

## Marketing Strategy - Management Tool Organization

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### *Abstract*

*This article indicates the importance and necessity of using a marketing strategy in the management of an organization, considers the definitions of the category "marketing strategy"; the levels of formation of the marketing strategy are determined; the main tools for the formation of a marketing strategy at the corporate, functional, operational levels are considered; the main strategic alternatives are identified.*

**Keywords:** *strategic management, marketing strategy, explicit process, marketing strategy levels, marketing strategy formation tools.*

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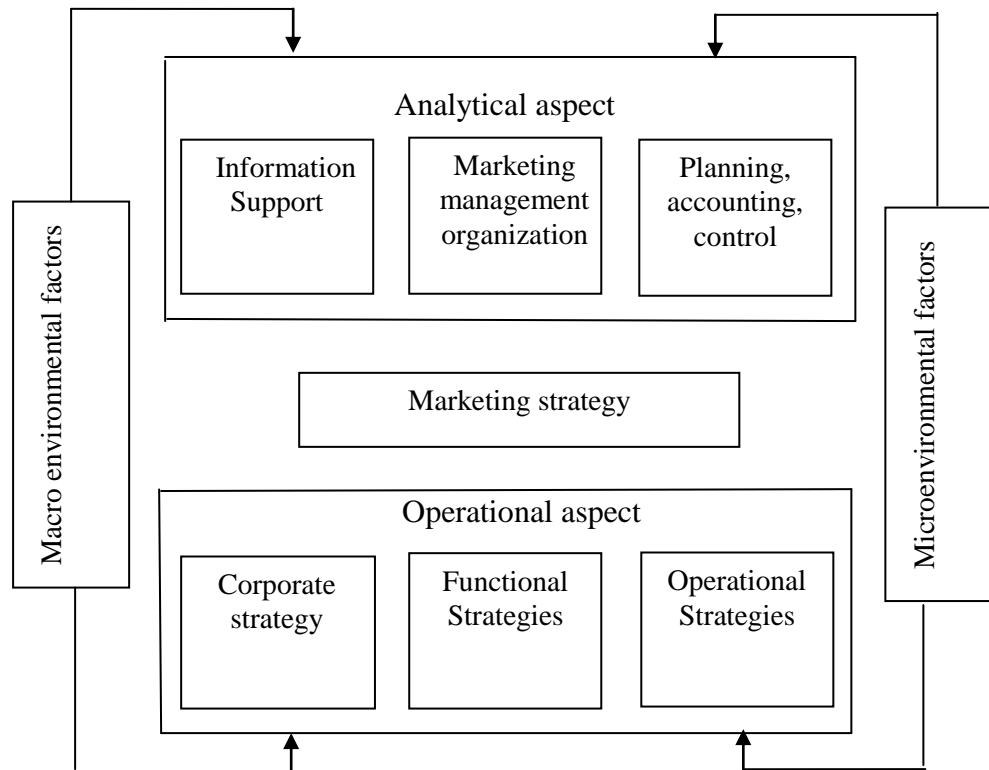
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The current concept of managing organizations involves the development of preferred directions and development trajectories, a well-thought-out plan of action to achieve certain business positions and competitive advantages, and rapid adaptation to changes in the external environment. It is a complex, multifaceted process of solving a large set of problems and tasks, the effectiveness of which is largely due to the degree of development of the theoretical model of the system being formed, its essence and main characteristics. In modern economic literature, a fairly large number of definitions of the concept of "marketing strategy" are given, since in the theoretical, methodological and practical aspects this problem was considered in the works of many foreign and domestic scientists, such as F.Abrame , I.Ansoff , B.Karlof , A.Chandler , W.King , B.Taylor , M.Porter , A.Hosking , A.Galweiler , A.Thompson , A.Strickland , Y.Pashkus. Marketing strategy is a rational, logical construction, guided by which an organizational unit expects to solve its marketing problems. It includes specific strategies for target markets, marketing mix and marketing spend. The marketing strategy must precisely define the market segments on which the organization will focus its main efforts. These segments differ from each other in terms of preferences, responses and profitability. The firm will be smart enough to focus its efforts and energy on the segments it can best serve from a competitive standpoint. For each selected target segment, you need to develop a separate marketing strategy. The manager should outline specific strategies for certain elements of the marketing mix, such as new products, advertising, field sales, sales promotion, pricing, and product distribution. Each strategy needs to be justified in terms of how hazards, opportunities and key challenges are considered. At the same time, the manager must accurately indicate the size of the marketing budget required to implement all of the previously outlined strategies. The manager knows that a higher budget is likely to generate higher sales, but he needs to develop a budget that will provide the highest profitability.<sup>1</sup> In some cases there is a substitution of concepts. So, the marketing strategy is identified with the business strategy, or is considered as a set of marketing actions. For the first time, the term "marketing strategy, strategic marketing" was introduced by the American company "DuPont" and it meant the organization of marketing activities with a focus on the consumer, a predetermined market segment. In the terminology of Philip Kotler , the essence of strategic marketing is expressed by the formula "segmentation, goal setting , positioning". The key concepts of a marketing strategy are: market segments, goals for the market and its segments, the company's position in the market and alternative marketing mix solutions developed on their basis. According to V.D. Markova, marketing strategy is an element of an enterprise's activity strategy aimed at developing, producing and bringing to the buyer goods and services that best suit his needs. Distinguish between a customer acquisition strategy and a product promotion strategy. Rudelius , the author of many works in the field of marketing, understands the marketing strategy as the means by which the marketing goal should be achieved . Usually it is characterized by the target market and the program of its development. At the same time, it is indicated that the marketing strategy is developed within the framework of the overall corporate strategy and must be consistent with it. That is, the competitive position of the organization and its strategic objectives are important factors in the formation of a marketing strategy. Thus, a marketing strategy should be understood as a set of targeted actions to form an organization's strategy based on strategic market segmentation, forecasting and decision-making that orient individual marketing activities to implement the organization's strategy and achieve the desired competitive position for a certain period of time. The importance of the marketing

