The Concept of Change Management in the Marketing Activities of Enterprises

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Abstract: In the context of the formation of technological independence of Russia, the most important task is to ensure the market orientation of the production capabilities of domestic enterprises of the military-industrial complex. Possessing significant scientific, technological, production and personnel potential, they are capable of implementing large-scale goals for the production of high-tech civilian and dual-purpose products aimed at achieving the goals of import substitution and overcoming the sanctions regime against the Russian Federation. Without transformations in marketing activities at enterprises of the military-industrial complex, it is impossible to solve the set strategic tasks, which makes the task of change management relevant in terms of practical use. The article presents the proposed concept of managing changes in the marketing activities of enterprises. The author's interpretation of change management in the marketing activities of enterprises is proposed. The concept of "resource potential of change management in the marketing activities of enterprises" is introduced. The areas of change in marketing activities are defined. The principles of change management in marketing activities are formulated. The proposed change management concept takes into account the main components necessary to identify and implement effective changes, the targeted nature of marketing and business changes, coverage of all levels of marketing activities; and the relationship with the internal and external environment of an enterprise.

1 INTRODUCTION

The main tasks of change management in marketing activities are to coordinate the work of an enterprise with the state and development of the external environment, the selection and timeliness of changes, the coordination and approval of changes in marketing and an enterprise.

The goals of change management in the marketing activities of enterprises reflect its results *and* can be formulated as follows:

- improving the effectiveness of marketing activities, ensuring its compliance with the conditions of the external and internal environment of an enterprise based on the development of strategic marketing, changes in marketing policy and marketing management, transformations at the level of operational marketing activities;
- improving the efficiency of an enterprise, ensuring that the business meets the conditions of the external environment through developing of marketing factors of business value (marketing

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intangible assets, business partnerships), developing the orientation of all enterprise activities towards meeting market needs, and integrating marketing into the strategic management of an enterprise.

Achieving the stated goals makes it possible to increase the effectiveness of marketing activities and business.

However, it should be borne in mind that until a systematic marketing activity is organized at an enterprise, management cannot obtain reliable information about the state of markets, consumer and buyer preferences regarding the company's goods and the competitive environment and correctly determine the directions of changes in business strategies and goals, ways of its organization and development.

2 RESEARCH METHODS

The methodological basis is the traditional methods of scientific analysis, methods of economic and mathematical statistics, technical, economic and logical analysis, systematization and ranking.

The purpose of the study is to develop a concept for managing changes in the marketing activities of enterprises.

Tasks to be solved aimed at achieving the purpose. The study of the theory and methodology of change management, the genesis of the development of marketing activities in the context of the formation of business efficiency and the content of the effectiveness of marketing activities allows us to formulate the following conceptual provisions of change management in marketing activities:

1. **Setting goals for changes in marketing, defining the relationship between marketing activities and other enterprise systems, and allocating responsibilities.** Changes in marketing activities will bring results only with corresponding changes in decision-making mechanisms and the system of interactions at the tactical and strategic levels of other enterprise subsystems. Thus, the creation of a marketing information system will not bring results if such information is not used by the production, logistics, technological, economic and other services of an enterprise when creating goods, pricing them, bringing them to consumers, and forming enterprise strategies. At the same time, adequate mechanisms for allocating responsibility should be used, assuming that responsibility and authority are assigned to officials not only in the marketing service, but also in other services. The use of such mechanisms will result in the emergence of obligations on the part of the subsystems of an enterprise. Before proceeding with changes, it is necessary to determine not only what exactly needs to be transformed, but also why it is being done, that is, what results will be achieved in the future thanks to these transformations.

