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MARKETING IN THE CONTEXT OF ENVIRONMENT'S CHANGES**МАРКЕТИНГ В КОНТЕКСТІ ЗМІН ОТОЧУЮЧОГО СЕРЕДОВИЩА****Zozulov O.V. / Зозульов О.В.***s.e.s., prof. / к.е.н., проф.*

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Abstract. *The central object of the work is the changes that occur in the marketing environment of the enterprise as the part of modern economic system and cause the need to adjust the marketing behavior of market agents and conceptually revise the principles of marketing activity. A marketer must take these changes into account, and ideally anticipate them, in order to have an advantage over competitors in adapting to the new state of the market. The marketing environment is a complex system, so a marketer will deal with a large number of interrelated factors. Among them, it is necessary to identify the most important ones, because in order to make a decision, you need to limit yourself to a certain number of them, necessary and sufficient. Therefore, the question arises: what components of the marketing environment as the part of economic system are critical for the formation of a new state of the market? What changes in these components should be monitored? The purpose of the article is to define and substantiate the necessary components of the transformation of the modern economic system, as well as to study the nature of the interaction between them for the formation of the necessary and sufficient information base, which a marketer should possess for the qualitative implementation of marketing activities within socio-economic systems of various levels of complexity. The authors consider the successive stages of development of an industrial enterprise and the transformation of its marketing activities in the context of environmental changes in an inextricable connection with the factors that shape these changes. In the future, this study can be used to analyze the most effective tools for gaining competitiveness in accordance with the stage of development of the enterprise and the environment.*

Keywords: *Technology, Development of Economic Systems, Marketing.*

1. Introduction.

The formation of an enterprise's marketing strategy requires both theorists and marketing practitioners to understand the global context of genesis, the state and development trends of socio-economic systems from the mega to the micro level, since the marketing strategy must always be "inscribed" in the market context, in the economic system. Any economic system simplified is based on three basic components that form its profile. This economic triad can be described as follows: <economic system>:=<system of social and personal relations> <technologies> <resources>.

The interaction of these components ensures the functioning of the economy and



forms the context of the activity of economic agents, whose marketing strategies must be created within the framework of socio-economic processes and its quantitative and qualitative changes that are relevant in the current period. This makes it possible, in particular, to take into account and harmonize such important aspects that determine the development of the company's marketing strategy, as socio-political, production-economic, technical-technological, production-organizational.

The turbulence of economic systems caused by technological, production-economic, social and cultural changes is the object of research by many authors, both foreign and domestic. Scientific and popular science works devoted to innovations and inventions explore in detail technological changes and predict the potential future of the production and consumer sphere in the context of technology and infrastructure, and also raise the problems of economic and production relations in this new context, among which the works of K. Schwab stand out and N. Davis, as well as M. Kaku [1, 2, 3].

Research in the economic sphere is focused on the issues of globalization, which is stimulated by the cheapening of communications and transport technologies, as well as the simplification of control over large logistics systems that make the world "flat" (T. Friedman, [4]), and localization and reshoring, which occur as a result of cheapening and intellectualization of production technologies, which can now be applied regardless of the traditional global division of labor and traditional regions where labor is cheaper. The last question was investigated, in particular, by global agencies specializing in financial and marketing consulting, such as AlixPartners and McKinsey&Company [5, 6].

Issues of global economic change are also taken care of by world institutions interested in investing and attracting resources (Triodos Investment Management, World Bank), which, in particular, examine economic change in the context of social shifts, as well as green energy and the new virtual reality that is formed by social networks and knowledge economy [7, 8], as well as leading research organizations (German Institute of Development and Sustainability, Zurich Institute for Business Cycle Research) [9, 10].



