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FEATURES OF MARKETING MANAGEMENT

The article analyzes the features of marketing management as a complex of coordinated actions invested in achieving the goals of the institution by satisfying the needs of target markets; as a process that includes the analysis of market opportunities, the development of marketing strategies, planning and implementation of the marketing complex, as well as control and evaluation of results. The marketing management process is analyzed as one of the most important elements of the successful functioning of a modern institution. Since the interaction of the institution with all market entities that influence its development depends on the effective management and fulfillment of all requirements in a particular area.

It is determined that marketing management as a process includes the analysis of the market situation, the definition of target markets, the development and implementation of a marketing strategy, as well as control over its implementation. The main task of marketing management in an institution is to meet customer needs and achieve the goals of the organization. Within the framework of this process, such aspects as: market research, segmentation, positioning, product development, pricing, promotion and distribution are considered. Effective marketing management allows an institution to adapt to changing market conditions, increase competitiveness and profitability.

It is emphasized that the marketing management system for an institution is subject to the influence of many factors: political instability,

unpredictable external environment, changes in competitive positions, etc. It is established that marketing management in an institution is mainly a managerial work, which consists of two important elements: planning and organization of marketing activities.

It is proven that currently a large number of institutions and organizations are aware of the need for marketing approaches in their own organizational and managerial activities. In addition, in conditions of fierce competition and the ever-growing needs of society and citizens, it is very difficult to stay in the market without a clear and competent marketing plan. It is an integral part of the successful activities of a particular institution and plays one of the most important roles in its development and profitability.

Keywords: *marketing, marketing management, marketing activities, management activities, stages of marketing management.*

Statement of the problem in a general form. The formation and development of market relations requires the introduction of modern methods and techniques that allow to ensure the satisfaction of the needs of a person, social groups and society as a whole, to rationally use resources and achieve an optimal ratio between demand and supply. Marketing, an effective regulator of market processes, which uses the principles of complexity, continuity and social orientation, offers mechanisms for mutually beneficial exchange between various market entities, creates conditions for fulfilling consumer requirements. In order to actually use marketing as a reliable tool for achieving success in the market, it is necessary to master its methodology and the ability to apply it in a specific situation. In conditions of competitive struggle, success can be achieved only by an institution that creatively uses the marketing concept and, relying on it, continuously seeks ways to both adapt to the constantly changing conditions of its operating environment and actively influence the market and consumers. The main thing in marketing is a two-in-one and complementary approach. On the one hand, this is a thorough and comprehensive study of the market, demands, tastes and needs; orientation of production to these requirements, targeting of products; on

the other hand, the active influence of the market and existing demand, the formation of needs and purchasing preferences. This determines the basis of marketing, the content of its main elements and functions. In addition, the marketing management process is one of the most important elements of the successful functioning of a modern institution. Since the interaction of the institution with all market entities that influence its development depends on effective management and fulfillment of all requirements in a particular area. Therefore, marketing management is the analysis, planning, implementation and control of measures designed to establish, strengthen and maintain profitable exchanges with target consumers in order to achieve the goals of the institution. In addition, in the modern, rapidly developing world, each institution must be ready to reorient production from one product to another. Given the above, we can say that applying marketing in the management of a modern institution means implementing a systematic approach to management activities with a clearly defined goal, a detailed set of measures aimed at achieving it, as well as using an appropriate organizational and economic mechanism.

Results and Discussion. Marketing is one of the main areas of activity that contributes to the development of an institution and the economy as a whole. Both marketing itself and the set of its processes that occur within the campaign are necessary attributes of supporting the activities of an institution or organization and their competitive advantage. One of the important functions of marketing, which is implemented in modern institutions, is the search and identification of both existing consumer needs and potentially hidden needs. Thanks to this, modern institutions can adapt to the identified needs (establish the production of a new product or the provision of a new service) or respond in a timely manner to the wishes of potential consumers. In addition, the need for marketing in institutions is also manifested in the constant assessment of the external and internal environment of the institution, the analysis of competitive advantages, the search for information about current projects of competitors, segmentation of the market (industry) of the enterprise, etc. Therefore, we can talk about marketing as the search for relevant information and its further use in order to increase the effectiveness of promoting the institution's product or services [23].

