Organizational Changes in the Marketing Activities of Industrial Enterprises in the Process of Forming Business Efficiency

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Abstract: The aim of the study is systematization of views on the co-evolution of marketing content in order to select tools for managing organizational changes in business efficiency in the development of economic relations. A systematic review of scientific literature on the topic of studying the content of marketing activities in the process of business formation was used as the main research method. Studies published between 2000 and 2024 were selected for analysis. As part of the primary selection, the authors analyzed more than 200 publications. The publications that best met the task of the study on the systematic review of the literature were included in the final sample, which amounted to 118 publications. The results obtained can be the basis for further selection of tools, methods and approaches that allow managing organizational changes in the field of marketing, taking into account the state of the internal and external environment of the enterprise

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1 INTRODUCTION

The term "marketing" has already become firmly established in the Russian economy. Marketing activities are an integral part of any business entity. The understanding of marketing varies from a set of tools for working with the market and the philosophy of functioning in market conditions to a system for forming the value of business and partnerships. Such a wide range of interpretations is primarily due to the constant changes in the role of marketing, its transformation depending on the state of the external and internal environment of enterprises, which determines the need to systematize views on the co-evolution of the content of marketing in order to select tools for managing organizational changes in business efficiency during the development of economic relations, since the content of marketing is directly related to the understanding of business efficiency and factors of enterprise competitiveness, which are considered differently in different historical periods.

The methodological basis is made up of traditional methods of scientific analysis: technical, economic and logical analysis, systematization and ranking.

2 RESULTS OF THE STUDY

At the stage of the emergence and development of marketing as a separate area of activity (the first half of the twentieth century), it performs mainly "sales functions and is considered as a set of tools for operational work with the market. At the same time, marketing activity is limited to 4P events, where the main source of costs is often sales and marketing communications, and achieving the effectiveness of marketing activity is reduced to maximizing the ratio of results and costs for it" (Berkutova, Dorofeev, 2012). In the evolution of marketing, the considered content corresponds to the concepts of production, product and sales marketing. Characteristic definitions of marketing of this period are their focus on the promotion and sale of goods and services (Akulich, 2014; Bolt, 2001; Kotler, Armstrong, 2020; Cretoin, 2001; Arzhanova, Kachalova, Pisklakova, Faizullina, 2023). This stage of marketing development corresponds to "the earliest scientific interpretations of business efficiency, considering it as maximizing the ratio of results (profit or turnover) and costs of an economic entity (i.e. the degree of return on costs) during the current period of time. At the same time, increasing business efficiency is directly related to minimizing costs" (Berkutova, Dorofeev, 2012). Reducing costs allows for a competitive price level, increasing profitability and thereby creating a certain “margin of safety” for the enterprise (Ansoff, 2014; Meyer, Kibri, 2010; Baker, 2002).

"The criteria for efficiency in this case are profit, cost effectiveness, and the degree of cost minimization. The basis of the assessment is the distribution of internal resources of the economic entity" (Berkutova, Dorofeev, 2012). This stage of business development is characterized by the emergence of marketing, the implementation of its product, production, and sales concepts.

However, the advantages of an enterprise based on minimizing costs are leveled if a significant portion of competitors have them. These advantages become the norm - the main condition that allows entering the market. Therefore, in the future, the goals of business participants are transformed - from maximizing profit to its planned level and growth of economic entities. As markets develop, it became obvious that increasing the return on business and improving the internal processes of the enterprise act only at the operational level, while market development and the acquisition of new skills, which determine the long-term nature of efficiency, are strategically important for the enterprise.

The desire to form a long-term nature of the efficiency of resource distribution of an economic entity, to stabilize financial flows, profits and turnover has led to the need to orient enterprises to satisfy the needs of buyers and consumers. This led to the spread in the 70s of the twentieth century of the interpretation of business efficiency as the ability to orient market entities to market needs in the strategic period, ensuring the long-term nature of profit. The criteria are: business growth rates, the ability to respond to changes in the external environment in the long term.

