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BASIC COMPONENTS OF CONSTRUCTION ENTERPRISES' MANAGEMENT MARKETING ACTIVITIES SYSTEM

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This article investigated the basic components of construction enterprises' management marketing activities system. It is developed the model of the construction enterprises' management marketing activities system. The article explores the essence of the stages of forming the construction enterprises' management marketing activities system. The article reveals the basic elements of marketing management – mission, goals, strategy. It describes the basic functions of marketing management system of construction enterprises: planning, organizing, motivation, control.

Keywords: *system, management of marketing activities, management functions, functions of marketing.*

Introduction. Management of construction company and its marketing activities can not exist separately from one another. In leading organizations, as well as in the works of Western scholars, «Marketing Management» is perceived as one. Marketing activities are so integrated into the work of all the construction companies that management considers market interests at all levels of internal and external organizational relationships. Therefore, investigation of construction enterprises' management marketing activities system face quite important and urgent issues.

Analysis of recent researches and publications. Theoretical, methodological and methodical problems of functioning of the economy as a whole and its various sectors examined by several experts. Sahatskiy, M.P., Zapsha, G.M. (2012) explored organizational-economic mechanism of retail trade enterprises' market activity [1]. Meskon, Majkl Kh. (2012) made a study about fundamentals of management [2]. Batovryn, V. K. (2012) provided explanatory dictionary of system and software

engineering [3]. Selezneva, O.O. (2014) examined the management system of marketing activity of construction enterprises [4]. Doyle, P. (2003) investigated marketing management and strategy [5]. Porter, M. (2001) inspected competition [6]. Ansoff, I. (1999) went behind corporate strategy [7]. Balabanova, L.V. (2011) investigated in basics of ukrainian marketing [8]. Kotler, F. (2000) investigated in basics of USA and international marketing [9]. Osnach, O.F. (2011) reconnoitered industrial marketing [10]. Yljyn, E.P. (2009) researched motivation and motives [11].

Previously unsettled problem constituent. Despite the availability of sufficient scientific basis, because of the constant changes on the development of economy, the problem of disclosure of construction enterprises' management marketing activities system is not sufficiently reflected in national publications and requires detailed research by scientists.

Main purpose of the article. The aim of the study is to determine the construction enterprises' management marketing activities system, which will enhance their competitiveness in the domestic market.

Results and discussions. For identification the construction enterprises' management marketing activities system, it is first necessary to disassemble the nature of definitions «management in the company», «enterprise management system», «system of marketing operations of the company».

The author believes that management in the company is carried out purposefully by head-managers on an ongoing basis in order to obtain commercial advantage within the existing legislation. It includes administrative, strategic, informational, technical and other methods of influence. It is realized by the organization of working time, resource planning, drafting job descriptions, regulating reserves, optimize workflows, and more [1, p. 11].

The process of management in the company involves the functions of forecasting, planning, organization, coordination, control, information provision and communication, analysis, motivation and innovation. Carrying out functions, managers provide conditions for efficient and effective work of employers in the organization and obtain results that are consistent with the companies' aims.

Enterprise management at administrative position includes designing seats, specialize in performing jobs, construction planning and control, structuring business processes. It reveals the activities of the company in the field of management people and connect components of industrial and economic activities to achieve goals.

The author believes that management now has areas such as management of internal and external organizational relationships, interests and motivation to transform human effort in achieving mutually beneficial business results. For this purpose, management principles, functions, forms, procedures and methods of exposure are used [1, p. 15].

Management of any enterprise is carried out systematically, so it would be appropriate to give the interpretation of the term «system».

System – some integrity, consisting of interdependent parts, each of which contributes to the characterization of a whole [2, p., 79]. Characteristic features of the system are: integrity, synergy, hierarchy [3, p. 49-50]. All organizations are open systems as they interact with the environment and must adapt to market conditions and movements.

Thus, author assumes that the «enterprise management system» is a set of interrelated elements result of which functioning let to achieve business objectives of the entity by the most effective way.

The difference between the terms «management» and «management system» is that «management»– a process (activity of management), and «management system» is a set of interconnected elements (all items that are involved in management activities).

The author defines "the enterprise management marketing activities system" as a set of interrelated companies elements that operate to make the most effective customer satisfaction based on commercial interest, internal and external organizational factors.

Elements of the enterprise management marketing activities system:

- members of the enterprise management marketing activities (management, experts of marketing, supporting agencies that take on a number of marketing functions);

- available internal and external resources and organizations that are involved in the marketing of the company (human resources, information, financial, engineering and technology, etc.).

Depending on the direction of management efforts elements can be divided into managers (agents) and managed (objects).

The functions of the enterprise management marketing activities are: management research, consumer behavior management (segmentation and positioning), management of marketing complex and marketing communications, planning, organization and control of marketing activities.