2. **Changes in marketing activities are aimed at increasing the organization, consistency and manageability of the marketing system and a business as a whole, taking into account the characteristics of the dynamics of the external environment.** The changes should ensure an increase in the consistency of subsystems both within marketing activities and the consistency of the marketing system with the business system as a whole. Marketing functions performed at the strategic level should be interconnected with the goals, strategies and structures of tactical and operational marketing. Marketing transformations are aimed at eliminating duplicative relationships, increasing efficiency in making management decisions, creating a mobile and adaptive business structure, which implies an increase in the organization and manageability of the system as a whole. The goal of strategic transformations is to increase the adaptability and mobility of the business, and its achievement is related to the level of manageability and consistency of an enterprise.

3. **Change management in marketing activities is carried out on the basis of an integrated approach** involving the formation of a single coordinated system of interdependent changes, both in marketing and in other enterprise systems (Berkutova, 2014). The program of changes in marketing activities should be accompanied by the formation of corresponding programs for other departments that use the results of the marketing service or participate in their formation.

4. **Marketing activities in the process of change management are considered in three aspects**: as a system for creating business efficiency, as a system of relationships with stakeholders and as a function of an enterprise. This approach allows, on the one hand, to develop a business at the level of interaction between enterprise management and strategic marketing, and on the other hand, to maintain the effective current functioning of an enterprise in existing markets. Improving the effectiveness of marketing activities requires coordination of actions at the operational, tactical and strategic levels of marketing. Thus, the absence of a tactical level of marketing will not allow to organize effective sales and communication activities even with correctly selected markets and products. The development of a marketing policy in this case should

determine the direction of sales and communications and the main criteria for choosing distribution and promotion channels.

5. **The choice of areas, directions and objects of change, both in marketing activities and in business, is carried out as a result of diagnostics**, involving an assessment of the effectiveness and efficiency of marketing activities and business, as well as an analysis of the external environment of an enterprise. In the diagnostic process, it is necessary to link the required changes in the marketing system with the planned results of the enterprise's market activity (market share, sales volumes, profit).

6. **The main components of the change management system in marketing activities are**:

- diagnostics of contradictions (problematic situations) in marketing and business;
- the changes themselves, aimed at reducing, eliminating or preventing these contradictions;
- the mechanism for implementing the changes;
- the resource potential of an enterprise for implementing the changes;

The purpose of diagnostics is to identify local and systemic contradictions in the marketing activities of an enterprise and in business. "In the theory of change management, there are local and systemic types of contradictions. Local contradictions are a non-equilibrium state of the system, in which only certain characteristics of the system lose quality, which leads to a deviation of the behavior model from the optimal one or the consolidation of an ineffective norm, but at the same time the system functions within the boundaries of its effectiveness. Systemic contradictions are a non-equilibrium dynamic state of a system in which the main elements of this system are ineffective. In the case of a systemic contradiction, the decline in the efficiency of individual subsystems increases to such an extent that the introduction of even radical local changes cannot change the course of development of the economic system" (Berkutova, Revenko, 2014). The system no longer meets the requirements of the environment. Systemic contradictions are expressed in the loss of adaptability of the system (Kone, 2018).

Contradictions are the driving force behind business development (SHepelenko, 2009). The sources of contradictions are found both in the external and internal environment of enterprises. External sources are related to changes in the market situation, while internal sources are related to changes in the internal environment of an enterprise, the complexity of processes, changes in goals and strategies, changes in interactions between personnel, top management, investors, shareholders and other stakeholders.

The main contradictions in a business and marketing activities are:

- contradiction between the state of a business and the characteristics of the external environment. This situation is observed when an enterprise cannot adapt to the changed market conditions in time. In this case, the contradiction is systemic;
- contradiction between the state of the marketing activity of an enterprise and the external environment, which arises when the marketing system at an enterprise does not correspond to the established market conditions and does not contribute to the development of adaptation, mobility and the strategic nature of the business. The contradiction is systemic in nature and manifests itself at the strategic and tactical levels of marketing activities;
- contradiction between the marketing system and the business system, which arises when the state of the marketing activity of an enterprise does not allow it to achieve its market goals and implement its strategies. The nature of the contradiction is systemic, the levels of marketing activity at which the contradiction manifests itself are tactical and strategic;
- contradictions within the marketing system at an enterprise, due to the state of its individual components, which does not allow effectively achieving the goals of marketing activities. Such contradictions are local in nature within the operational, tactical and strategic levels of marketing activities.

