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MODERN APPROACHES TO ASSESSING THE EFFECTIVENESS OF STRATEGIC MARKETING MANAGEMENT OF AN ENTERPRISE

Proskurnina N.
Doctor of Economics, Professor, Professor of the Department of Marketing
Simon Kuznets Kharkiv National University of Economics

Strategic marketing management is one of the key factors ensuring an enterprise's long-term competitiveness, financial sustainability, and adaptability to changes in the external environment. In the context of the digital transformation of the economy, market globalization, accelerating technological change, and intensifying competition, marketing is evolving from a functional component of management into a strategic instrument for creating sustainable competitive advantages. This necessitates not only the development of effective marketing strategies but also the continuous assessment of the effectiveness of their implementation using modern methodological approaches.

For Ukrainian enterprises, the issue of assessing the effectiveness of strategic marketing management has become particularly significant under martial law, the transformation of logistics systems, changes in the structure of consumer demand, the reorientation of foreign economic relations, and the need for rapid entry into new markets. Under these conditions, the effectiveness of marketing activities is determined not only by financial performance but also by an enterprise's ability to respond promptly to changes in the external environment, maintain long-term relationships with customers, ensure the stability of distribution channels, and implement innovative digital management tools [1].

At the same time, the practices of many enterprises indicate that the assessment of strategic marketing management is often limited to the analysis of individual economic indicators, such as sales volume, profit, or profitability. Such an approach does not allow for a comprehensive evaluation of the contribution of a marketing strategy to the development of competitive advantages, brand development, increased customer satisfaction, the effective use of digital communication channels, or the achievement of the enterprise's long-term development. Therefore, the application of integrated approaches that combine financial, market, customer, process, and digital assessment criteria is becoming increasingly relevant [2].

The development of information technologies has significantly transformed approaches to strategic marketing management. The use of CRM systems, marketing automation platforms, Business Intelligence solutions, web analytics tools, Big Data technologies, and artificial intelligence enables enterprises to accumulate extensive information on consumer behavior, the effectiveness of marketing campaigns, the performance of distribution channels, and changes in the competitive environment. This creates the preconditions for a shift from the traditional control of outcomes to a system of continuous strategic monitoring of marketing activities based on data analysis and the forecasting of future development trends [3].

In contemporary economic literature, there is no single approach to assessing the effectiveness of strategic marketing management. Researchers propose the application of financial, process-based, customer-oriented, resource-based, value-based, risk-oriented, and digital assessment models, each of which reflects particular aspects of marketing performance. This demonstrates the multidimensional nature of the category of "the effectiveness of strategic marketing management" and highlights the need to develop comprehensive methodological approaches capable of integrating different groups of indicators into a unified system of strategic analysis [4].

The growing importance of intangible assets, customer capital, digital platforms, brand value, and enterprise information resources also necessitates a revision of traditional assessment methods. A modern system for evaluating effectiveness should consider not only achieved economic results but also the quality of marketing processes, the level of an enterprise's digital maturity, the speed of adaptation to changes in the market environment, the innovativeness of marketing decisions, the effectiveness of customer relationship management, and the enterprise's ability to build sustainable competitive advantages in the long term [5].

Therefore, the study of approaches to assessing the effectiveness of strategic marketing management is relevant from both theoretical and practical perspectives. Its findings will contribute to the improvement of the methodological framework for strategic marketing management, the development of comprehensive models for evaluating marketing effectiveness, and the enhancement of the validity of managerial decision-making under conditions of an unstable market environment. It is precisely the need to integrate financial, market, process, customer, and digital indicators into a unified assessment system that determines both the relevance and the practical significance of this research.

The effectiveness of a marketing strategy depends not only on its quality but also on an enterprise's ability to ensure its successful implementation. Therefore, it is necessary to establish an appropriate organizational mechanism. Its main components should include:

- information support;
- strategic marketing analysis;
- goal setting;
- selection of strategic alternatives;
- development of a marketing strategy;
- resource planning;
- implementation of marketing programs;
- performance monitoring;
- control of deviations;
- adjustment of strategic decisions.

Information support is the fundamental prerequisite for the functioning of the entire system. An enterprise should have access to information on the market, competitors, consumers, its own performance, and marketing expenditures.

Strategic marketing analysis transforms information into knowledge required for managerial decision-making. Based on the results of the analysis, problems, opportunities, and risks are identified.