Commercial interests of management marketing activities are: profit, profitable business, increasing market share, developing new customer segments, strengthen reputation, increase brand value of the enterprise, and so on.

Intra-organizational factors include resources, communication, quality management, ie all elements of enterprises microenvironmente, which may affect the subject of management.

External factors of the enterprise management marketing activities are macro environment factors that have an impact on the marketing activities of business

entities and cannot be managed. Depending on the nature of the influence these factors can be divided into two groups:

- direct exposure factors – suppliers, customers, competitors, etc.;
- indirect impact factors, such as political, economic, technical and technological, natural and ecological, socio-demographic, international relations and so on.

International aspect in the management marketing system is shown by external factors affecting the company's management, such as trends in marketing instrument changes, international relations between entities, globalization, wide and fast communications, etc.

Based on the above, the author offers a definition of «the construction enterprises' management marketing activities system» as a set of interrelated elements of the construction entity which functions in order to meet construction market consumers needs in the most efficient way, given the commercial interests, internal and external organizational factors. The essence of this concept transferred to graphical model in figure 1 [4, p. 348-355].

Among the participants of the management system of construction enterprise marketing activities exist subject-object relations, because all elements of the system are interconnected and directly affect the functioning of one another. Therefore, the main internal elements of the system are:

- subjects – head-management, managers of marketing;
- objects – staff, providing effective marketing activities of construction companies (including advertising, consulting, information agencies) and resources involved into the marketing activities of construction enterprises.

Central place in the construction enterprises' management marketing activities system occupy mission, values and vision of the entity, which are depend primarily on the needs of customers.

Mission of construction company – meaning of its existence, the core, the sense why did the company operates.

Values – standards of conduct laid in building enterprise.

Vision – the expected future state of the enterprise.

The above elements are the basis for developing strategies of building enterprise marketing activity. But precedes the development of marketing strategy market research. Because, as shown in fig. 1 marketing activity depends on the customers' needs and their ability to purchase.

So for making quality management system of building enterprise marketing activities primarily needed a study of supply and demand of the construction market, identifying the needs of the target audience that the company is going to meet. In previous studies evaluated the advantages and disadvantages of the building company compared to its competitors, and identifies priorities for future market activity.