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<sup>1</sup>Philip Kotler : Marketing Essentials, 1984. / Philip Kotler : The Basics marketing . Translation into Russian: V. B. Bobrov. - M., 1990.

strategy is due to the fact that marketing provides information, strategic and operational communications of the organization with the external environment, and the direct functioning of marketing is closely related to other subsystems of the organization's management. And through the explicit process of forming a marketing strategy, you can get a significant acceleration and coordinate (direct) the activities and policies of the functional units of the organization to achieve the goal.



**Figure 1. Marketing strategy as a means to achieve the desired competitive position<sup>2</sup>**

There are three levels of marketing strategy: corporate, functional and operational (Fig. 1). The basis for the formation of a marketing strategy is the analytical aspect, which involves a comprehensive analysis of the state of the market to assess the prospects for the development of the organization.

In accordance with this, in the process of substantiating and developing an organization's marketing strategy, three interrelated tasks are solved:

- development of a set of marketing activities aimed at providing competitive advantages and strengthening the competitive position of the organization in the market;
- adaptation of the organization's activities to changes in the external environment;
- ensuring the adequacy of the marketing policy of the organization to the changing needs of customers.

The prospects for the development of the organization are determined by the corporate strategy -

<sup>2</sup> Chuvakova S.G. Strategic marketing: textbook. allowance. – M.: Dashkov i K°, 2010.

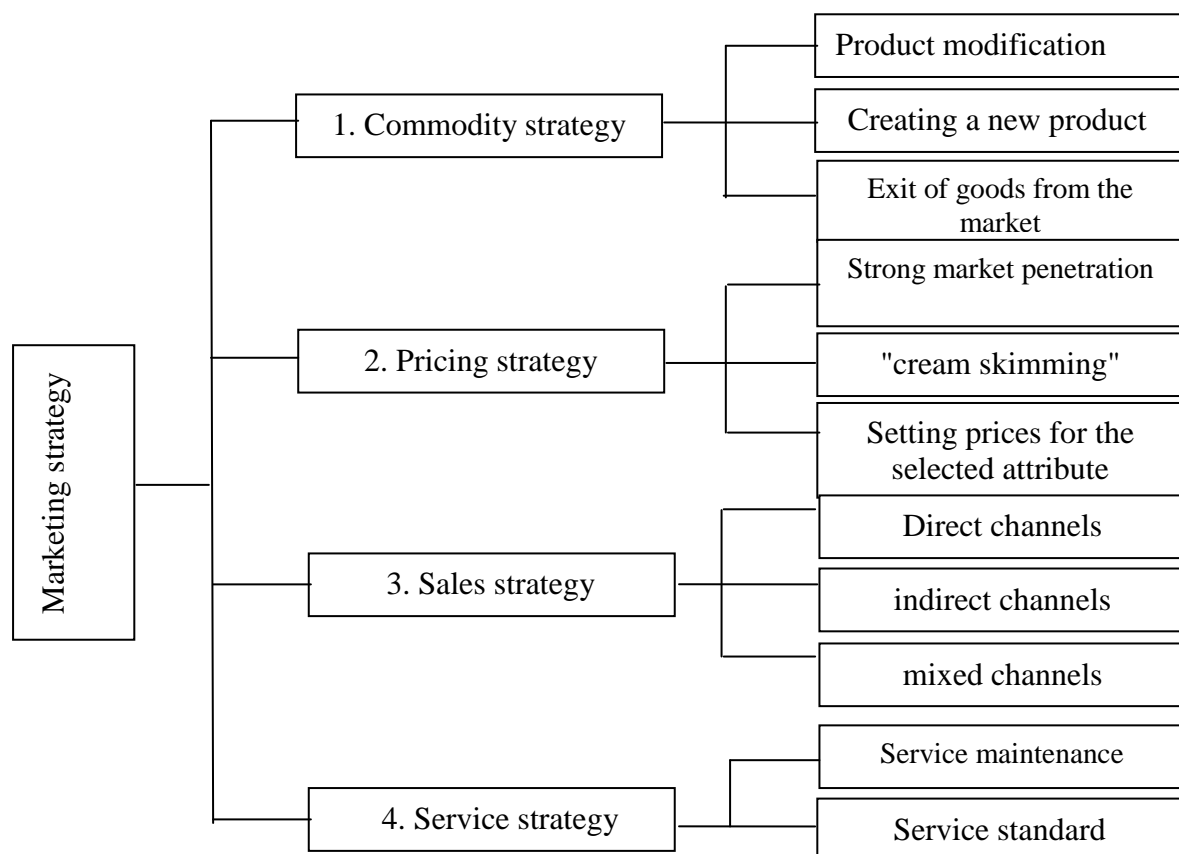
the result of the development of portfolio, competitive and growth strategies. The instrument of corporate strategies are strategic matrices reflecting models of market participation.

