand, the results already obtained allow adjusting the goals set in the future, and the most developed marketing tools in the course of realizing economic interests provide feedback and thereby affect them.

Consequently, on the basis of generalizing theoretical approaches to understanding the relationship between marketing and economic growth, as well as studying the regional specifics of the institutionalization of the marketing environment, form a model of the economic mechanism that ensures effective interaction of marketing institutions in the management transformation system.

It should be noted that modern marketing is aimed not only at satisfying the needs of consumers, but also at developing business, increasing its adaptability, forming value factors, ensuring its strategic nature, innovative activity and investment attractiveness. At the same time, the experience of the republic's enterprises shows the difficulties in marketing concepts of activities, non-systemic vision of marketing and its role, insufficient use of its methods and tools that can ensure an increase in the efficiency and competitiveness of business.

Analysis of approaches to improving the efficiency of marketing activities presented in scientific and business literature reveals a large number of techniques, models and methods aimed at improving efficiency, which differ from each other in terms of construction, are focused on different users and combine financial and non-financial instruments and indicators. Optimization of the organizational structure of the marketing service at the enterprise, the use of information technologies in marketing activities, marketing management based on business processes, the introduction of marketing into the strategic management of the enterprise, the use of balanced scorecards, etc. In a word, the conversation is about the relationship of marketing and management.

T.A. Berkutova [5-9] rightly notes that a feature of changes in marketing management is their interdependent nature: changes in marketing lead to changes in business, and vice versa.

Studying the external and internal causes of changes in enterprises, it should be noted that all of them are directly or indirectly related to the external environment. The external environment sets limits on efficiency. One way or another, the enterprise is forced to focus on market conditions when determining the rate of return, product characteristics that ensure customer satisfaction, the size of production potential, and competitive behavior. This imposes certain restrictions on the response time to external conditions and economic indicators, the maintenance of which is due to the nature of the internal environment of the enterprise.

Problems in the internal environment of an enterprise become the reasons for the growth of costs, a decrease in adaptability and a further decrease in its efficiency and competitiveness, that is, they are sources of external causes of changes.

Considering marketing as a tool for working with the external environment, it should be stated that it is marketing activity that allows an enterprise to establish working conditions in a specific market: strategic guidelines, characteristics of goods and the composition of transactions for their promotion and sales, ways of doing business, sources of competitive advantages. Compliance with such conditions often requires changes in the enterprise, both in terms of strategies, methods of using and attracting resources, as well as corporate culture and personnel participation.

Consequently, marketing activity, being a subject of change, determines the direction of transformation of enterprise management by defining a business model corresponding to the prevailing external conditions.

Considering that marketing activity is a subsystem of an enterprise, marketing directly becomes an object of change, both at the strategic level and at the tactical and operational levels.

At the same time, an increase in the effectiveness of marketing occurs due to an increase in the efficiency of business as a result of its changes and directly changes in marketing activities. This shows the subject-object nature of marketing activities in the process of change.

Thus, the systematic approach is based on the concept of understanding the effectiveness of marketing activities: the strategic effectiveness of marketing, achieved by increasing the efficiency of a business in a strategic period, and the operational effectiveness of marketing, achieved by increasing its efficiency, i.e. increase the return on investment in marketing funds in the current and strategic period.

The importance of a systematic approach to improving the efficiency of marketing activities based on the theory and methodology of change management consists in linking the results of diagnostics of marketing at the enterprise and the results of analysis of the internal and external environment of the business with the necessary changes in marketing activities and mutual exchange. detected changes in business, taking into account the assessment of resources.

These issues will be discussed in detail in the subsequent sections of the work.

And finally, it should be noted that the marketing management system appears as a tool for ensuring the economic security of an enterprise (EBP).

The study of the issues of EBP of scientific thought took shape during the period of market reforms, which is quite natural: the spontaneity and high dynamism of economic processes determine the extremely high importance of solving the issues of ensuring EBP.