The next component is the system of strategic objectives. It should be specific, measurable, and directly linked to the economic performance of the enterprise.

For example, the strategic objective "to improve the effectiveness of marketing activities" is insufficiently specific. It should be transformed into a system of measurable indicators, including an increase in market share, improvement of the customer retention rate, growth in Return on Marketing Investment (ROMI), an increase in the average transaction value, a reduction in customer acquisition cost, and an increase in repeat purchases.

Thus, strategic marketing objectives should be translated into a system of quantitative indicators.

Control is an essential element of strategic management, as it makes it possible to determine the extent to which actual performance corresponds to strategic objectives.

To assess effectiveness, it is advisable to use a Key Performance Indicator (KPI) system that should encompass not only financial outcomes but also market- and customer-related indicators.

The main groups of indicators include:

Financial indicators:

- revenue growth;
- profit generated by marketing activities;
- return on marketing investment;
- Return on Marketing Investment (ROMI);
- marketing expenditures as a share of the enterprise's total costs.

Market indicators:

- market share;
- sales growth rate;
- number of new customers;
- the enterprise's competitive position;
- target market coverage.

Customer-related indicators:

- customer satisfaction;
- customer loyalty;
- retention rate;
- customer lifetime value (CLV);
- frequency of repeat purchases;
- average customer relationship duration.

Digital indicators:

- conversion rate;
- customer acquisition cost (CAC);
- engagement rate;
- website traffic;

- share of organic traffic;
- effectiveness of digital marketing channels.

Assessment should be carried out not only on the basis of absolute values but also by analysing performance over time and through comparison with competitors or predefined target values.

The application of the cause-and-effect analysis principle is also important. For example, an increase in sales does not necessarily indicate the effectiveness of a marketing strategy if it has been driven by external factors. Similarly, a decline in sales is not always the result of ineffective marketing. Therefore, the assessment system should take into account the context in which the enterprise operates.

Based on the conducted research, a structural and logical model of strategic marketing management of an enterprise can be proposed. The model provides for the interaction of six functional blocks (Table 1).

Table 1

Structural and Logical Model of Strategic Marketing Management of an Enterprise

Functional Block	Tasks Performed within the Functional Block
Information and Analytical	Collection, systematization, and analysis of information on the external and internal environment.
Strategic Diagnosis	Identification of the enterprise's strengths and weaknesses, opportunities and threats, competitive position, market potential, and risks.
Strategic Choice	Identification of target market segments, competitive positioning, and priority directions for marketing development.
Strategic Planning	Formulation of marketing objectives, strategies, and a set of programs for their implementation.
Implementation	Execution of product, pricing, distribution, and marketing communication strategies.
Control and Adaptation	Monitoring of Key Performance Indicators (KPIs), evaluation of performance, analysis of deviations, and adjustment of strategic decisions.

A distinctive feature of the proposed model is that adaptation is integrated throughout the entire management process. This means that the strategic management system should be capable of responding to changes not only after the completion of the strategic cycle but also at any stage of its implementation.

O. Hromova, in her study of the enterprise strategic marketing management system, emphasizes the interrelationship between marketing strategy, competitive advantages, consumers, and the overall management system [5]. This makes it possible to conclude that strategic marketing management should be integrated into the overall enterprise management system.

Accordingly, an effective strategic marketing management system should be based on the following principles:

The principle of systemicity involves establishing strategic marketing management as an integrated system of interconnected analytical, planning, organizational, communication, and control processes. Its implementation ensures the synchronization of marketing decisions across all functional areas of the enterprise and prevents the fragmented use of individual marketing tools.

The principle of customer value orientation involves developing a marketing strategy around the creation, delivery, and retention of value for identified target customer groups. Unlike an approach focused solely on sales volume, this principle requires consideration of the entire customer journey-from identifying customer needs to repeat purchases, customer loyalty, and long-term relationships.

The principle of synchronization requires aligning the marketing strategy with the overall development strategy of the enterprise, its resource capabilities, and its market positioning prospects. The implementation of this principle ensures the consistency of marketing objectives and decisions with the enterprise's financial, production, logistics, human resource, and innovation priorities.

The principle of adaptability directs the marketing management system not only toward responding to changes that have already occurred but also toward the early identification of potential market transformations. Its implementation involves continuous environmental monitoring, scenario forecasting, and the availability of alternative marketing decisions that can be rapidly activated when business conditions change.