Resource management based on the choice of business areas is carried out using the BCG and McKinsey matrices, the system evaluation of which allows you to determine various strategies:

1. Offensive strategy (investment strategy) is associated with constant research of market needs, unsatisfied demand, active promotion of goods, services, assortment renewal, etc.
2. A defensive strategy involves corporate efforts to maintain a leading position as a result of the timely replacement of unprofitable products, sales promotion, the use of non-price factors of competition, diversification, and the development of new product niches.
3. The exit strategy, elimination of market participation, or "deinvestment", makes planning and management decisions to reduce production, marketing spending on advertising, sales promotion, curtailing media relations, etc. This strategy is very dependent on the timeliness of its implementation, since it is it that allows you to avoid bankruptcy and ruin of the company.
4. The use of portfolio strategies by the company's management allows:
  - develop comprehensive recommendations for long-term development based on a systematic assessment of the state of target sales markets, the real capabilities of the company, market patterns and trends;
  - to determine specific indicators of strategic value for each internal structural unit in the area of its market participation in order to maximize the satisfaction of consumer demand, maintain leading positions and corporate influence;
  - to improve the quality of management for the long-term development of the organization, the development of new attractive product niches, and the increase in service potential.
5. Growth strategies are corporate strategies that involve marketing activities to organize intensive growth through various areas of diversification and the acquisition of new enterprises within the framework of integrated development.

Growth strategies are strategies in which the level of short-term and long-term goals of each year is significantly increased relative to the previous year. For a differentiation strategy, the main thing is not the costs, but the release of a variety of unique goods and services, taking into account the unsatisfied demand of customers. In today's market conditions, strong positions can be won by organizations that pay due attention to the development of marketing strategies at the functional level. The main content of functional strategies is the development of planned and managerial actions to justify a profitable target market, attract the maximum number of buyers and successfully position them to achieve their goals. The customer acquisition strategy plays a key role in the process of mastering the target market. Consumer orientation is a reflection of the analytical function of marketing, which directly affects the commercial success of the organization. The main content of the consumer attraction strategy is the process of segmentation - this is the substantiation of a part of the market in which buyers react equally to the consumer properties of goods and services. Dividing the population of consumers into homogeneous target groups according to the relevant criteria and features allows you to take into account the needs of consumers as much as possible and focus marketing efforts in a profitable way. A customer acquisition strategy is a subtle functional-level tool designed to identify target groups of potential buyers based on aggregate criteria and features. The success of this strategy contributes to the

development of a systematic approach to marketing management. essential addition to functional strategies for substantiating the target market and attracting consumers. Positioning strategies are planning and management decisions for organizing effective marketing communications in order to create popularity and a high image of the organization. Thus, functional marketing strategies make it possible to identify demand in a timely manner and satisfy it in a quality manner; rationally use the resource potential and focus the marketing efforts of the company; create a worthy image and gain recognition from consumers. In the context of globalization and openness of the national economy, organizations are forced to look for hidden reserves to create competitive advantages. The operational level is a material expression of corporate strategies, specific programs for the formation of a profitable assortment, the development of new types of goods and services, the formation of attractive prices and the creation of a service system. Operational marketing is a type of marketing that is based on an active process within a short-term planning horizon aimed at existing markets. The main content of operational strategies is the development of planning and management decisions for the formation of a commodity strategy, pricing and service (Fig. 2).



**Figure 2. Key elements of a marketing strategy<sup>3</sup>**

Thus, the marketing strategy is an integral system of planning and management actions for effective market participation in order to successfully achieve the chosen mission and strategic goals. The implementation of a marketing strategy at the corporate, functional and operational

<sup>3</sup> Chuvakova S.G. Strategic marketing: textbook. allowance. – M.: Dashkov i K °, 2010.

levels will allow you to flexibly respond to the impulses of external environment factors and adapt in a timely manner to the current situation, ensuring the competitive position of the organization in the market.

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