Marketing activities during this period move into the category of business philosophy, when all business decisions are made with an orientation towards market needs (marketing concept). Thus, G. J. Bolt defines marketing as “a process or direction of actions in the business sphere, as a kind of shell that unites and integrates all types of activities that are based on identifying and taking into account needs, their real embodiment in the process of research and development, production, stimulation and promotion of products from the manufacturer to the consumer” (Bolt, 2001). P. S. Zavyalov and I. I. Kretov are of the same opinion, believing that “marketing is an economic concept for managing the

activities of an enterprise and the sale of goods and services, focused on production, mass distribution, the market or the consumer, depending on the state of the market and commercial goals" (Cretoin, 2001; Zavyalov, 2010). That is, the enterprise ensures the achievement of its goals by satisfying market requirements, based on knowledge of market information about consumer demand. The marketing concept of the enterprise assumes that all departments should work together to meet the needs of the market. According to F. Kotler, - "The head of the company's marketing has two tasks: 1) to coordinate the internal marketing activities of the company and 2) to coordinate marketing, finance, production and other functions designed to serve the buyer" (Kotler, Armstrong, 2020). At this stage, marketing is integrated into the sphere of enterprise management. G.G. Abramishvili defines marketing as "the philosophy of conducting business operations" (Abramishvili, 2008). E.P. Golubkov calls marketing "the process of coordinating the company's capabilities and consumer demands, a social and managerial process by which individuals and groups of people, through the creation of products and their exchange, receive what they need" (Golubko, 2016; Drucker, 2018).

Further development of competition leads to a new understanding of efficiency based on the creation and increase of the market value of companies. The criterion of efficiency is considered to be the growth of the market value of the business: in the 80s of the twentieth century, the Tobin's coefficient (the ratio of the market value of the enterprise's assets to their book value) became widespread. " Efficiency is also considered as the ability of the enterprise to respond to changes in the external environment" (Baker, 2002; Drucker, 2018; Oyner, 2015). As a result of the increase in the content of marketing, the possibilities of marketing activities come to the fore, allowing to create and increase the value of the business, including the creation and development of brands, reputation capital, a complex of marketing communications, long-term planning and forecasting of market activities. T. Peters, considering marketing as a system that forms the value of a business, believes that marketing is "the leading branch of business management, the functions of which include the organization and management of the entire set of activities related to the transformation of consumers' purchasing power into effective demand for a specific product or service, as well as bringing this product or service to the final or intermediate buyer in order to ensure the profit rate established by the company or achieve other goals" (Peters, 2020). A. A. Braverman notes: "marketing is not just a promotion tool, it is one of the most real resources for successful competition and growth of companies' capitalization" (Braverman, 2005). This is confirmed by the opinion of other authors; thus, B. Zabin and G. Brebach note that "... the emphasis of the values of most companies has shifted from structural capital to intellectual and relationship capital" (Zabin, Breba, 2007). Authors such as M.Kh. also talk about the transfer of marketing accents to the sphere of information management, to the information space. Gordon, P. Doyle, G. Trusov, A. Repyev, F. Kotler, S. Cardell, J. Galbraith. In studying the behavior of buyers, the reasons for the growth of business value, changes in the share price of an enterprise, all of them consider marketing as priority prerequisites. The concept of integrated marketing communications occupies a central place in the activities of enterprises. A.A. Braverman, within the framework of this approach, considers the possibility of marketing "to act as a tool for the formation of the market environment (macro level of marketing), as well as as a tool for integrating enterprises into the formed market environment and to be a means of attracting investments (micro level of marketing)" (Braverman, 2005).

Another trend that can be traced in the definitions of marketing in the 80-90s of the twentieth century is the emphasis on the social nature of marketing - the emergence of the concept of social and ethical marketing, which assumes the satisfaction of consumer needs, along with the preservation and strengthening of the well-being of society as a whole, that is, determining the importance of marketing for society as a whole, and not just for an individual company. The British Institute of Marketing and Sales Management emphasizes: "Marketing is one of the types of creative management activity that promotes the expansion of production and trade and an increase in employment by identifying consumer needs and organizing research and development to meet these needs; marketing links the possibility of production with the possibilities of selling goods and services, justifies the nature, direction and scale of all the work necessary to obtain a profit as a result of selling the maximum amount of products to the end consumer" (Baker, 2002). J.J. Lambin defines marketing as a social process "aimed at satisfying the needs and desires of people and organizations by ensuring a free competitive exchange of goods and services that are valuable to the buyer" (Lamben, Chumpita, Shulin, 2014). Social and ethical

marketing assumes a tendency towards the efficient use of public resources and is aimed at increasing the sustainability of the socio-economic system. At the same time, the key paradigm is characterized by the statement: an approach in marketing based on satisfying exclusively the material needs of consumers without taking into account the capabilities and sustainability of the economic system as a whole leads to the destruction of the system (Berkutov, 2002; Jobber, 2000; Gornshtein, 2023; Kotler, Keller, 2020).