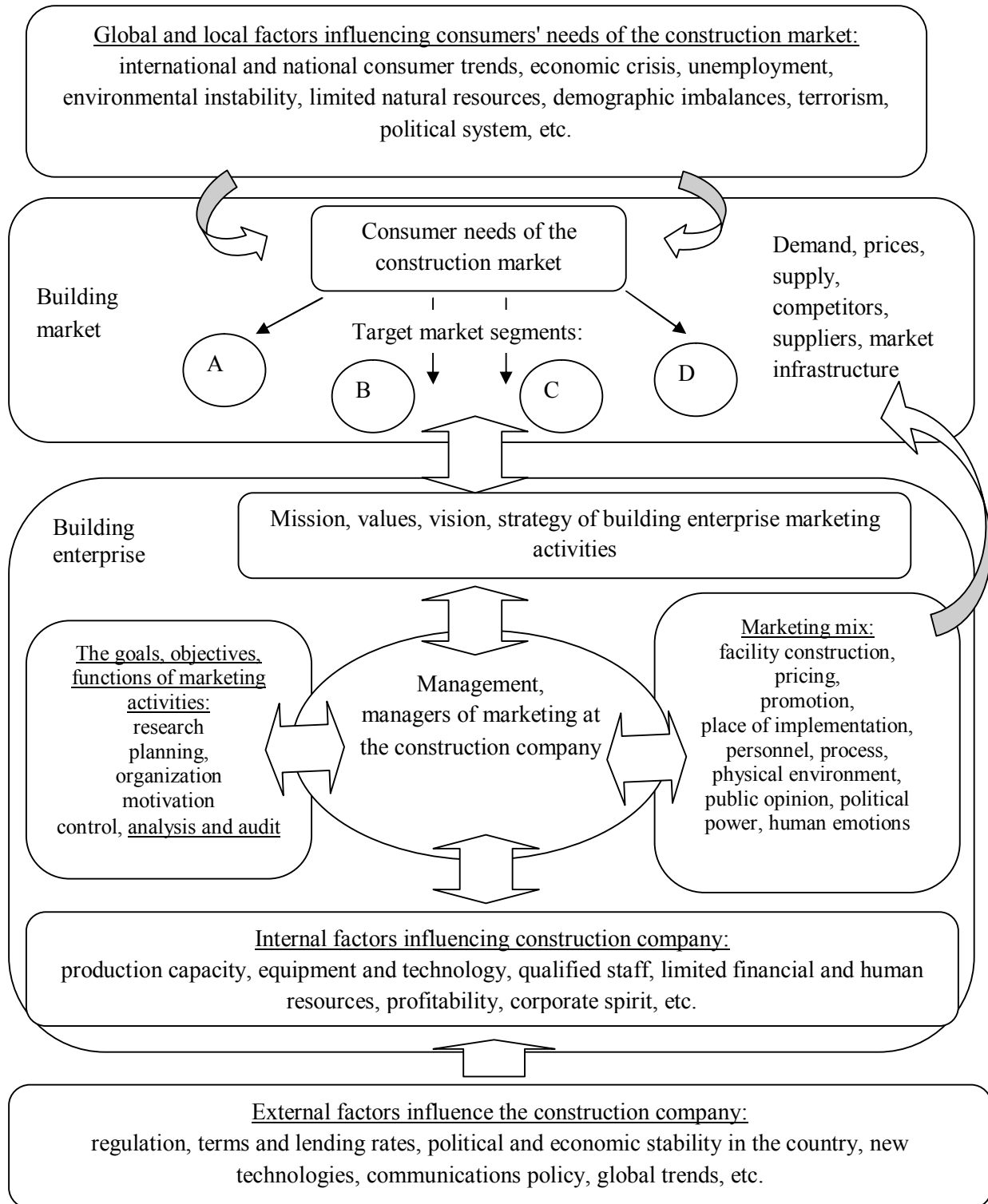


Fig. 1. Model of management marketing activities of construction enterprise
 (developed by the author)

Further it is developed the overall strategy of the building company, determined the marketing mix, projected, planned, organized, motivated, monitored, analyzed and evaluated marketing activities.

The strategy is a general course of action and the basis for the functioning of the entity.

Doyle P. understands strategy as the complex management solutions for enterprise resource allocation and achieve long-term competitive advantage in the target markets. Allocating resources – selection of products and markets that offer the best investment opportunities. Long-term competitive advantage – the ability to achieve customers valuation of firm's goods higher than competitors [5, p. 35-41]. This means that consumers should prefer the trademark of the company.

Porter M. offers to choose a marketing strategy for such characteristics as the target market and strategic advantage: «price leadership», «goods leadership», «leadership in niche» [6, p. 48-64].

Ansoff I. suited developing marketing strategies to position the novelty of the product and the market: «market penetration», «market development», «product development», «diversification» [7, p. 33-105].

The author proposes a construction enterprises marketing activity strategy understand as chosen direction of construction enterprise overall market behavior, namely enterprise strategy to best meet customers' needs, taking into account income, growth, value of capital, production, innovation and more. This means that the marketing strategy should not differ from the strategy of the company, or to be something separate. On the contrary, based on customer needs and market situation it's elected the general organizational strategy, which is the basis of marketing strategy.

The strategy of building enterprise marketing activities is implemented through the development and implementation of a comprehensive plan of tasks to achieve a set of goals. Having chosen companies landmarks (mission, vision, values), developing a marketing strategy, defining the long, medium and short-term goals and objectives of the construction enterprise marketing activities management system, it is advisable to formulate strategic and based on it tactical and operational plans of marketing activities.

According to Balabanova L. strategic planning in marketing aimed at achieving the objectives with a focus on efficient use of materials, labor, financial and other resources of the company. Market-oriented strategic planning is a management process to achieve and maintain a stable balance of capabilities and resources of the enterprise and new market opportunities. It includes: the nomination, selection of the strategy and solutions to develop tactics [8, p. 429-436].

Kotler F. defines strategic planning as a management process of creating and supporting strategic fit between the goals of the enterprise, its potential opportunities and chances in marketing. It includes such steps as – program (mission), tasks and goals of the company, plans commercial portfolio, growth strategy [9, p. 539].

The author understands the strategic planning of construction enterprises' marketing activities as formulation of the main companies orientations and marketing activities directions depending on the specialization of construction products (works, services), demand and market position. The strategic planning must include: defining a mission statement, vision, values, strategy of building company; situational analysis of the market; positioning; marketing activities goal setting; development of marketing strategies; determination of component directions of the strategy; definition of indicators to assess and monitor the implementation.

Strategic marketing planning is different from the strategy in that it includes general guidance, objectives, areas of marketing activities and expected results that underlie the tactical and operational plans. The strategy of marketing activity is chosen behavior on the market and is part of the strategic plan.

After the strategic planning of the construction firm it is the turn of marketing activities tactical and operational planning, which include: targets of marketing activities, a statement of the current state of marketing activities, SWOT-analysis of the company, the list of tasks of marketing activities, program activity (according to the marketing strategy), the budget program of marketing activities, procedures of marketing control and audit.

The main principles of marketing planning are: completeness and complexity, specificity, accuracy, continuity, efficiency, quality (optimization, coordination, systematization work) [10, p.61-62].