The elimination of systemic contradictions is associated with qualitative transformations in marketing activities and business, and the elimination of local contradictions leads to local transformations in marketing activities and subsystems of an enterprise. The types of contradictions in marketing activities and a business are shown in Fig. 1.

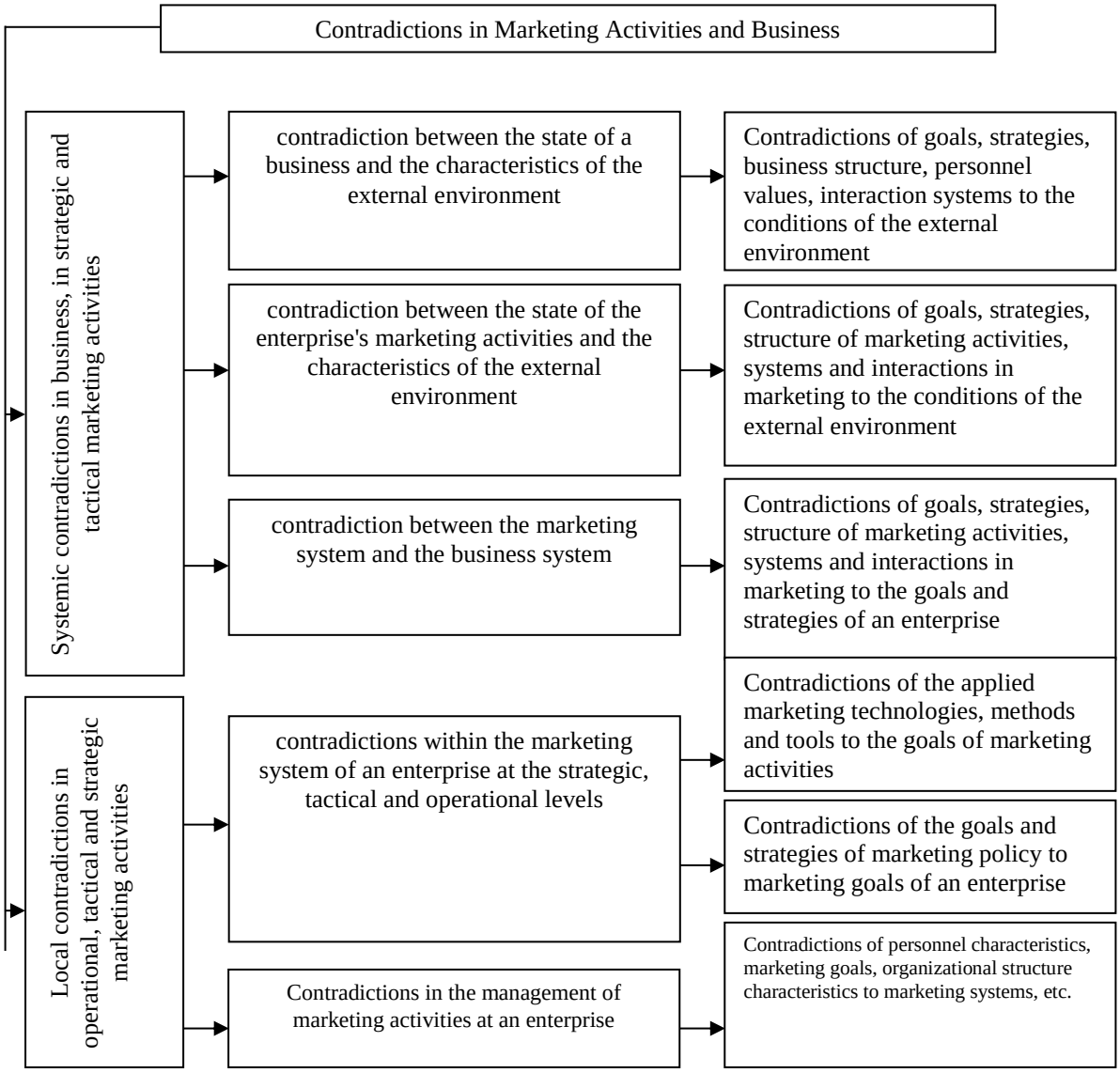

Figure 1: Classification of contradictions in marketing activities and business. *Source: according to 2, p. 98.*