The term «marketing» itself originated in the USA at the turn of the 20th century, because marketing began to be considered as a leading management function in the 50s of the 20th century. The content and terminology of marketing are constantly updated, but initially they were associated with the emergence of commodity-money relations, the development of exchange processes, forms of sales and the interaction of producers with consumers of products, goods and services. In particular, F. Kotler and G. Armstrong believe that marketing is «a social and managerial process by which individuals and groups are able to satisfy their own needs by creating and exchanging appropriate goods and values for consumers» [18]. According to J. Lambin, marketing is «a social process aimed at satisfying the needs and desires of people and organizations by ensuring free competitive exchange of goods and services that constitute value for the buyer and consumer» [18]. According to other researchers, marketing is «an activity aimed at creating demand and achieving the goals of the organization by maximizing the satisfaction of consumer needs» [20].

It is worth emphasizing that today there are about 2000 definitions of «marketing», each of which considers certain aspects of marketing or attempts to characterize it comprehensively [15] (table 1) [20].

Table 1.

Approach to understanding «marketing» and its content

Approach	Essence of the concept
Type of activity	Marketing is a type of human activity aimed at satisfying needs through exchange
Process	Marketing is a process that consists in predicting the needs of potential buyers and satisfying these needs by offering appropriate goods – products, technologies, services, etc.
Philosophy	Marketing is a philosophy of conducting business and management processes
Type of management	Marketing is the prediction, management of the economy and satisfaction of demand for goods, services, organizations, people, territories and ideas in the form of exchange

continuation of table 1

Tool	Marketing is an effective tool for forming an appropriate environment for goods, services, etc.
Form of exchange	Marketing is a market-oriented management of an enterprise, which consists in planning, coordinating and controlling all activities of an enterprise related to existing and potential markets
Competitive war	Marketing is a war, the goal of which is to defeat competitors
A complex complex concept	Marketing is an activity that forms demand and satisfies consumer needs through the creation, promotion, distribution of goods and services and management of customer relationships for the benefit of the company

Source: formed by the author based on [20]

Therefore, we can say that marketing is a complex phenomenon, a set of goals, methods, strategies and functions that includes market research, product development, pricing, promotion, distribution, customer relationship management and analysis of results to achieve the goals of the institution by satisfying the needs of customers and consumers. Also, the complexity of marketing lies in the «integration of many interrelated elements, which requires flexibility, adaptability and strategic thinking when implementing marketing activities» [33]. As for the marketing activities of the institution, it acts as a creative management activity, the task of which is to develop the market for goods, services and labor by assessing consumer needs, as well as taking practical measures to meet these needs. It is through this activity that the production and distribution capabilities of goods and services are coordinated, and the actions that need to be taken to sell a product or service to the end consumer are determined. In addition, the implementation of marketing activities is «an objective necessity to orient the scientific and technical, production and sales activities of the organization to market demand, needs and requirements of consumers» [10]. In other words, marketing activities are goals that must meet certain requirements, namely:

- be clearly formulated, specific in time and space and not contradictory to each other;
- be realistically achievable;
- be formulated and ranked based on the state of the market situation, as well as the capabilities of the manufacturer of the product or service [9].

It is worth noting that the marketing activities of a modern organization are aimed at the well-founded establishment of specific current and long-term (strategic) goals, ways to achieve them and real sources of resources for its own activities; a clear definition of the range and quality of products, its priorities, the optimal production structure; outlining the size of the desired profit, etc. That is, marketing activities are a whole set of measures aimed at studying specific issues, in particular:

- a thorough analysis of the external environment, to identify factors that will contribute to the success of the organization, or, conversely, will create certain obstacles;
- an analysis of current and potential consumers, based on a study of their demographic, economic, geographical and other characteristics; the features of their needs and the specifics of their decision-making regarding goods and services;
- studying and planning potentially relevant goods and services, developing concepts for creating a new product or service, the possibility of modernizing existing services, etc.;
- planning of goods movement and sales, including the creation (if necessary) of appropriate networks;
- ensuring advertising of relevant goods and services, prestigious non-commercial events, incentives aimed at buyers and consumers;
- ensuring pricing policy based on planning the system and levels of prices, benefits, discounts, etc.;
- meeting social and technical state standards: the appropriate level of safety of using a product or service, environmental protection, compliance with established moral and ethical rules, the appropriate level of consumer properties of a product or service;
- managing marketing activities as a complex system [24].