Part of the works of domestic and foreign authors, such as A. Gerasimenko [11], E. Toffler[12], N. Grazhevskaya [13], is devoted to the study of the directions in which changes occur and the impact of these changes on related spheres of human activity. Part of the work is focused on distinguishing qualitatively different periods or stages of transformation of economic systems and their components. The specified works are noted by thorough and detailed content and a significant amount of information, but this is exactly what overloads the work of a marketer, since the requirement for necessary and sufficient information for making a decision on the construction of strategies implies a limitation of detail in areas not specific to marketing. And there is a need for some simplification and systematization of it with the preservation internal connections between system components. In particular, it should be noted that the agreed systematized picture of changes that are currently occurring in various fields of human activity involves a synthesis between its components that generate, strengthen or weaken each other. So, this article is devoted to the issue of distinguishing the necessary aspects or components of the transformation of the economic system and the nature of their interrelationships.

2. Main results.

Marketing activity is connected with a wide range of external and internal factors that shape the state of an economic object at the macro- or micro-level within the economic system. If we take into account the components of the economic triad that forms this system, namely <system of social-personal relations> <technologies> <resources>, then for each individual component it is possible to trace its sources and stages of their development.

Let's take technology as the first component of the triad, with which it is worth starting the analysis. It is the technology that determines what will be a resource in the system of economic relations, and the peculiarities of the organization of production, and, accordingly, economic and industrial relations, as a superstructure over the production base. Technology has many options for implementation, in particular, when talking about it, you can mean both production technologies and management technologies, as well as business organization technologies. Production technology has



gone through a long path of transformation, the main signposts of which are:

- technological structures, as agreed sets of adjacent technologies connected by the same type of technological chains, and their change over time;
- types of technological processes that generally characterize production, and, indirectly, key production resources;
- types of industry, which is successively changing from industry 2.0 to industry 4.0, and is determined by the key factor of production processes;

Business management and organization technologies have also transformed over time, their key guidelines are:

- the main objects of analysis and control, that is, objects of management, in the context of ensuring the quality of the result (products or services);
- basic models and principles of production and business organization;
- the main principles (economic logic) of forming the market power of the enterprise and obtaining profit [14].

As for resources, they are derived from the technology relevant in a specific period of time. It is worth mentioning the beginning of the first technological structure, when the invention of the mechanical loom led to an increase in the production and export of textiles and wool by Great Britain. It led to the withdrawal of land plots from peasants for breeding sheep. In that period land for cattle grazing was a relevant resource. And it is worth comparing this with modern technologies of vertical breeding of agricultural products, so-called "vertical farms", when products are grown on multi-tiered racks in closed rooms with a controlled climate. This method, compared to traditional agriculture economy, gives a guaranteed stable harvest controlled by artificial intelligence. It gives also water savings of 95%, economy of cultivation area with flexible possibility to increase the volume of the harvest, the possibility of placing in the center of the city, and independence from energy supply, provided the use of solar and wind energy. For vertical farms, the main resource is science-intensive technologies and knowledge, not land or labor).

Socio-personal relations manifest themselves in a twofold way: relations within the consumer market, where they find their realization in cultural norms of behavior,



in particular, in norms of business behavior, and coordination of the set of such norms over time can be globally characterized as cultural epochs, and within the industrial market, where they acquire social-economic nature and the forms of market interaction (individual enterprises or network inter-organizational associations) and market dominance (competition), as well as forms of organization of economic relations in the context of innovative development. Regarding the consumer market, the perception of the product and concept of the product should also be analyzed specially, because it changes from a material product to an understanding of the product as a basic function needed by the consumer. And also it is necessary to determine the main value that the product can offer, which is relevant for the buyer in modern context, that is, the basis of the product offer today.

A certain visualization of these aspects and their relationship, influence on each other and on the formation of the marketing strategy of industrial enterprises is shown in the figure. A timeline is presented above, which helps to orient roughly in the successive stages of development of the components of the economic system and gives a sense of movement, while the boundaries of individual stages are presented rather conditionally.

Aspects of the transformation of the economic system, as can be seen in the figure, are quite multifaceted, detailing its individual components. However, a certain systematization somewhat simplifies their use for marketing activities, as it outlines the necessary and sufficient range of information, the direction of changes and the current state of a specific component.