In change management theory, the main focus is on the influence of organizational and managerial resources (organizational potential) on the success of transformation. In scientific and practical literature, the understanding and content of organizational potential is interpreted in different ways. M.V. Smirnova considers organizational potential "as a set of elements and mechanisms that ensure the ordering, coordination and effective use of the potential and resources of an enterprise, achieving dynamism, sustainability and its development based on modern management methods, including program-targeted and systemic approaches" (Smirnova, 2011). P.P. Taburchak defines organizational potential "as the total maximum possible organizational ability of an enterprise to comprehensively optimize the interaction of its structural elements and ensure the effective functioning of an enterprise in solving production tasks" (Taburchak, Mikitas', 2012). The result of any changes is largely determined by the state and level of enterprise resources involved in the process of transformation.

The definitions of the organizational potential of an enterprise include: “the total capabilities of the management staff, expressed in the volumes and types of work that the management of an enterprise can perform”, "the potential of the organizational structure and technical equipment of managerial work and information support", "the ability to make decisions and appropriate resources", "a complex set

of interrelated elements that make up an organization, which includes a system of values, structure, personnel, information, processes, procedures, as a basis for the formation of changes to resolve contradictions, as the ability to overcome contradictions" (Taburchak, Mikitas', 2012; Taburchak, Mikitas', 2012; Berkutova, 2018; Petrov, 2015; Tret'yakova, Kuvshinov, 2017; SHirokova, 2013; SHirokova, Bystrova, 2014; Korotkov, 2015).

As M.V. Smirnova points out, “the potential of any enterprise lies in its resources, both production and financial. None of these resources will take effect on their own until they are put into action rationally, purposefully, in accordance with the mission and objectives for the implementation of the mission and goals. Such a mechanism capable of activating all resources is management, its qualitative characteristics and a number of organizational principles embedded both in the structure of an enterprise and in the personnel. The capabilities of these mechanisms are determined by the organizational potential aimed at improving the quality of management” (Smirnova, 2011).

The organizational potential of an enterprise is the source of its capabilities. The state of organizational potential is largely determined by the stage of the enterprise's life cycle.

Depending on the object, the organizational potential, according to different sources, includes innovative, human, production, technological, financial and other resources of an enterprise. A.V. Pavlova considers "the following elements of organizational potential:

- enterprise management system (management potential, its level of innovation);
- system of values;
- enterprise personnel management system (key competencies, level of qualification, level of innovation);
- information and communication system of an enterprise (interactions, knowledge, propensity for knowledge transfer)” (Pavlova, 2012).

P.P. Taburchak identifies enlarged blocks of organizational potential: labor (personnel), financial (economic), production, marketing, innovation (Taburchak, Mikitas', 2012; Taburchak, Mikitas', 2012).

M.V. Smirnova “includes the following elements of organizational potential:

- management potential;
- potential of the organizational structure of an enterprise;
- potential of organizational culture;
- key competencies of personnel, level of qualification and labor productivity;
- innovative potential of the enterprise personnel;
- level of management innovation;
- innovative potential of an enterprise” (Smirnova, 2011).

The study of the objects of changes in marketing activities, as well as interrelated objects of transformations in an enterprise, allows us to state that the changes being implemented are not limited to the use of organizational resources only. Managing changes in marketing activities requires the involvement of financial, material, information and production resources, which makes it possible to characterize their totality as a resource potential (Okorokova, 2010).