It is worth emphasizing that the management of marketing activities in an organization is «a key element of the successful operation of any institution or organization» [3]. In addition, marketing management is «the process of planning and implementing pricing policies, promotion and development of ideas, products and services, aimed at achieving compromises that satisfy individuals and enterprises» [3]. The purpose of such management is «to solve the problem of the organization's influence on the level and structure of demand over a certain period of time, to determine the optimal balance of demand and supply so that the organization can achieve its goals» [19]. In essence, marketing management is «demand and supply management, which is carried out when one party to a potential exchange develops and uses a way to obtain the desired action from the other party» [3]. Therefore, given the complexity of the very concept of «marketing» and marketing activities, there is currently no generally accepted understanding of such activities. Most approaches to the concept and content of «marketing activities» can be presented in the form of separate directions, in particular:

- functional approach (consideration of marketing activities through the prism of management functions);
- process approach (a complex process that includes analysis, planning, implementation and control of marketing activities);
- organizational approach (as a system of measures and actions aimed at achieving the goals of the enterprise in the market);
- systemic approach (targeted coordination and formation of measures interrelated with the market activities of the enterprise);
- adaptive approach (as a process of adaptation of the enterprise to changes in the external marketing environment);
- interactive approach (as a mechanism of interaction between the enterprise and consumers) [30].

The classification of these approaches to the definition of marketing management allows us to understand the multifaceted nature of this concept. Marketing management is a «complex integrated process that includes market analysis, planning, implementation and control of marketing activities aimed at satisfying consumer needs and ensuring the profitability of the enterprise» [30].

As for the task of marketing management, it consists in influencing the level, time and nature of demand in such a way that it helps the organization achieve the goals that are set or set for it. In other words, marketing management is demand management. Usually, five main approaches (concepts) are distinguished, on the basis of which modern institutions and organizations carry out their own marketing activities, in particular:

- the concept of improving production;
- the concept of improving the product;
- the concept of intensifying commercial efforts;
- the concept of marketing;
- the concept of socio-ethical marketing [17].

The use of these concepts is mandatory and, first of all, raises the question of what exactly should be the ratio of interests of producers, consumers and society as a whole. It should be noted that quite often these interests contradict each other. Therefore, it is worth dwelling on these concepts in more detail.

Production concept, or the concept of production improvement [13]. Its essence lies in the fact that an organization adhering to such a concept has mainly serial or multi-series production with high efficiency and low cost, and the sale of goods produced by the organization is carried out through numerous trading enterprises. The main prerequisites for the existence of this concept of marketing management include:

- 1) most real and potential consumers have low incomes;
- 2) demand is equal to or slightly exceeds supply;
- 3) there is a rapid decrease in high production costs (usually for new products), which leads to the conquest of a larger market share [1].

A classic example of the application of the production concept in business is the Ford company at the beginning of the 20th century, when it introduced assembly line production for mass production of cars. G. Ford's philosophy was that buyers could get a car of any color, but most importantly, it should be affordable and cheap for the masses, which was achieved through the optimization of production processes and cost reduction [21]. As for the public sector, this concept can mean optimizing the processes of providing public services,

automating document flow, introducing energy-efficient technologies or improving logistics to reduce costs and increase the availability of services for citizens. That is, if there is a deficit of public services, the state can resort to expanding the network of institutions, increasing the number of qualified specialists, introducing new technologies, which together will allow providing the necessary services to a larger number of people. Over time, a classic example of this concept in the public sector can be the reform of the system of providing administrative services, when the state actively introduced service centers. In the context of public authorities, this may mean optimizing service delivery, such as digitalization, simplifying procedures, and increasing the efficiency of officials to improve the quality and accessibility of public services for citizens, which is analogous to «production» in the public sector [31]. In local governments, this approach can be applied by modernizing municipal enterprises, optimizing their work processes to provide high-quality and accessible services to residents, as well as by implementing innovative solutions to reduce costs for utilities or improvements. The concept of improving production in territorial communities is to modernize the utility sector, support local producers, and create favorable conditions for economic activity, which will generally increase the capacity of the community and the well-being of its residents. Examples include the creation of local associations of commodity producers, the development of the agricultural sector, the modernization of utility enterprises, and the introduction of innovations in the municipal economy.