The economic logics mentioned in the table are the following [14]:

1. The logic of growing markets. The company, being in an actively growing market, earns profit due to extensive growth, increasing in scale, and due to intensive growth, using the effect of experience and the effect of scale.
2. The logic of mature markets. The company is in an established and developed market that is growing very slowly or not at all. It earns profit by manipulating the consumer value of goods, on the basis of which it forms and manages brands.

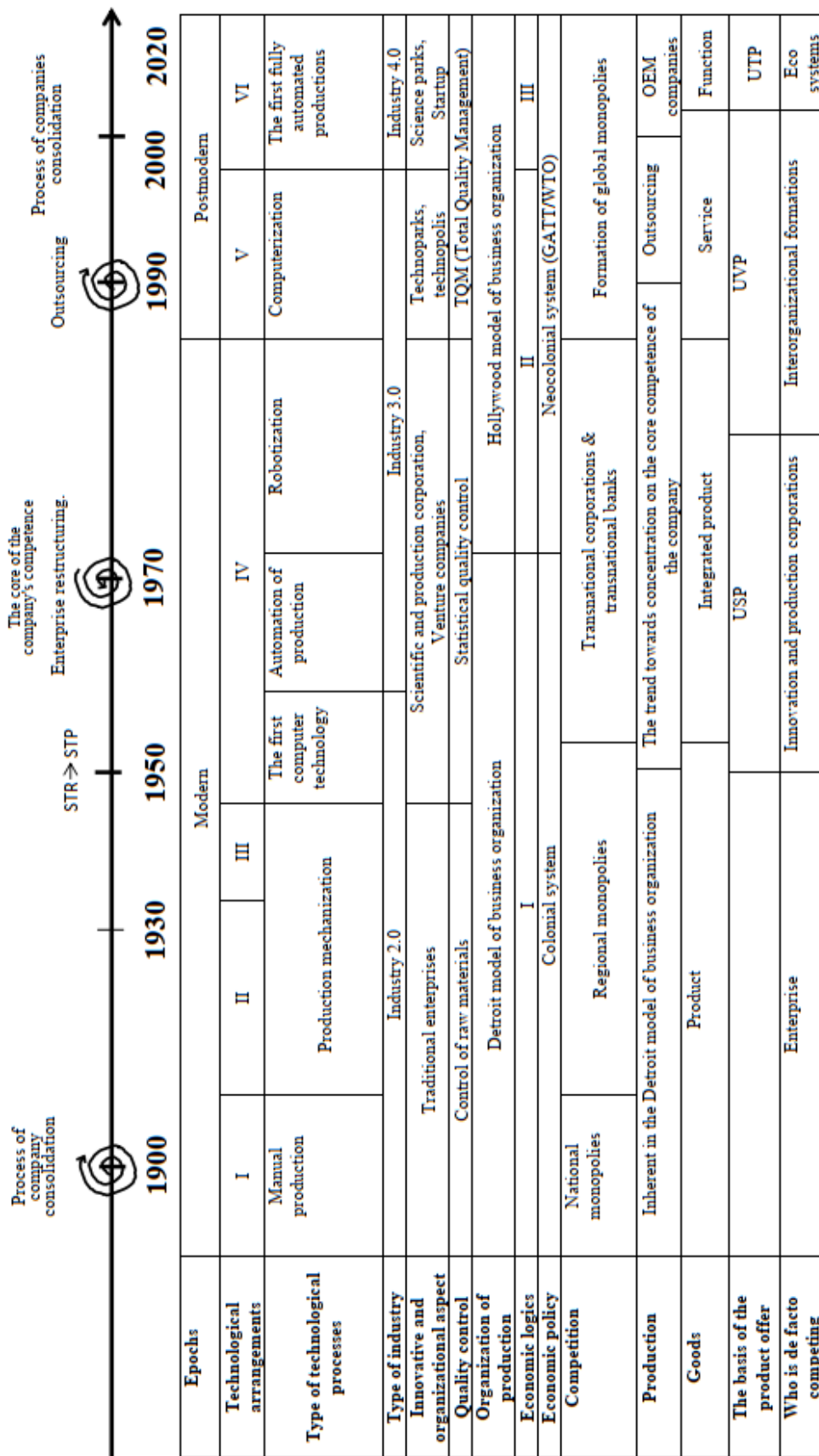


Figure - Fundamental changes in the development of industrial enterprises and their impact on marketing activities
(Source: by authors)