As a feature of this stage of marketing evolution, O.A. Tretyak considers the fact that if in the 60s of the twentieth century there was a "process of clear "distinction" and allocation of the conceptual context of marketing from a set of theoretical and managerial disciplines, then the end of the twentieth century and the beginning of the twenty- first century were marked by the active integration of marketing into the intensively developing strategic management, the science of organizational changes, knowledge management and intangible assets. Marketing receives a new impetus for development in an interdisciplinary context. It is organically integrated into theoretical and managerial research aimed at finding a new business model that meets the requirements of the time" (Tretyak, 2016). In modern conditions, marketers must not only ensure consumer satisfaction, but also take into account the requirements of partners and other entities in the environment - participants in the interaction system in the process of market relations and relations in society as a whole. Thus, the scope of marketing is constantly expanding due to integrated interaction with the systems of the internal and external environment of the enterprise.

Subsequently, the reduction in the life cycle of goods and innovations, the dynamic development of existing markets, the constant emergence of new markets and the extinction of old ones led to a situation (90s of the twentieth century), when the long-term efficiency and competitiveness of an economic entity are achieved due to the high mobility of resources. At the same time, many authors note the growth of selectivity and awareness of consumers, a clear formulation of consumer requirements for goods. Due to advertising saturation, a significant variety of media, the spread of the Internet, the process of attracting consumer attention to goods and companies is becoming increasingly costly and labor-intensive. All this leads to market saturation and an increase in costs when entering markets, a constant change of strategies, which further increases the need for flexible response of enterprises to changes in the environment. This situation led to the fact that in the 90s of the twentieth century, the interpretation of business efficiency assumes, in addition to the reaction to changes in the external environment, the need to adapt the strategic directions of the enterprise to external conditions: the priority is not in maintaining the efficiency of the existing business, but in creating a new business that is more responsive to market requirements, in meeting consumer needs faster than competitors (Tretyak, 2016; Winkelman, 2006; Gordon, 2013; Cohen, 2011; Traut, Rivkin, 2018). Business efficiency is formed when its target characteristics (profitability, growth, cost) are maintained in the strategic period.

Consequently , the views on efficiency are changing, shifting the emphasis to ensuring adaptability, flexibility and mobility of the enterprise in the strategic period . At the same time, the main conditions for effective work are: orientation towards the interests of the consumer, innovation, resource mobility, and the criteria for efficiency are optimization of transaction costs, rapid selection of business partners and coordination of the actions of subcontractors. When making decisions on the costs of certain resources, the balance of strategic and current interests is taken into account in order to exclude situations when the reduction of current costs occurs to the detriment of long-term goals. It should be noted that "the ability to integrate and promptly meet market needs does not always lead to the optimal distribution of internal resources of an economic entity in the current period, but it determines the strategic nature of its activities and stabilizes financial flows in the long term, forming a balance of its long-term and short-term interests" (Berkutova, Dorofeev, 2012).

As a result of the change in the marketing concept of management in this period, partnership marketing, Networks , developed – marketing in which the enterprise is considered not as a separate link in the national economy, but as a partner, as a subject for the formation of economic relations. The main guidelines of marketing activities, as noted by O.A. Tretyak, are: “coordination of the functioning of links in the network of economic relations while maintaining the priority of the end consumer; search for a sustainable competitive advantage; initiation of new developments of goods and services and the corresponding construction of the interaction chain; acceleration of the transmission of feedback signals with the end consumer, flexible response to these signals” (Tretyak, 2016). In this regard, according to O.A. Tretyak, “there is a rethinking of the role of marketing in the organization: the key tasks of marketing are determining the subjects of interaction in the network, assessing their significance, a more

detailed study of the interaction parameters, identifying promising areas of network development and the role of individual companies. When using the Networks approach, a company, when entering the market, is engaged not only in segmenting consumers and positioning goods, but also in searching for a promising network, having integrated into the latter, it is subject to constant repositioning, based on the specifics of the network interaction system as a whole. Interrelation becomes the main link that determines efficiency and constitutes strategy. Thus, the effectiveness of the organization's strategy is based on its interactive behavior" (Tretyak, 2016). The effectiveness of the interactive behavior of an enterprise is determined by the reduction of transaction costs. Considering that "at present, market competition leads to an increase in the costs of ensuring economic relations between counterparties, there is an increase in the cost mechanism, which reduces the profitability of commercial activities by an average of 16%" (Sokolov, Martynov, Morozov, 2008), the problem of managing transaction costs occupies one of the key positions.