The organizational structure of the marketing department of construction enterprise is related to the volume and type of work and services performed by the company. According to authors study, on the ukrainian construction enterprises mostly found these statistics: at small business the director through the secretary performs the marketing functions, at medium – marketing manager, at large – marketing department that has a functional organizational structure.

As the performance of the company depends primarily on the cooperation of specialists, the administrative functions of planning, organization, motivation and control are the priority, because they focus on the quality work of human resources. It is important also information functions (research), analysis and audit.

Motivation function – following the planning and organization function of head of marketing at the construction company. Marketing should not only meet the needs of customers, but also employees, because their interest depends on the quality of the entire unit, and as a result – all marketing activities. It involves stimulation of marketing staff to the most efficient operation by the different methods, the most

common of which are: material encouragement (bonuses); organizational methods (career, training); moral and psychological (recognition, respect, trust) [11, p. 51-52].

At the final phase of building the construction enterprises' management marketing activities system it is necessary to form a system of audit and control. To implement this feature must be used quantitative indicators (eg, plan implementation, increasing the number of clients, the level of awareness of the target audience, the level of positive responses in relation to negative, etc.). Directions monitoring and auditing of marketing activities in the construction business are: control of annual, quarterly plans; sales analysis; analysis of market share; analysis of the company's reputation and customer feedback; financial analysis; competitiveness; the effectiveness of advertising campaigns; analysis of prices and comparing them with competitive; organization of implementation; compliance with the governing documents and so on.

Control completes a series of marketing management process and also provides beginning a new planning cycle and corrective action. Note that the study of external and internal enterprises environment in construction should be carried out continuously and, as a result, at each stage of the plan marketing activities may affect the tasks, change or even cancel them if necessary.

Conclusions and further researches directions. Conclusions from the above study are the following:

1. The construction enterprises' management marketing activities system is a set of interrelated elements of the construction entity which functions in order to meet construction market consumers needs in the most efficient way, given the commercial interests, internal and external organizational factors.

2. Central place in the construction enterprises' management marketing activities system occupy mission, values and vision of the entity, which depend primarily on the needs of customers. These elements are the basis for the forming marketing strategy of building company. Market research precedes the development of these elements.

3. The marketing strategy of a building company is defined as a chosen direction of the building enterprises general market behavior – enterprise strategy to best meet the needs of consumers, taking into account income, growth, value of capital, production, innovation and more.

4. Strategic planning of building enterprises marketing activities formulates the basic guidance and direction of marketing activities depending on the specialization of construction products (works, services), demand and market position. It must include: determine the mission, vision, values, strategy of construction company; situational analysis of the market; positioning; goal setting marketing activities; development of marketing strategies; determination of component directions of the strategy; definition of indicators to assess and monitor the implementation.

5. Organizational structure of marketing depends on the type and volume of work and services performed by construction company. Motivation function provides stimulation of marketing employees to most efficiently work by different methods. Completes administrative cycles in the construction enterprises' management marketing activities system audit and control systems.

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**ОСНОВНІ КОМПОНЕНТИ СИСТЕМИ УПРАВЛІННЯ МАРКЕТИНГОВОЮ
ДІЯЛЬНІСТЮ БУДІВЕЛЬНИХ ПІДПРИЄМСТВ**

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У статті досліджено основні елементи системи управління маркетинговою діяльністю будівельних підприємств. Розроблено модель системи управління маркетинговою діяльністю будівельних підприємств. Розкрито сутність етапів побудови системи управління маркетинговою діяльністю будівельних підприємств. У статті розкриває основні елементи системи управління маркетинговою діяльністю – місію, цілі, стратегію. Описано основні функції системи управління маркетинговою діяльністю будівельних підприємств: планування, організація, мотивація, контроль.

Ключові слова: *система, управління маркетинговою діяльністю, функції управління, функції маркетингу.*

**ОСНОВНЫЕ КОМПОНЕНТЫ СИСТЕМЫ УПРАВЛЕНИЯ МАРКЕТИНГОВОЙ
ДЕЯТЕЛЬНОСТИ СТРОИТЕЛЬНЫХ ПРЕДПРИЯТИЙ**

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В статье исследованы основные компоненты системы управления маркетинговой деятельностью строительных предприятий. Разработана модель системы управления маркетинговой деятельностью строительных предприятий. Раскрыта сущность этапов построения системы управления маркетинговой деятельностью строительных предприятий. В статье раскрыты основные элементы системы управления маркетинговой деятельностью – миссия, цели, стратегия. Описаны основные функции системы управления маркетинговой деятельностью строительных предприятий: планирование, организация, мотивация, контроль.

Ключевые слова: *система, управление маркетинговой деятельностью, функции управления, функции маркетинга.*