

DOI: <https://doi.org/10.32782/2524-0072/2026-83-189>

UDC 339.138

ESSENCE AND SPECIFIC FEATURES OF STRATEGIC MARKETING ACTIVITIES OF ENTERPRISES

СУТНІСТЬ І ОСОБЛИВОСТІ МАРКЕТИНГОВОЇ СТРАТЕГІЧНОЇ ДІЯЛЬНОСТІ ПІДПРИЄМСТВ

Kudrina Olna

Doctor of Economic Sciences, Professor,
Sumy State Pedagogical University named after A.S. Makarenko
ORCID: <https://orcid.org/0000-0002-7364-1998>

Biriukov Oleksii

Postgraduate Student,
Sumy State Pedagogical University named after A.S. Makarenko
ORCID: <https://orcid.org/0000-0001-5931-9698>

Кудріна Ольга Юріївна, Бірюков Олексій Олексійович
Сумський державний педагогічний університет імені А.С. Макаренка

In the contemporary business environment, ensuring long-term success in the marketplace requires more than merely possessing a competitive advantage and producing demanded goods. Market conditions can change rapidly, and it is precisely strategic marketing activities that enable enterprises to anticipate such changes and ensure the stability of their operations. The lack of stable instrumental and methodological support for modern strategic marketing activities of enterprises, which would allow them to take into account emerging challenges and the high turbulence of the business environment, actualizes the need for further scientific research and improvement of the theoretical and methodological framework of strategic marketing activities of domestic enterprises. One of the primary tasks in this context is the clarification of the categorical and conceptual apparatus. The article refines the definition of the essence of strategic marketing activities, which are proposed to be understood as a systemic set of business processes aimed at ensuring the achievement of an enterprise's strategic goals and a specified level of competitiveness in the medium- and long-term through the use of marketing tools. Such an interpretation of the essence of strategic marketing activities makes it possible to focus on marketing instruments and means of achieving the strategic objectives of the enterprise. The structural elements of strategic marketing activities are systematized and include analytical, marketing, and managerial components. The essence of each element of strategic marketing activities is clarified. A detailed specification of the components of the structural elements of strategic marketing activities is necessary for the formation of an appropriate mechanism for their implementation. The author's proposals presented in the article can serve as a basis for further scientific research on the strategic activities of domestic enterprises and may also be applied in the practical activities of business entities operating in various sectors of the economy.

Keywords: marketing activity, strategic activity, enterprise, business processes, goals, marketing tools, management, competitiveness.

У статті уточнено визначення сутності маркетингової стратегічної діяльності, під якою запропоновано розуміти системну сукупність бізнес-процесів, спрямованих на забезпечення досягнення стратегічних цілей підприємства, визначеного рівня конкурентоспроможності у середньо- і довгостроковому періодах з використанням маркетингового інструментарію. Таке розуміння сутності маркетингової стратегічної діяльності дозволяє зосередитись на маркетингових інструментах і засобах досягнення стратегічних цілей підприємства. Систематизовано структурні елементи маркетингової стратегічної діяльності, до яких віднесено аналітичну, маркетингову і управлінську складові. Уточнено сутність кожного з елементів маркетингової стратегічної діяльності. Докладна деталізація складових структурних елементів маркетингової стратегічної діяльності необхідна для формування релевантного механізму її реалізації.

Ключові слова: маркетингова діяльність, стратегічна діяльність, підприємство, бізнес-процеси, цілі, інструментарій, управління, конкурентоспроможність.



Introduction. In the modern business environment, ensuring long-term success in the marketplace requires more than merely possessing a competitive advantage and producing demanded products. Market conditions may change rapidly, and in the absence of new solutions an enterprise may cease its activities and disappear altogether. Strategic marketing activities are capable of preventing such a situation and ensuring the stability of enterprise operations.

Problem statement. The absence of stable instrumental and methodological support for modern strategic marketing activities of enterprises, which would allow them to consider emerging challenges and the high turbulence of the business environment, actualizes the need for further scientific research and improvement of the theoretical and methodological framework of strategic marketing activities of domestic enterprises. One of the primary tasks in this regard is the clarification of the categorical and conceptual apparatus.