Thus, within the framework of this work, it is advisable to introduce the concept *of* ***resource potential for managing changes in marketing activities*** *as a set of organizational and managerial mechanisms and enterprise resources necessary for implementing changes in marketing and interdependent changes in business.* In this case, it is advisable to include in the resource potential:

- “managerial potential, determined by the ability of managers at various levels to make and implement management decisions in marketing activities and at an enterprise as a whole, the level of innovation of managers (the ability to perceive innovations and apply them in the development and implementation of decisions);
- personnel of the marketing service and an enterprise as a whole, determined by the composition of the key competencies of the employees of the service and the enterprise, the degree of innovation of employees, the presence of leaders capable of making changes;
- information and communication system of an enterprise that determines the nature of information interactions between employees, the availability of the necessary information for employees and managers when making decisions. Information support implies, in addition to creating and having the necessary search systems and information bases, the wide dissemination of information about the goals of changes, the progress of their implementation, and the results of intermediate stages” (Berkutova, 2018);
- financial resources necessary for the transformation of marketing activities and related transformations in an enterprise. In this context, both current and investment resources should be taken into account;
- production and technological resources used in the process of coordinated changes in enterprise

subsystems. It is advisable to include production equipment, the availability of proven technological processes, and the availability of innovative technologies in such resources.

In this context, management potential forms the mechanisms for transforming all other resources in order to increase the effectiveness of marketing at an enterprise (Fig. 2).

"Resource potential is characterized by exogenous and endogenous components ("intra-organizational potential" and "extra-organizational potential")" (Berkutova, 2018). "Depending on the state and dynamics of these components, as well as on the nature of the problem situation, various change management mechanisms can be formed" (Sokolov, 2015; Adizes, 2017; Glushakov, 2011).

The availability of resource potential and the possibility of attracting it from the external environment of an enterprise are largely determined by the stage of the life cycle of this enterprise. The further the enterprise is from the growth stage, the lower its internal potential for change.

The formation of a change management system requires detailing of each component, research and formalization of their interrelations, and coordination of management influences.

7. **Managing changes in marketing activities requires differentiating changes by scale: local and systemic in terms of their impact on qualitative changes in a business as a whole**. The scale of changes determines the composition of the resources involved in the transformation, the levels of changes (personal, team, corporate), the composition of officials and departments participating in changes, the scope of obtaining the results of changes, the qualitative and quantitative composition of the results.

8. **The focus of changes on improving efficiency involves taking into account aspects of efficiency, both in marketing activities and in a business as a whole.** This makes it possible to ensure business development, increase its scale, and expand strategic business zones based on improving the effectiveness and efficiency of marketing activities.

9. **Managing changes in marketing activities should be accompanied by an adequate policy regarding the resource potential of an enterprise.** Changes should not harm the potential of existing enterprise systems. The change management process involves determining the composition of resources for implementing changes, determining the sources of resources and time intervals for using resources.

