

**МІНІСТЕРСТВО ОСВІТИ І НАУКИ УКРАЇНИ  
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**МЕНЕДЖМЕНТ ХХІ СТОЛІТТЯ:  
ПРОБЛЕМИ І ПЕРСПЕКТИВИ**



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**Редакційна колегія:**

**НОВАК І.М.**

д.е.н., професор, декан факультету менеджменту УНУ;

**ВЕРНЮК Н.О.**

к.е.н., доцент, завідувач кафедри менеджменту УНУ;

**НАГЕРНЮК Д.В.**

к.е.н., доцент, завідувач кафедри туризму та готельно-ресторанної справи УНУ;

**КОМІСАРЕНКО Н.О.**

к.пед.н., доцент, завідувач кафедри української та іноземних мов УНУ;

**МАШКОВСЬКА Л.В.**

к.ю.н., доцент, завідувач кафедри соціально-гуманітарних і правових дисциплін УНУ;

**ХАЛАХУР Ю.Л.**

к.е.н., доцент, заступник декана факультету менеджменту з наукової роботи УНУ.

*За достовірність та оригінальність поданих матеріалів конференції відповідальність несуть автори публікацій. Редакція не несе відповідальності за професійно-змістовну коректність матеріалів, що публікуються та коректність посилань на літературні джерела, інтернет-ресурси, що містяться у тексті тез.*

Менеджмент ХХІ століття: проблеми і перспективи: матеріали XV Всеукр. наук.-практ. конф., 23 жовтня 2025 р. / М-во освіти і науки України, УНУ, ф-т менеджменту. – Умань : ВІЗАВІ, 2025. – 362 с.

Збірник містить тези доповідей, розглянуті на XV Всеукраїнській науково-практичній конференції «Менеджмент ХХІ століття: проблеми і перспективи». У наукових матеріалах висвітлюються проблемні питання розвитку теорії та практики менеджменту у глобальному конкурентному середовищі.

Матеріали конференції розраховані на наукових співробітників, викладачів, аспірантів, студентів та фахівців у сфері менеджменту, фінансів, обліку та аудиту, маркетингу, туризму, готельно-ресторанної справи та гуманітарних дисциплін.

Отже, стратегічні орієнтири розвитку конкурентних переваг підприємства мають ґрунтуватися на гармонійному поєднанні економічної, інноваційної, соціальної та екологічної складових. Ефективна реалізація таких орієнтирів передбачає створення цілісної системи стратегічного управління, орієнтованої на гнучкість, випереджальне реагування на зміни зовнішнього середовища та формування довгострокової конкурентоспроможності. Саме стратегічна зорієнтованість і здатність до постійного оновлення визначатимуть місце підприємства у майбутньому конкурентному просторі.

### **Список використаних джерел**

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## **SPECIFICS OF MARKETING BUSINESS PROCESSES**

**Kotlyk A. V.,**

*PhD, associate professor*

*Simon Kuznets Kharkiv national university of economics*

**Qi K.,**

*master student*

*Simon Kuznets Kharkiv national university of economics*

Marketing activity encompasses a set of core, supporting, and managerial business processes that ensure the company can identify, reach, and satisfy its target market while achieving strategic goals. Below is a structured overview.

Marketing in a modern organization is not limited to advertising or sales – it is a complex system of interconnected business processes that ensure a company's sustained competitiveness, customer satisfaction, and profitability. These processes span from strategic planning and market research to execution, analysis, and cross-functional coordination. Understanding and managing these processes systematically allows a company to respond effectively to market dynamics and consumer needs.

At the foundation of marketing management lies strategic marketing, which determines the overall direction of the company's market activities. These processes involve comprehensive market research and analysis, through which the company studies customer behavior, competitor actions, and broader environmental trends. The outcomes of this stage form the basis for market segmentation, targeting, and positioning (STP) – key decisions that define who the company's customers are and how the brand should be perceived [1].

Following this, organizations engage in marketing strategy development, where long-term objectives are formulated, including growth directions and differentiation strategies. Complementary to this, brand strategy and management ensure that the company's image remains coherent and appealing to the target market.

Finally, marketing planning and budgeting translate strategic goals into actionable initiatives and allocate the necessary financial and human resources.

These strategic processes provide the guiding framework for all subsequent marketing activities (table 1).

*Table 1*

**Strategic marketing processes [1; 2]**

<b>Process</b>	<b>Brief description</b>
Market research and analysis	Collecting and analyzing data on market trends, competitors, and consumer behavior to identify opportunities and threats.
Segmentation, targeting, and positioning	Dividing the market into segments, selecting target markets, and defining how to position the product or brand.
Marketing strategy development	Setting long-term marketing objectives, selecting strategic directions (growth, diversification, differentiation, etc.).
Brand strategy and management	Developing and maintaining brand identity, values, and image across channels and markets.
Marketing planning and budgeting	Establishing annual or campaign-specific marketing goals, allocating resources, and defining KPIs.

The operational level transforms strategy into action. It encompasses all day-to-day marketing activities that connect the company with the market and customers. Central to this level is product development and management, where offerings are designed or refined based on customer needs and market trends. This process is closely tied to pricing management, which determines optimal pricing strategies that balance competitiveness with profitability.