From this position, O.A. Tretyak defines marketing as follows: “Marketing is a new entrepreneurial philosophy, a system of views on modern market production, a developing form of the relationship between production and consumption. The concept of modern marketing is a concept of market management, oriented towards the interests of the end consumer” (Tretyak, 2016).

One of the main goals of partnerships is to optimize the resources of the partners. To paraphrase S. Cardell, “business partnerships are useful if there are external sources with greater resources, capabilities, or market power, the inclusion of which will allow the business to more easily achieve its goals. At the same time, collaborative relationships are only one model of a wide range of possible types of interaction between companies” (Cardell, 2005). The effectiveness of various integration options depends on industry circumstances.

The following are considered as market advantages of business partnerships:

- the use of common assets of several firms, allowing each individual firm to save resources when acquiring assets;
- the priority of market mechanisms over administrative forms of resource flow management. This stimulates the exchange of information, the mobility of cooperation, and an increase in the discipline of internal supplies between network participants;
- a higher interest of participants in achieving results of joint projects, in coordinated joint work, than in a traditional hierarchical structure, which is often based on mutual ownership of shares (Tretyak, 2016; Egan, 2008; Nikishkin, 2023; Milner, 2016);
- reduction of transaction costs.

Another marketing trend within the framework of the concept under consideration is relationship marketing with consumers , the orientation of mass production towards individual consumers. The role of marketing is to determine a permanent contingent of consumers with whom relationships should be maintained and strengthened, as well as to justify organizational changes within the company necessary to form an interaction chain. This concept does not include market segments, but only individual buyers who are directly involved in the process of creating a product. This concept of work is used by leading representatives of the global automotive industry, the IT industry, robotics and enterprises in other industries. Marketing coordinates this process and leads the implementation of the necessary changes. “In relationship marketing, market research gives way to the creation of a real (continuous) communications system (CRM system). In this context, a number of authors note the phenomenon of customization of marketing activities” (Gordon, 2013; Kaftan, 2023).

The development of globalization, the spread of information systems that allow instant receipt of accurate information on any processes and types of activity, both in the internal environment of the enterprise and in its external environment, changes the worldview of work in the market - there is a transition from a capital-driven economy to a knowledge-based economy. The creation of multidimensional organizations that are able to adapt to changes without organizational restructuring contributes to increased flexibility. Changes in the qualitative composition of resources and the degree of their availability occur. This situation forces enterprises, in order to improve efficiency, to ensure a constant change in the qualitative and quantitative composition of resources of varying degrees of availability, along with ensuring the mobility of these resources. All this contributes to the search for new ways to improve efficiency, a new business model that ensures the achievement of strategic results with the optimal use and mobility of resources. Among the main trends contributing to the increase in resource mobility, the following are considered in scientific and business literature: changing the philosophy of working with personnel; introduction of knowledge management; changing attitudes to property; diversification of operations; development and innovation; use of the entrepreneurship potential within enterprises; abandonment of ineffective or unprofitable areas of

work; constant restructuring of organizational structures, use of joint resources within the framework of business partnerships.

The spread of Internet marketing, on the one hand, accelerates the process of promoting a number of goods, on the other hand, it creates new requirements for logistics and marketing policy, which determines the formation and spread of new forms of business organization. In the context of the development of information technologies, new forms of business organization arise: “virtual corporations - communities of functional partners managing the design, production and sale of products and services using modern information technologies and a contract system, with independent working groups and structures” (Barchenkov, 2023; Kotler, Kartajaya, Setiawan, 2024; Berkutova, Ivanova, Yakimovich, 2024). The release of products of virtual corporations becomes available at any time, in any place and in any number of variants of models and formats (customization). In the course of creating virtual products, the role of the consumer as a co-producer increases.