3. The logic of "closed" markets. The market is "closed" for entering new companies due to high entry barriers, consumers are distributed among existing companies, the market is usually dominated by an oligopoly. The source of income in such markets is: 1) intensification of the needs of existing consumers; 2) formation of new needs (blue ocean strategy); 3) satisfaction of additional needs and formation of consumer loyalty; 4) Vendor Lock-in; 5) formation of closed eco-systems, where all related needs of the consumer are closed to one company (for example, phone, headphones, charger, player, additional gadgets - only from one company and technologically compatible).

3. Conclusions.

As you can see, the transformation, development and changes of socio-economic systems is a multifaceted phenomenon, which includes the successive transition of technological systems with accompanying social revolutions, changes in approaches to the organization of production and models of business organization, management principles, quality control strategies, management of enterprise development and creating innovations. Also, under the conditions of a change in the dominant eras, which characterize the general ideology as a system of values and approaches to business organization, the economic logic of the company's behavior and the main profit-making models change. New sources of the company's market power and opportunities to influence supply and demand are emerging. The concept of a product is being transformed within the framework of the emergence of new models/technologies of satisfying consumer needs. The indicated changes in the complex form a new profile of the marketing environment, and companies should change their strategies accordingly, taking into account the fact that the key task under any circumstances remains the construction of the conceptual market triad of business: <value for the consumer> – <essence of the product offer> – <business organization models>.

The transformations described above can completely change the content of each of the components of the conceptual business triad, thus leading the market to a new understanding of what it means to be competitive, which should become the essence



of the product offering, and new sources of competitive success. The possibility of holistic prediction and forecasting of such changes gives companies a head start to adapt to the expected state of the market in the new business reality. In the future, it would be desirable to focus on detailing individual components and their possible differentiation for different commodity markets.

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Анотація. Центральним об'єктом роботи є зміни, які відбуваються в маркетинговому середовищі підприємства як частини сучасної економічної системи та викликають необхідність коригування маркетингової поведінки суб'єктів ринку та концептуального перегляду принципів маркетингової діяльності. Маркетолог повинен враховувати ці зміни, а в ідеалі – передбачати їх, щоб мати перевагу над конкурентами в адаптації до нового стану ринку. Маркетингове середовище є складною системою, тому маркетолог матиме справу з великою кількістю взаємопов'язаних факторів. Серед них необхідно виділити найважливіші, оскільки для прийняття рішення необхідно обмежитися певною їх кількістю, необхідною і достатньою. Тому виникає питання: які компоненти маркетингового середовища як частини економічної системи є критичними для формування нового стану ринку? За якими змінами цих компонентів слід спостерігати? Метою статті є визначення та обґрунтування необхідних складових трансформації сучасної економічної системи, а також дослідження характеру взаємодії між ними для формування необхідної та достатньої інформаційної бази, якою повинен володіти маркетолог, для якісного здійснення маркетингової діяльності в рамках соціально-економічних систем різного рівня складності. Автори розглядають послідовні етапи розвитку промислового підприємства та трансформації його маркетингової діяльності в контексті змін оточуючого середовища у нерозривному зв'язку із факторами, що формують ці зміни. В подальшому дане дослідження може бути використане для аналізу найбільш дієвих інструментів набуття конкурентоспроможності відповідно до етапу розвитку підприємства та середовища.

Ключові слова: технологія, розвиток економічних систем, маркетинг

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