Other essential operational processes include promotion and advertising management, sales and channel management, and customer relationship management (CRM). These processes directly influence how effectively a company communicates with its customers and maintains long-term relationships. Moreover, public relations and corporate communication play an important role in shaping public perception and managing crises, while digital marketing management utilizes data analytics and online tools to increase engagement and reach. Finally, event and sponsorship management enhances brand visibility through interactive experiences that strengthen emotional connections with consumers.

Collectively, these operational processes form the visible “front line” of marketing – where strategy meets the marketplace (table 2).

An essential component of marketing process management is continuous monitoring and analysis. Analytical and control processes ensure that marketing activities remain effective and aligned with strategic objectives. Marketing performance measurement uses key indicators such as ROI, conversion rates, and brand awareness to evaluate outcomes. Simultaneously, customer satisfaction and feedback management collect data directly from the audience to identify strengths and weaknesses.

Table 2

**Operational marketing processes [1; 3; 4]**

<b>Process</b>	<b>Brief description</b>
Product development and management	Designing, testing, and managing product or service offerings to meet customer needs.
Pricing management	Setting and adjusting prices based on demand, competition, and cost analysis.
Promotion and advertising management	Planning, creating, and executing promotional campaigns (media, digital, events).
Sales and channel management	Managing direct sales, retail, e-commerce, distributors, and other channels.
Customer relationship management	Tracking interactions with customers to improve satisfaction, loyalty, and retention.
Public relations and corporate communications	Managing media relations, public perception, crisis communication, and corporate reputation.
Digital marketing management	Managing online presence, SEO, SEM, social media, and analytics-based marketing.
Event and sponsorship management	Organizing or supporting events that enhance brand visibility and customer engagement.

Equally important is market intelligence and competitor monitoring, which provides ongoing insights into competitive positioning and market shifts. To ensure the sustainability of marketing success, companies conduct marketing audits and implement process improvement initiatives. These allow organizations to adapt their methods to changing conditions, maintain efficiency, and continuously enhance customer value.

Through such analytical mechanisms, marketing evolves into a learning system, capable of self-adjustment and innovation (table 3).

Table 3

**Analytical and control processes [2; 5; 6]**

<b>Process</b>	<b>Brief description</b>
Marketing performance measurement	Monitoring marketing KPIs such as ROI, conversion rate, brand awareness, and engagement.
Customer satisfaction and feedback management	Collecting and analyzing customer feedback to improve products and services.
Market intelligence and competitor monitoring	Systematic tracking of competitor actions and market trends.
Marketing audit and process improvement	Evaluating the effectiveness of marketing processes and identifying areas for optimization.

Marketing does not operate in isolation – it depends heavily on collaboration with other business functions. Supporting and cross-functional processes ensure the smooth flow of information, resources, and coordination across the organization. For instance, cooperation with research and development (R&D) ensures that market

insights directly influence product innovation. Collaboration with finance enables accurate budgeting, forecasting, and return analysis, while cooperation with human resources ensures that marketing departments have the right skills and motivation to execute plans effectively.

Modern marketing is also inseparable from information technology (IT). Digital tools such as customer databases, analytics platforms, and automation systems have become integral to campaign management and customer interaction. Likewise, marketing coordination with supply chain and logistics ensures timely product availability and supports promotional activities.

These cross-functional links create the synergy required for coherent and customer-oriented business performance (table 4).

At the managerial level, marketing processes are supported by organizational leadership and governance mechanisms. Marketing organization and leadership determine how the marketing function is structured – whether centralized, decentralized, or matrix-based. Effective governance also requires policy and ethics management, ensuring compliance with legal regulations, data protection laws, and ethical standards. Furthermore, stakeholder management helps maintain relationships with key internal and external actors, including suppliers, media, government institutions, and business partners.

*Table 4*  
**Support and enabling processes [2; 7; 8]**

<b>Process</b>	<b>Brief description</b>
Collaboration with R&D / product design	Aligning market insights with product innovation and design.
Coordination with finance	Aligning marketing budgets, forecasting, and ROI assessments.
Coordination with HR	Ensuring marketing staff recruitment, training, and performance management.
IT and data management	Supporting digital marketing tools, CRM systems, and analytics platforms.
Supply chain and logistics coordination	Ensuring promotional materials, product availability, and timely delivery.

These processes collectively maintain discipline, transparency, and accountability within the marketing function, ensuring that it contributes effectively to corporate strategy and reputation (table 5).

In summary, the marketing activity of a company represents a comprehensive network of interdependent business processes, extending from strategic analysis to operational execution, analytical control, and interdepartmental cooperation. Each process – whether it involves market research, product management, communication, or customer relationship management – plays a vital role in achieving the overarching goal: creating value for both the customer and the company.

By treating marketing as an integrated system of processes rather than isolated tasks, organizations can enhance adaptability, ensure consistent brand identity, and achieve sustained competitive advantage in dynamic markets.

Table 5

**Managerial and governance processes [1; 2; 8; 9]**

<b>Process</b>	<b>Brief description</b>
Marketing organization and leadership	Structuring the marketing department, defining roles and responsibilities.
Policy and ethics management	Ensuring compliance with advertising laws, data privacy, and ethical marketing practices.
Stakeholder management	Managing relationships with key internal and external stakeholders (suppliers, media, partners).

So marketing processes are interconnected across different functional levels – from long-term strategic planning to practical execution, control, and coordination with other departments. Marketing should be considered not as a single function but as an integrated network of interrelated processes that collectively create, deliver, and sustain value for customers and the company.

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