Analysis of recent research and publications. The peculiarities of strategic marketing activities have been studied by numerous scholars, including: Voznenko A. [1]; Honcharenko I. [2]; Hudz Yu., Dzhereliuk Yu., and Kravchyk Yu. [3]; Yevtushenko H. [4]; Kudenko N. [5]; Kulish A. [6]; Nikolaichuk O. [7]; Struk N. and Kapral O. [8]; Mykhailyk N. [9]; Panteleiev M. and Shmatko N. [10], among others.

However, the issue of clarifying the theoretical framework in view of contemporary changes remains urgent and requires further scientific research.

The aim of the article: is to clarify the essence and specific features of strategic marketing activities of enterprises in Ukraine.

Research methods: logical analysis and generalization.

Summary of the main research material. According to Honcharenko I. and Yakovenko A., in order to ensure the effectiveness of enterprise activities it is important to understand the opportunities of the internal environment and the threats of the external environment, as well as to be able to select appropriate target markets. The authors believe that enterprises can achieve market advantages, better understand their own potential opportunities and limitations, and identify promising directions of development through strategic management [2].

Struk N. and Mykhailyk N. also note that under market economy conditions the development of

strategic plans in general, including marketing activities, is of particular importance [9].

According to Nikolaichuk O., strategy should not be equated with a plan, as it determines the fundamental orientations of the marketing activities of enterprises [7].

Panteleiev M. and Shmatko N. argue that the external environment determines the enterprise strategy, while strategic management serves as the mechanism for its implementation [10].

Hudz Yu., Dzhereliuk Yu., and Kravchyk Yu. emphasize that without strategic marketing activities the efforts of enterprises become chaotic and ineffective [3].

Voznenko A. notes that most enterprises select their strategic orientations empirically, which reduces the likelihood of success and the optimal use of their key competencies. The success of enterprises in the marketplace is determined by the presence of a clearly defined strategy and a management mechanism that ensures continuous monitoring of the external environment and adaptation to changes [1].

Thus, strategic activity is an integral component of marketing activities, and the formalization of strategic marketing activities of enterprises in accordance with contemporary requirements constitutes an important scientific task.

The essence of the concept of strategic marketing activities requires clarification, as it encompasses the notions of marketing activities and strategic activities.

Kulish A. identifies several key approaches to interpreting the concept of «enterprise marketing activities» [6]:

- a philosophy (or art) of doing business;
- a system for managing enterprise activities;
- a socio-managerial process;
- a type of activity aimed at providing marketing services.

Accordingly, marketing activities may be defined as a type of enterprise activity aimed at achieving marketing objectives.

Voznenko A. notes that the strategic position of an enterprise determines the goals and motives of its operation in the market. These goals are adjusted in accordance with changes in the external environment and aligned with the enterprise's key competencies. The development and justification of an enterprise's strategic orientation involve three interrelated steps that together form an integrated system and mutually influence one another [1]:

- determining the position in view of the strategic prospects for operation,
- strategic development options,
- a well-founded set of measures for implementing the strategy.

Thus, structural elements of strategic marketing activities constitute essential tools of strategic development that are necessary for forming and improving operational mechanisms and ensuring that enterprises achieve their planned strategic goals.

Panteleiev M. and Shmatko N. note that the strategic management system includes five main components that form a chain of goal-oriented decisions: “business vision – mission – goals – strategy – programs and plans” [10].

From our perspective, this represents a generalized framework for the formation of documents regulating the strategic activities of enterprises. However, strategic marketing activities are considerably broader and more comprehensive. Strategic marketing activities of enterprises represent a complex set of measures and actions that include:

- comprehensive and systematic research;
- analysis of the external environment, competitors, and consumers;
- strategy development;
- development of mechanisms for strategy implementation;
- product development, promotion, and improvement;
- production and distribution of products.

These activities are aimed at ensuring enterprise competitiveness and increasing both efficiency and profitability.

Thus, strategic marketing activities can be defined as a systematic set of business processes aimed at ensuring the achievement of enterprise strategic objectives and maintaining a defined level of competitiveness in the medium and long term through the use of marketing instruments.

Such a definition allows a focus on marketing tools and mechanisms (means) for achieving strategic goals of the enterprise.

In this study, strategic marketing activities of an enterprise are considered a long-term managerial process aimed at delivering superior value to consumers, which includes a set of measures related to:

- analytical activities,
- marketing activities,
- managerial activities.

In general terms, this integrated system of actions includes the following components.

1) The analytical component includes the analysis of internal resources, the external environment of the enterprise, the market, consumers, competitors, products, technologies, and other relevant factors.