The principle of evidence-based marketing decision-making requires that strategic decisions be developed on the basis of verified data concerning the market, competitors, consumers, marketing performance, and potential risks. This principle implies a transition from intuitive management to the application of marketing analytics, forecasting, modelling, and the evaluation of multiple alternatives before selecting a strategic decision.

The principle of resource concentration requires the prioritization of limited financial, human, informational, and technological resources toward marketing activities capable of generating the greatest strategic impact. Resources should not be distributed proportionally across all marketing activities but rather according to their contribution to the achievement of the enterprise's strategic objectives.

The principle of integration involves combining digital customer interaction channels, information systems, and analytical technologies into a unified strategic marketing management system. The application of CRM systems, Business Intelligence (BI), web analytics, artificial intelligence, and automated systems should ensure the transformation of large volumes of data into timely managerial decisions.

The principle of innovativeness implies directing innovation activities not toward the implementation of technologies for their own sake but toward the creation of new customer and competitive value. Innovative marketing decisions should be evaluated in terms of their impact on market positioning, customer experience, business process efficiency, and long-term competitiveness.

The principle of continuity provides for the functioning of strategic marketing management as a continuous cycle of "analysis – goal setting – selection – implementation – evaluation – adjustment." The results of each management cycle should serve as the information base for the subsequent strategic cycle, ensuring the accumulation of managerial experience and the continuous improvement of the enterprise's marketing system;

The principle of measurability involves transforming strategic marketing objectives into a system of specific indicators that make it possible to assess the extent to which these objectives have been achieved. The system of indicators should encompass financial, market, customer, and digital performance measures, thereby enabling the assessment not only of the implementation of marketing activities but also of their actual contribution to the achievement of the enterprise's strategic objectives.

The implementation of strategic marketing management enables an enterprise to move from the fragmented use of marketing tools to an integrated system of managing market behaviour.

The practical effects of this transition are manifested in several ways:

- the enterprise gains the opportunity to allocate marketing resources more effectively. Instead of financing a large number of uncoordinated activities, resources are concentrated on strategically important market segments and distribution channels;
- greater alignment is achieved between marketing decisions and the overall objectives of the enterprise. Marketing is no longer perceived merely as a cost centre but becomes a functional mechanism for generating revenue and creating competitive value;
- the enterprise's ability to adapt to change is strengthened. Continuous environmental monitoring and the application of a scenario-based approach enable a faster response to emerging risks and opportunities;
- the customer orientation of the enterprise is enhanced. The strategic approach requires consideration not of individual transactions but of the entire customer life cycle;
- digitalization improves the validity of managerial decision-making. Data on customer behaviour can be used not only to evaluate completed marketing campaigns but also to forecast future performance.

Thus, strategic marketing management serves as an instrument for ensuring the long-term competitiveness of an enterprise.

Under modern conditions, the strategic marketing management of an enterprise should be regarded as a systematic, continuous, and adaptive process aimed at creating long-term competitive advantages through the alignment of enterprise resources, customer needs, and market opportunities.

Unlike operational marketing management, the strategic approach focuses on identifying promising directions for development, selecting target markets, establishing a competitive position, allocating marketing resources, and ensuring long-term market sustainability.

It has been demonstrated that an effective strategic management system should comprise information and analytical, diagnostic, strategic, planning, implementation, and control components. These components should operate in a cyclical manner, supported by continuous feedback and the possibility of adjusting strategic decisions.

Digitalization has a significant impact on the transformation of strategic marketing. The use of CRM systems, Business Intelligence (BI), web analytics, artificial intelligence, marketing automation, and predictive analytics creates opportunities to improve the validity of marketing decisions and facilitates the transition to data-driven management.

Within the context of the Ukrainian economy, the adaptability of a marketing strategy is of particular importance. Military risks, changes in consumer behaviour, and the transformation of logistics systems and markets necessitate the application of a scenario-based approach and continuous monitoring of the external environment.

Therefore, strategic marketing management should be regarded not as a separate function of the marketing department but as an integrated system for managing the market behaviour of an enterprise. Its effectiveness is determined by the enterprise's ability to identify environmental changes in a timely manner, transform information into strategic decisions, concentrate resources on promising areas, and ensure the continuous adaptation of its marketing strategy.

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