The main idea of the concept of product improvement is to focus consumers on certain goods or services that are superior to their counterparts in terms of technical characteristics and performance and thus bring more benefits to consumers [14]. Manufacturers at the same time direct their efforts to improve the quality of their goods, despite higher costs, and therefore prices. The factors that support the existence of such a marketing concept include the following:

- 1) inflation;
- 2) monopolistic market restrictions;
- 3) rapid obsolescence of goods [25].

Examples of companies using this concept are Rolex, Rolls-Royce, Singer, which build their reputation on the high quality of their products. In the public sector, an example of such a concept is the constant updating and digitalization of public services, for example, the introduction of electronic medical records or improving the operation of electronic registers, which increases convenience and efficiency for citizens. Also in the field of public administration, the concept of improving a product (good) can be illustrated by the example of improving the quality and functionality of services provided by the state to citizens. For example, the Ministry of Digital Transformation of Ukraine is implementing the «Diya» portal, which simplifies and improves the process of obtaining administrative, social and other services, making them more accessible and convenient for citizens, which is an example of improving the «product» of the state [26]. As for state authorities, they constantly analyze the effectiveness of current laws and by-laws, identify shortcomings and revise them in accordance with changes in society and the economy. This is similar to improving the product, taking into account new market requirements. In addition, improving public services also includes investing in the qualifications of civil servants through training and advanced training courses. This improves the quality of service provision and demonstrates the principle of «improving the product» in the field of personnel management. In local governments, the «product» is public services, and the concept of improving the product can be implemented by improving the quality and accessibility of these services, which involves the introduction of new technologies, optimization of service provision processes for citizens, attracting innovations and feedback from residents to improve the service. Concepts of improving the product in territorial communities are implemented through the development of integrated community development strategies that cover the economy, infrastructure, social sphere, culture and ecology in order to improve the quality of life of residents, increase the efficiency of resource use and attract investments. For example, communities can improve the quality of public services, create favorable conditions for local businesses, develop tourism potential, and introduce new technologies for effective management of municipal property [27].

The sales concept, or the concept of intensification of commercial efforts, assumes that consumers will buy the offered goods in sufficient quantities only if the company has made certain efforts to promote the goods and increase their sales [22]. In fact, the implementation of the sales concept is associated with the imposition of a purchase, and the seller seeks to conclude a deal at all costs, and the satisfaction of the buyer's needs is a secondary point. An example of such a concept is an aggressive advertising campaign of large supermarket chains that promotes discounts and promotions, or a seller who actively offers the product to customers, rather than waiting for them to purchase it themselves. The sales concept can be effective for a long time, which is explained by the following reasons:

- many buyers believe that they can protect their interests;
- buyers who are dissatisfied with the purchase soon forget about their feelings of dissatisfaction, and are unlikely to complain to society that protects their interests;
- there is always a fairly large number of potential buyers [8].

That is, the sales concept (or the concept of intensification of commercial efforts) assumes that consumers will buy goods if the company actively stimulates them to sell and uses significant efforts to promote products in the market, and not only relies on the availability of the product. An example is a company that invests heavily in advertising, holds promotions, discounts, provides consultations to encourage buyers to purchase, especially when the product is standard or saturates the market.

Regarding the public sector, an example of such a concept could be mass informing citizens about new government services or active use of social networks to increase transparency and involve citizens in participation in public processes, although this is not a direct commercial activity. For the public sector, this is not «selling» in the classical sense, but rather active informing and involvement in order to achieve socially beneficial results, for example, increasing the level of citizen participation or improving the level of use of public services. Also, the use of this concept may indicate that the state or local authorities are actively promoting services and ideas to achieve certain social goals,

in particular: promoting a healthy lifestyle, engaging in vaccination or stimulating the use of certain services, similar to commercial sales promotion. Another example is a campaign to promote waste sorting, when government agencies use sales techniques to encourage citizens to participate in environmental initiatives [31].