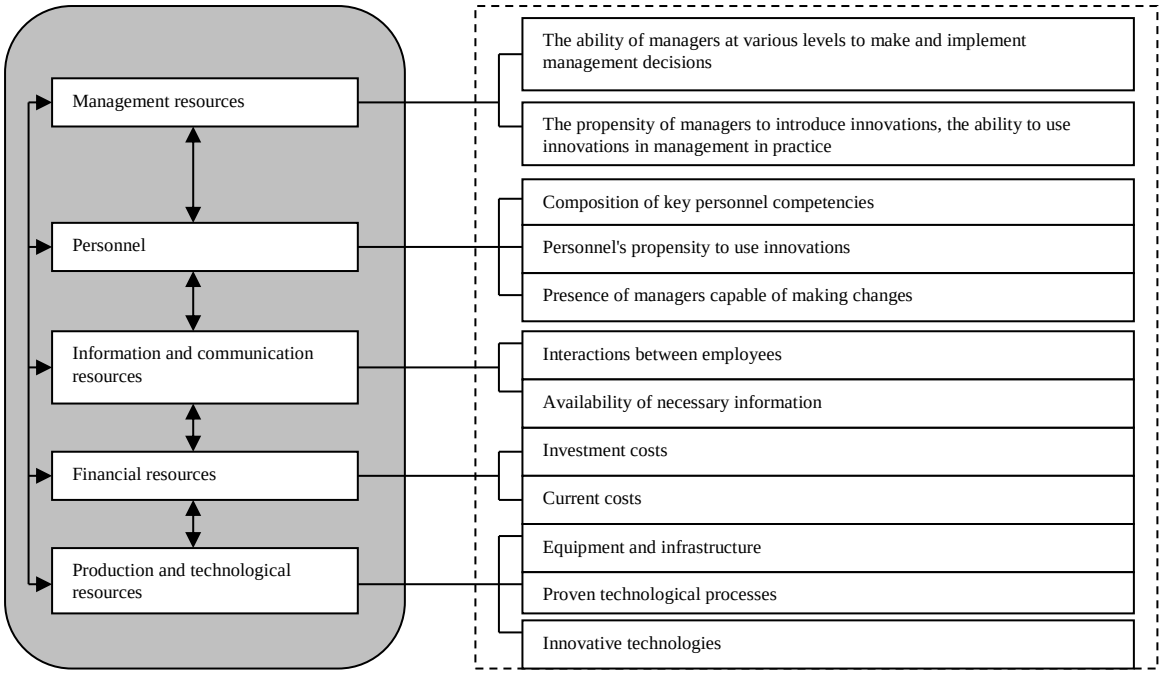

Figure 2: Composition of resource potential for managing changes in marketing activities. *Source: according to 8, p. 53.*

The development of a change management methodology involves the formation of a system of principles. The principles of change management in marketing activities should take into account the general principles of change management at an enterprise, the specifics of marketing activities that make up its effectiveness, the role of marketing in shaping business efficiency and establishing relationships with the internal and external environment of an enterprise.

From the point of view of the specifics of marketing activities, when formulating principles it is necessary to take into account the focus on achieving consumer satisfaction and enterprise goals; parameters of market conditions; marketing coverage of all processes of the enterprise (product development, design, testing, promotion, sales); integration of marketing with the strategic management of the enterprise, strategy formation and management of the enterprise based on marketing information; coordination of interests of interested groups; formation of interactive relations of the enterprise with participants of the external environment.

The conducted research of the theory and methodology of managing organizational change, as well as the systematization of changes in marketing, made it possible to propose the author's interpretation of change management in the marketing activities of an enterprise: ***change management in the marketing activities of an enterprise*** *is a targeted, organized process of transformation of tactical, operational and strategic marketing, based on the results of diagnostics, carried out in order to ensure compliance of marketing activities and enterprises with the conditions the external environment based on the development of marketing factors of business value, the integration of marketing into the strategic management system of the enterprise, structural and technological transformations of marketing, changes in its goals, strategies, systems and relationships, taking into account the implementation of interdependent changes in the enterprise.*

The analysis of the theory and methodology of change management allows us to formulate the following *principles of change management in marketing activities:*

- *consistency of changes in marketing activities and related changes at the enterprise.* The principle assumes that changes in marketing should be carried out unidirectionally and simultaneously with the corresponding changes in the enterprise. Failure to change the enterprise in response to changes in marketing will not lead to increased efficiency;

- *consistency of changes in tactical, operational and strategic marketing at the enterprise*. Autonomous development of various levels of marketing does not contribute to increasing its efficiency. Thus, the development of the strategic function is impossible without adequate changes in the analytical function of marketing and the establishment of effective relationships between participants in the marketing processes at the enterprise. The development of a sales policy will not yield results in the absence of a communication policy;