1) The marketing component includes:

- STP marketing (segmentation; selection of the target market, target segment, and target audience – targeting; positioning);
- strategic development, which includes defining strategic priorities and goal setting; developing and implementing a marketing strategy; forming competitive advantages; and enhancing the enterprise’s potential for sustainable growth;

- marketing complex (4P marketing mix: product, price, communication and distribution policies)

2) The organizational component includes forecasting and planning (marketing, managerial, and economic measures), motivation, monitoring, evaluation, and control.

Kudenko N. identifies STP marketing as the core of modern strategic marketing [5].

Hudz Yu., Dzhereliuk Yu., Kravchyk Yu. define STP as a process of delivering “relevant personalized messages to the target audience” [3].

Researchers generally agree (Kudenko N. [5]; Hudz Yu., Dzhereliuk Yu., and Kravchyk Yu. [3], among others) generally agree that STP marketing includes three main stages:

- market segmentation – identifying segments (groups of consumers) within the overall market and selecting target audiences;
- target market selection – choosing the segments on which the enterprise will focus its activities;
- positioning – determining the position of the enterprise’s product (or brand) relative to competing products (brands).

The above mentioned structural elements of strategic marketing activities constitute essential instruments of strategic development that are required when forming or improving operational mechanisms and ensure that enterprises achieve their planned strategic objectives.

Honcharenko I. and Yakovenko A. note that improving marketing management and marketing strategies requires the following measures [2]:

- involving specialists in economics, information technology, and advertising technologies in the marketing department;

– establishing a marketing council within the enterprise that includes managers of key departments and functional units.

This view is consistent with the findings of Honcharenko I. and Yakovenko A., who emphasize that improving strategic management in enterprises allows organizations to [2]:

- concentrate their human resource potential;
- elevate the level of in-house marketing research to a qualitatively new level;
- formulate marketing objectives more clearly;
- respond more promptly to changes in the external environment;
- react more effectively to external pressures;
- apply advanced management technologies, particularly those aimed at the efficient organization of intellectual work;
- minimize research costs by conducting studies internally;
- make managerial decisions more promptly;
- introduce adjustments to commercial activities more flexibly and rapidly;
- implement new types of products;
- carry out operational measures more efficiently.

Under conditions of high turbulence in the business environment and increased risks associated with the war with the Russian Federation, strategic marketing activities have

become an unquestionably integral component of modern enterprise activity that requires continuous attention and improvement.

Conclusions. Based on the results of the conducted study, the following conclusions can be drawn:

- the definition of the essence of strategic marketing activities has been refined. In particular, it is proposed to interpret them as a systematic set of business processes aimed at ensuring the achievement of an enterprise's strategic objectives and maintaining a defined level of competitiveness in the medium and long term through the use of marketing instruments, which allows a focus on marketing tools and mechanisms for achieving strategic goals.
- the structural elements of strategic marketing activities have been systematized. These include analytical, marketing, and managerial components, and the essence of each element of strategic marketing activities has been clarified.
- it has been emphasized that a detailed specification of the structural elements of strategic marketing activities is necessary for developing an appropriate mechanism for their implementation.

The results obtained in this study may serve as a basis for further research on the strategic activities of domestic enterprises and may also be applied in the practical activities of business entities operating in various sectors of the economy.

REFERENCES:

1. Voznenko, A. (2011). Development and implementation of an enterprise marketing strategy in the foreign market. *Visnyk Khmelnytskoho Natsionalnoho Universytetu. Ekonomichni nauky*, 6(4), 150–153. Available at: https://journals.khnu.km.ua/vestnik/pdf/ekon/2011_6_4/150-153.pdf
2. Honcharenko, I. M., & Yakovenko, A. (2017). Development of a marketing strategy. Proceedings of the II All-Ukrainian Scientific Internet Conference "Educational and Innovative Interactive Platform 'Entrepreneurial Initiatives'", 155–159. Available at: https://er.knutd.edu.ua/bitstream/123456789/9913/1/OIIP2017_P155-159.pdf
3. Hudz, Yu. F., Dzhereliuk, Yu. O., & Kravchuk, Yu. V. (2023). Stages of enterprise marketing strategy formation. *Innovation and Sustainability*, 1, 197–203.
4. Yevtushenko, H. V., Suza, A. V., & Kharkova, V. Ye. (2019). Features of modern marketing strategies of Ukrainian enterprises. *Naukovyi visnyk Mizhnarodnoho humanitarnoho universytetu*, 12, 75–81. Available at: <http://www.vestnik-econom.mgu.od.ua/journal/2019/40-2019/12.pdf>
5. Kudenko, N. V. (2006). Strategic marketing. Kyiv: KNEU. Available at: https://duikt.edu.ua/uploads/_1768_32663922.pdf
6. Kulish, A. Organization of enterprise marketing activities, 58–63. Available at: <https://ur.knute.edu.ua/server/api/core/bitstreams/bec1f254-8994-47fa-8d7a-a94e0f28eb77/content>
7. Nikolaichuk, O. (2019). Marketing strategy: essence and features. *Halyskyi ekonomichnyi visnyk*, 6(61). DOI: https://doi.org/10.33108/galicianvisnyk_tntu2019.06
8. Struk, N. R., & Kapral, O. R. (2023). Enterprise marketing strategy: essence and selection process. *Ekonomika ta suspilstvo*, 55. DOI: <https://doi.org/10.32782/2524-0072/2023-55-75>