The marketing concept, this concept replaces the sales concept and changes its content. The difference between the sales concept and the marketing concept is as follows: activities based on the sales concept begin with the goods available to the company [28]. In this case, the main task is to achieve the sales volume necessary to make a profit, through various sales promotion measures. Activities based on the marketing concept begin with identifying real and potential buyers and their needs. The firm plans and coordinates the development of specific programs aimed at satisfying identified needs. An example is Nike, which sells not just sports shoes, but inspiration and the opportunity to achieve sports goals, thus building strong relationships with customers and forming their loyalty. The marketing concept is part of a policy known as «consumer sovereignty», where the decision about what to produce should be made not by the firm, not by the government, but by consumers.

The concept of marketing in the public sector involves the creation of services that meet the needs of citizens and society, and not just the sale of goods. Examples of applications include information campaigns to raise awareness of important social issues (for example, vaccination or road safety), the development of public services with user-friendly features, and reputation marketing through improved interaction with citizens. In addition, the concept of marketing in public administration involves the application of marketing principles to improve the interaction of authorities with citizens, meet their needs and achieve socially beneficial goals. Examples include service marketing (medical or educational), place marketing (development of tourism in a city), social marketing (promotion of a healthy lifestyle or compliance with traffic rules) and idea marketing (promotion of certain social values). The above concept in state authorities provides for state marketing – the orientation of government activities to the needs of the population, which is implemented through the analysis of citizens' needs, the formation of service offers

that meet these needs, and the effective communication of information about them to citizens, using marketing mix tools (product, price, place, promotion). An example would be the creation of loyalty programs for those who pay taxes, or information campaigns about new social services that make them more accessible and understandable. The concept of marketing in local government is used to promote the territory, attract investments and tourists, and improve the quality of life of residents. An example is the implementation of «territory marketing», where the government body is the «promoter», and the «product» is the locality itself with its infrastructure, services and institutions that attract investors and residents [2; 34]. The concept of marketing in territorial communities is that the community as such becomes a «product», and its components, such as infrastructure, quality of services, ecology and institutions create an «environment» that attracts investors, tourists and residents. An example is the formation of a territory brand that sells its uniqueness, not just local resources, through the creation of a positive image and promotion of the unique advantages of the community to attract target audiences.

The socio-ethical concept of marketing, characteristic of the modern stage of development of human civilization, comes from a new philosophy of entrepreneurship, focused on satisfying the reasonable, healthy needs of carriers of solvent demand [29]. Its goal is to «ensure the long-term well-being of not only an individual enterprise, but also of society as a whole» [6]. The socio-ethical concept of marketing is «an approach where companies satisfy the needs of consumers while simultaneously taking care of the long-term interests of society, such as environmental protection and ethical practices in production» [12]. Examples are the use of environmentally friendly materials, providing fair wages to employees, or supporting charitable projects. The socio-ethical concept of marketing in the public sector is that public institutions act not only to meet the needs of citizens, but also take into account their long-term interests and the well-being of society, including environmental and social benefits. An example is a government road safety program that combines the interests of consumers (reducing accidents), companies (protecting infrastructure),

and society (reducing mortality, improving quality of life). In addition, the socio-ethical concept of marketing in public administration focuses on achieving public good and meeting the needs of citizens, while conserving resources and caring for the environment, while avoiding harm to society or consumers. This means finding a balance between the interests of citizens, society, and the state, and not just making a profit or achieving individual goals. In public authorities, this concept involves meeting the needs of citizens, while taking into account the interests of society and conserving resources. An example is a vaccination campaign that promotes the importance of vaccinations for public health, while ensuring the availability of vaccines and creating long-term benefits for society, rather than simply selling a service. The socio-ethical concept of marketing in local governments is to meet the needs of the community, while taking care of the ethics of their activities and the long-term well-being of society: implementing sustainable development programs, improving the environmental situation, supporting socially vulnerable segments of the population, and transparent communication with residents that takes into account their interests and the public good [32]. An example of this concept in territorial communities can be a program to support local government, which is aimed at developing environmentally friendly production, improving the quality of services, and creating a safe environment that contributes to the well-being of the community.