- *compliance of changes with the conditions of the external environment of an enterprise*. The focus of changes on improving efficiency implies an increase in the ability of an enterprise to adapt to market conditions, therefore the sources of the ongoing transformations must be in the external environment. Given the dynamic nature of the external environment, the directions of changes should be determined on the basis of forecasting markets and an enterprise's macroenvironment;

- *consistency with the current activities of an enterprise*. Making changes in marketing activities should not lead to an imbalance in the subsystems of an enterprise;

- *measurement of the results of changes*. This principle assumes a formalized description of the intermediate and final results of changes, the need to monitor them throughout the entire process of implementing changes;

- *the focus of changes on achieving consumer satisfaction*. Achieving the commercial goals of an enterprise, such as increasing the volume of sales of goods, ensuring the stability of financial flows, and making a profit is possible only if the goods and services produced are in demand by the market, that is, they meet the needs of final and intermediate consumers;

- *consistency of changes with the resource potential of an enterprise*, assuming the availability or possibility of attracting all necessary resources for making changes;

- *consistency of interests of stakeholders in the process of change.* This principle assumes that the changes affect the interests of various groups – enterprise personnel, managers, stakeholders. At the stage of preparing changes, it is necessary to determine the opinion of different stakeholders on the appropriateness *and* necessity of changes, the results of changes, to assess the degree of resistance to changes, the causes of resistance and methods of overcoming resistance to changes;

- *systemic nature of change management*. Marketing activity is a complex system that functions as a subsystem of an enterprise, taking into account the characteristics of the internal and external environment (Kotler, 2018). This determines the diversity of the composition of the objects of change and the relationships between them and the external environment of an enterprise, which should be taken into account when managing changes;

- *personnel involvement*. Changes cannot happen without the participation of personnel. The desire of employees to change their activities is of great importance for implementing changes, and significant resistance to changes will not allow achieving optimal results when implementing them. Therefore, in the process of transformation it is necessary to develop the understanding of personnel, create conditions for teamwork, work with opinion leaders, and ensure personnel awareness;

- *coordination of changes* implies that change programs for various processes, systems, technologies (both marketing and non-marketing) should be mutually coordinated in terms of the timing of changes and their composition. This necessitates the formation of an organizational change management mechanism and a specialized structure for the coordination and management of the transformations being carried out;

- *the relevance of changes* implies that the changes should be timely and lead to the solution of current and future problems of an enterprise. The implementation of changes should take into account the time factor of the effect of the results of changes, as well as the need to comply with the deadlines for completing the changes.

3 RESULTS OF THE STUDY

Based on the developed methodological aspects, the author's concept of change management in marketing activities is proposed (Fig. 3).

The choice of areas and directions of changes is based on the results of diagnostics of marketing activities at an enterprise. Making a diagnosis involves determining: the problem, the causes of the problem, other significant connections, the ability of an enterprise to resolve the problem, and directions for further action. The choice of diagnostic methods should ensure the reliability of the information used and the comprehensiveness of the diagnostics (Berkutova, 2014).

The results of the analysis of the theory of change management, the role of marketing activities in the formation of the effectiveness of an enterprise, as well as the interdependent nature of changes in an enterprise and marketing allow us to identify the following *areas of changes in marketing activities:* business adaptability; strategic enterprise management; partnerships; marketing intangible assets; marketing information systems; operational and tactical marketing activities.

The result of interdependent changes in marketing activities and at an enterprise is an increase in efficiency due to the formation of marketing intangible assets, partnerships, ensuring the stability of financial flows of an enterprise in the strategic period, reducing risks, increasing the competitiveness of goods and an enterprise, and increasing the efficiency of operational marketing of an enterprise.

4 CONCLUSIONS

The developed concept of change management takes into account the main components necessary for identifying and implementing effective changes, the targeted nature of marketing and business changes, coverage of all levels of marketing activities; and the relationship with the internal and external environment of an enterprise.