There are sometimes so many external contracts that they become the framework of a virtual organization. This determines its "main quality - wide distribution in space and time" (Milner, 2016). The so-called "intelligent organizations" formed from a large number of small interacting enterprises are becoming widespread. Modern business is characterized by new, more complex forms of market research (continuous research, CRM systems) and new features of product formation that allow taking into account the individual needs of consumers, along with maintaining the mass nature of production (Scott, 2013; Kingsnorth, 2019). The key concept in the network form of business is relationships. From the standpoint of neo-institutional theory, the effectiveness of an economic entity's business depends on the degree of trust between economic entities within the framework of partnerships. J. Egan defines "the following stages of development of trust relationships: trust based on rational calculation; trust based on practical knowledge; trust based on mutual recognition; trust as an integral part of production activities" (Egan, 2008). In this case, marketing acts as a subject of trust (relationship) formation, as it enables to establish communications with microenvironment entities and society as a whole, ensures study and satisfaction of needs (including partners). In the words of D. Zabin and G. Brebach, “the philosophy of zero-sum game is being replaced by the philosophy of business based on cooperation. This changes the content of marketing. That is, winning the competition does not mean provoking the competitor’s loss, but rather uniting and establishing partnership relations” (Zabin, Breba, 2007). From the standpoint of neo-institutional theory, marketing acts here as a tool for forming business networks, selecting partners, determining the terms of interaction between partners, creating trust in the system of institutions; ensures adaptability in the strategic period; taking into account the needs of external environment participants; helps to define the common goal of business partnerships, and, accordingly, the terms of partnership relations of economic entities. This makes modern marketing a universal system of tools for working with the market and business management, the elements of which are used situationally, depending on the prevailing external and internal conditions in which the business operates. At the same time, business efficiency is of a strategic nature and is formed taking into account the relationships between market participants, the formation of business value and other marketing assets.

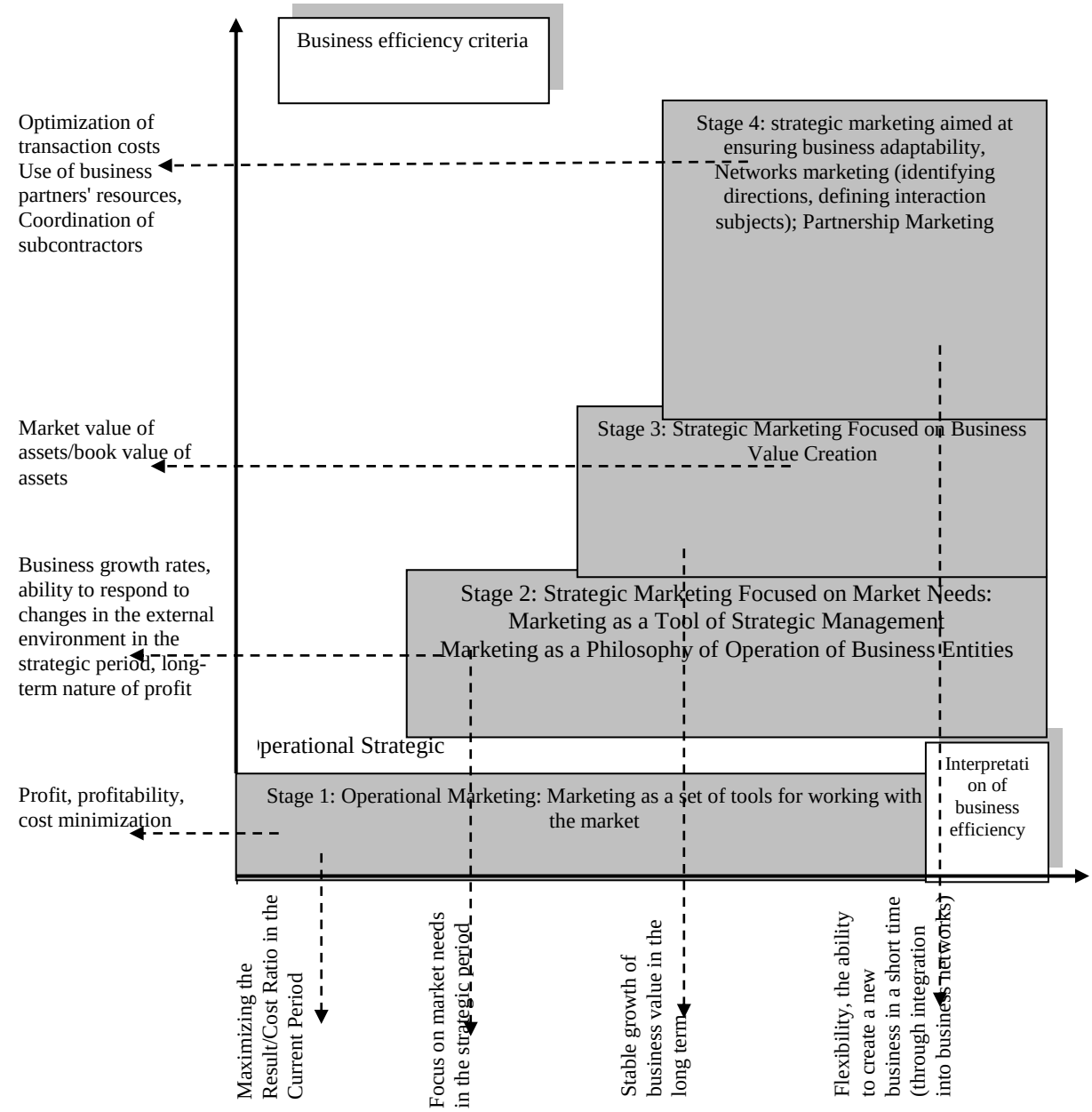
An analysis of the transformation of business efficiency concepts has made it possible to clarify the definition of economic efficiency as follows: the economic efficiency of an enterprise is considered as its ability to maintain a balance between the current distribution of resources and ensuring the strategic nature of the business, due to its adaptability and mobility, taking into account the use of marketing assets and resources of external environment participants by building partnerships with them.