The above concepts characterize different periods and the main social, economic and political changes taking place in developed countries. As the dominant trend of the changes that have already taken place, we can consider «the shift of emphasis from production and goods to sales, as well as to the problems facing consumers and society» [4]. It is worth noting that marketing management in an institution is mostly managerial and leadership work. It consists of two important elements: planning and organization of marketing activities (Fig. 1.). The marketing management process for an organization is «continuous monitoring of all changes in the external environment, the functioning of the marketing system and the identification of deviations between the actual and planned results of marketing activities» [7].

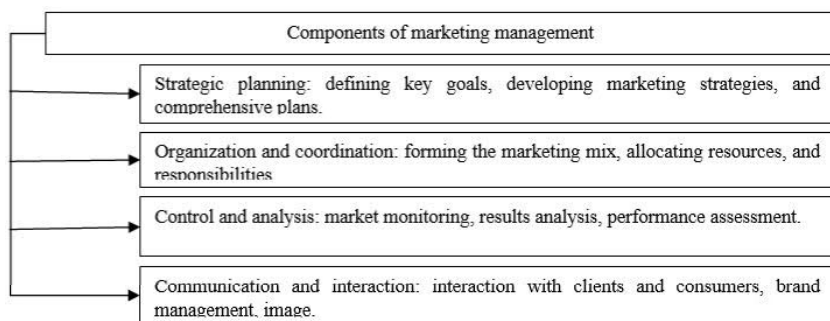


Fig. 1. Components of marketing management.

Source: formed by the author based on [7]

Marketing management for an organization aims to ensure the most efficient use of material, financial and other resources [16]. That is why marketing management for an organization consists of four stages.

The first stage is the necessary analysis of market opportunities, which should begin with a clearly formulated action plan to establish the role and place of the enterprise in the product market. Market opportunity analysis includes an assessment of attractive areas of marketing activity in which the enterprise can gain competitive advantages [5]. An example of such an analysis may be the identification of an unfilled niche in the market of eco-products for a young audience, which includes a study of consumer needs, an analysis of competitors and the development of a new product line that will satisfy these needs and stand out from other offers. It may also be necessary to conduct an analysis in the city to identify unmet needs in affordable medicine, which allows you to create a city program to support family doctors, improve access to services and attract additional resources for the development of medicine. Thus, the stage of market opportunity analysis is aimed at a qualitative assessment of trends, competitors and making informed decisions regarding the effective development of an institution or organization.

The second stage is to select a target market. This stage should help to find the most profitable group of market segments for a particular enterprise or only one segment. And the enterprise's activities will

be directed specifically at them. Before selecting a target market, it is necessary to study consumers and market segmentation. Segmentation is called «dividing the market into groups of buyers who are characterized by the same reaction to the product and marketing efforts» [5]. The process of selecting a target market is completed by what is called product positioning. It is meant that «an ideal image of the product is formed, and it is also provided with a desired place not only in the market, but also in the minds of target consumers» [11]. Target consumers can be groups of elderly people and youth, people with special needs, vulnerable groups of the population, etc. In the public sector, selecting a target market allows for a more efficient allocation of limited resources, increasing citizens' satisfaction with the services received, and improving the general condition of society.

The third stage is the development of a marketing mix, which is a set of parameters that are managed by the enterprise and used to most fully meet the needs of the target market. The marketing mix consists of such parameters as the product, its price, sales, and its market promotion. The development of a marketing mix involves market analysis and the development of four key elements, known as the «4Ps»: product (what is offered), price (cost), place (distribution channels), and promotion (means of communication), which together form a strategy for achieving marketing goals [11]. The marketing mix in the public sector is the use of marketing tools (product, price, place/distribution, promotion) to achieve the goals of public institutions, where the «product» can be a service, the «price» can be the cost to citizens, the «place» can be the availability of services, and «promotion» can be informing about them. This allows for improved interaction between the state and citizens and increased efficiency in the provision of public services.