9. Struk, N. R., & Mykhailyk, N. I. (2024). Marketing strategies of segmentation and target market selection. *Ekonomika ta suspilstvo*, 59. DOI: <https://doi.org/10.32782/2524-0072/2024-59-21>
10. Panteleiev, M. S., & Shmatko, N. M. (2013). Formation of the mechanism of strategic management of enterprise potential. *Visnyk ekonomiky transportu i promyslovosti*, 41, 209–215.

СПИСОК ВИКОРИСТАНИХ ДЖЕРЕЛ:

1. Возненко А. Розробка та імплементація маркетингової стратегії підприємства на зовнішньому ринку. *Вісник Хмельницького національного університету. Економічні науки*. 2011. № 6. Т. 4. С. 150-153. URL: https://journals.khnu.km.ua/vestnik/pdf/ekon/2011_6_4/150-153.pdf
2. Гончаренко І. М., Яковенко А. Розробка стратегії маркетингу. // *всеукраїнська наукова Інтернет-конференція «Освітньо-інноваційна інтерактивна платформа «Підприємницькі ініціативи»*. С. 155-159. URL: https://er.knutd.edu.ua/bitstream/123456789/9913/1/OIIP2017_P155-159.pdf
3. Гудзь Ю. Ф., Джерелюк Ю. О., Кравчик Ю. В. Етапи формування маркетингової стратегії підприємства. *Innovation and Sustainability*. 2023. № 1. С. 197-203.
4. Євтушенко Г. В., Суза А. В., Харькова В. Є. Особливості сучасних маркетингових стратегій українських підприємств. *Науковий вісник Міжнародного гуманітарного університету*. 2019. № 12. С. 75-81. URL: <http://www.vestnik-econom.mgu.od.ua/journal/2019/40-2019/12.pdf>
5. Куденко Н. В. Стратегічний маркетинг: Навч. посібник. Вид. 2-ге, без змін. Київ : КНЕУ, 2006. 152 с URL: https://duikt.edu.ua/uploads/l_1768_32663922.pdf
6. Куліш А. Організація маркетингової діяльності підприємства. С. 58-63. URL: <https://ur.knute.edu.ua/server/api/core/bitstreams/bec1f254-8994-47fa-8d7a-a94e0f28eb77/content>
7. Ніколайчук О. Маркетингова стратегія: сутність й особливості. *Галицький економічний вісник*. 2019. № 6 (61). DOI: https://doi.org/10.33108/galicianvisnyk_tntu2019.06
8. Струк Н. Р., Капраль О. Р. Маркетингова стратегія підприємства: суть і процес вибору. *Економіка та суспільство*. 2023. Вип. № 55. DOI: <https://doi.org/10.32782/2524-0072/2023-55-75>
9. Струк Н. Р., Михайлик Н. І. Маркетингові стратегії сегментації та вибору цільового ринку. *Економіка та суспільство*. 2024. Вип. № 59. DOI: <https://doi.org/10.32782/2524-0072/2024-59-21>
10. Пантелєєв М. С., Шматко Н. М. Формування механізму стратегічного управління потенціалом підприємства. *Вісник економіки транспорту і промисловості*. 2013. № 41. С. 209-215.

Дата надходження статті: 12.02.2026

Дата прийняття статті: 10.03.2026

Дата публікації статті: 17.03.2026