In this case, mobility means the ability to make quick decisions.

At the same time, marketing activity acts as a developing system, “aimed at adapting business to the conditions of the external environment in the current and long-term period by focusing on satisfying consumer needs, forming the value of the business, creating market partnership assets, in particular, business networks, which involve the reorganization and restructuring of the business as a whole” (Berkutova, Dorofeev, 2012).

Dynamic changes in marketing, the constant increase in its content, taking into account the understanding of business efficiency, allow us to talk about co-evolution - interdependent changes - when business changes stimulate the increase, distribution and qualitative changes in marketing, which stimulate a new round of business development, accompanied by an update of views on efficiency and a new interpretation of efficiency, while changes occur permanently.

The study of the co-evolution of the content of marketing and the concept of the efficiency of economic entities in the process of economic development made it possible to identify 4 stages of co-evolution, presented in Figure 1.



Source: compiled by the authors

Figure 1: Co-evolution of marketing content and business efficiency concepts in the process of economic relations development.

Thus, " *the content of marketing activities and their effectiveness are largely determined by the nature of business efficiency. Marketing activities shape the strategic nature, mobility and adaptability of an economic entity* . The role of marketing in the activities of economic entities is defined as ensuring stability (balance) in the course of development and interaction of the economic entity's system and the systems of participants in the external environment" (Berkutova, Ivanova, Yakimovich, 2024).

At the same time, marketing activities themselves are aimed at finding a new business model in the context of increasing business efficiency, which determines its change and makes the development of change management mechanisms and methodology relevant.

Marketing allows the creation of a system of adaptive mechanisms, feedback and legal provisions aimed at increasing the efficiency of interaction and the actual functioning of the listed systems, and helps to reduce transaction costs (Table 1).

Table 1: The role of marketing in shaping business efficiency.

Components of business efficiency	**The Role of Marketing in Forming Efficiency business**
Strategic nature of business	- selection of strategic markets; - formation of the market value of the business creation of marketing assets)
Flexibility, adaptability of business	- taking into account the interests of various groups; - selection of organizational interaction in markets (creation and management of partnerships) - reducing the cost of the adopted management decisions
Ensuring a "reasonable" profit	- tactical and operational marketing activities in existing enterprise markets - reduction of transaction costs.

3 CONCLUSION

The experience of marketing activities of enterprises shows the difficulties of transition to marketing concepts of work, insufficient use of marketing tools, non-systematic understanding *of* marketing and its role in the activities of the enterprise. On the other hand, at present, there is a desire of enterprises to systematize work with the market, create medium- and long-term forecasts with the help of marketing, and form advanced competitive advantages. The systemic nature of changes in business conditions requires the use of adequate theoretical and practical tools in solving the problems facing modern enterprises. Thus, in practice, effective tools, methods and approaches are needed to manage organizational changes in the field of marketing, taking into account the state of the internal and external environment of the enterprise.

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