The fourth stage is planning and control. Planning is the process during which goals are set, strategies are established and clear ways of their implementation are defined [31]. Control is needed to assess the level of implementation of plans. In other words, the fourth stage is the stage of implementing marketing activities and checking their effectiveness. In particular, this may be the creation of an advertising campaign in social networks to increase the recognition of a new product, organizing tastings

in stores to attract customers, issuing promotional offers to stimulate sales, as well as conducting marketing research to analyze consumer demand.

Thus, marketing management takes place in the conditions of various marketing structures – an integral part of the entire organizational structure of any enterprise, which is a set of enterprise services, as well as organic relationships that exist between them, not only horizontally, but also vertically, that is, from the boss to the performer. For effective marketing management, it is the marketing structure that is crucial. However, at the moment it does not have a universal scheme.

Conclusion. Thus, the marketing system of modern organizations is influenced by a huge number of different factors. Marketing goals are always aimed at transforming customer needs into profit (income) of the enterprise and achieving specific results in certain markets. The direction and nature of the enterprise's goals change under the influence of the rapid pace of scientific and technological progress, rapid changes in consumer demand, the complication of production and the growth of its scale, and other factors. That is why marketing structures must be adaptable and flexible. But this is possible only if they can change their own organizational forms in the process of changing the marketing strategy. That is, marketing management in a modern enterprise must be customer-oriented, use an integrated approach to promotion and be flexible in adapting to market changes, and also combine traditional and digital tools, taking into account the constantly changing needs and preferences of consumers. The key tasks are market research, product development, sales channel management, and sales promotion to achieve competitive advantages and increase profits. Regarding the public sector or the sphere of public administration, marketing management processes should include an analysis of citizens' needs, shaping the image of the state, promoting public services and territories, and supporting domestic producers. The main task of marketing management should be to satisfy the interests of the population and the state through effective resource management and the provision of quality services. It is worth noting that marketing management at the present stage is characterized by high social responsibility, a focus on improving the quality of life and forming a positive image of the state, as well as the need for constant analysis and adaptation to changing social needs.

ОСОБЛИВОСТІ УПРАВЛІННЯ МАРКЕТИНГОВОЮ ДІЯЛЬНІСТЮ

В статті проаналізовано особливості управління маркетинговою діяльністю, як комплексу скоординованих дій, вкладених у досягнення цілей установи шляхом задоволення потреб цільових ринків; як процесу, що включає аналіз ринкових можливостей, розробку маркетингових стратегій, планування та реалізацію комплексу маркетингу, а також контроль та оцінку результатів. Проаналізовано процес управління маркетингом як один із найважливіших елементів успішного функціонування сучасної установи. Оскільки від ефективного управління та виконання всіх вимог у тій або іншій сфері залежить взаємодія установи з усіма суб'єктами ринку, що впливають на її розвиток.

Визначено, що управління маркетингом як процес, включає аналіз ринкової ситуації, визначення цільових ринків, розробку та реалізацію маркетингової стратегії, а також контроль за її виконанням. Основне завдання управління маркетингом в установі – задоволення потреб клієнтів та досягнення цілей організації. В рамках цього процесу розглядаються такі аспекти, як: дослідження ринку, сегментування, позиціонування, розробка продуктів, ціноутворення, просування та дистрибуція. Ефективне управління маркетингом дозволяє установі адаптуватися до умов ринку, що змінюються, підвищувати конкурентоспроможність і прибутковість.

Наголошено, що система управління маркетингом для установи схильна до впливу багатьох факторів: політичної нестійкості, непередбачуваного зовнішнього середовища, зміни конкурентних позицій тощо. Встановлено, що управління маркетингом в установі є здебільшого керівною роботою, яка складається з двох важливих елементів: планування та організації маркетингової діяльності.

Доведено, що на даний час велика кількість установ та організацій усвідомлюють необхідність маркетингових підходів у власній організаційній та управлінській діяльності. Крім того за умов жорсткої конкуренції та постійно зростаючих потреб

суспільства та громадян дуже складно втриматися на ринку без чіткого та грамотного плану маркетингової діяльності. Саме вона є невід'ємною частиною успішної діяльності тієї або іншої установи й відіграє одну з найважливіших ролей у її розвитку та прибутковості.

Ключові слова: маркетинг, управління маркетингом, маркетингова діяльність, управлінська діяльність, етапи управління маркетингом

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