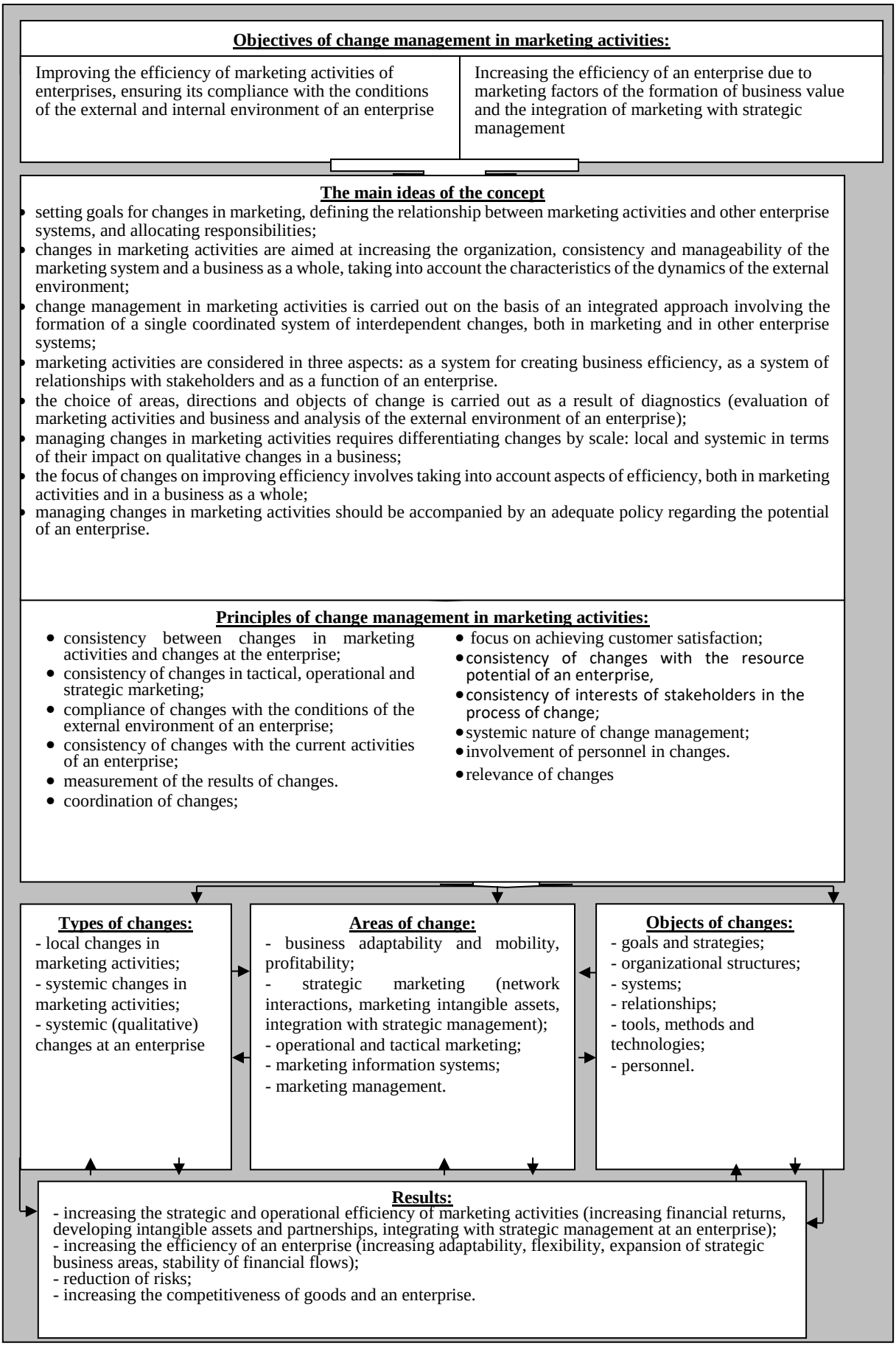

Figure 3: Concept of change management in the marketing activities of an enterprise. *Source: developed by the authors.*

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