Measures to ensure EBS include a variety of management tools - financial and organizational control, reserve funds, the establishment of long-term commercial directions for ensuring EBS are widely represented in the scientific literature and continue to be enriched with new conceptual approaches. Despite the connection between the issues of electronic safety devices and the development of the market, which is quite obvious for domestic practice, the marketing tools for providing electronic devices are practically not considered.

To use the marketing toolkit in order to solve the problems of ensuring EBS, it is necessary to clearly define the directions and degree of effectiveness of marketing techniques and methods, establish the theoretical validity of their application, and analyze the forms of implementation.

The starting point for the application of marketing in order to ensure EBS is that no company can feel itself in EW if its products are not in demand on the market. Consequently, an accurate marketing forecast, correct logistics, effective measures to promote products are all key elements of ensuring EDS. Diagnostics of marketing from the standpoint of its influence on the EBP includes the study of the new essence of marketing itself as an action aimed at achieving the protection of the normal process of enterprise functioning from barriers caused by commercial activities in the market. That is, marketing is viewed as a system of concepts and approaches that can identify barriers to the market activity of an enterprise, which are largely predetermined by the objective variability of the economy of both the enterprise itself and the entire society.

Marketing is focused on providing EBP with a mechanism for ensuring the sale of its products, which guarantees its existence in the long term and the possibility of progressive development. The basis for the implementation of the new marketing function is that in the course of constantly carried out marketing research, it is possible to identify the threats of EDS, caused by both internal and external factors, which have both subjective and objective nature.

EBP barriers are different in nature, content, form of manifestation, and when they are detected and neutralized with the help of marketing, it is necessary to establish the composition of threats that can be effectively identified and prevented precisely through the use of marketing techniques and methods. EB barriers can be potential or real, come from internal or external sources of danger, have local or large-scale consequences, and, most importantly from the point of view of this analysis, be regulated or unregulated using the brand ting tools.

We agree with the opinion of S.M. Ganus [15-20], the grouping of EBS threats to identify and prevent which the marketing of an enterprise should be directed can be represented as follows:

- by object of threat: the economic system of the enterprise as a whole; commercial and production activities of the enterprise; separate logistic processes; separate market actions - advertising, company image; using marketing techniques and other open methods of influence from other market participants; using covert channels; by the method of action on the enterprise; direct impact; impact on the system of his connections and relationships; impact on consumers and buyers of the company's products;
- by frequency of impacts: one-time and random; periodic and seasonal; regular;
- by the effect of influence: decrease in the market share of the enterprise below the threshold value; violation of integrity, deformation of the composition and structure of commercial activities; violation of the sales work of the enterprise;
- other effects.

The use of marketing as a tool for ensuring EBS presupposes a marketing analysis of various aspects of the management and commercial activities of an enterprise, since a significant part of the threats to its functioning can be caused by the absence or shortcomings of the work of various subsystems and areas of management.

Conclusions. The use of marketing to ensure EBS not only allows to detail and concretize existing and potential barriers, but also clarifies the essential priorities of the enterprise development. If traditionally the goal of commercial activity was to achieve profit and all economic management, including marketing, was aimed at this, then in the modern sense, the most important goal of the functioning of the economic system is its sustainable development and meeting the needs of customers.

The assessment of these parameters should be made in the course of constant marketing monitoring, i.e. in modern difficult conditions of market activity, the enterprise must, using marketing, carry out constant monitoring of possible threats to its EBS. Such a monitoring system should not only function in the immediate area of action of the enterprise, but also be implemented on a market scale at the regional or industry level.

In addition, the most effective is the formation of a multi-level EBS system, starting at the enterprise and spreading to the entire economy of the country. Accordingly, marketing approaches must be large enough. The development of mechanisms for ensuring the electronic security of the market with the help of marketing involves a comprehensive solution of the following management tasks: conducting marketing research of the market; ICT development; efficient organization of resource, commodity, cash flows and mutual settlements; improvement of the organizational structure and composition of management.

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