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MANAGEMENT OF COMPANY'S MARKETING ACTIVITIES

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The purpose of this article is to study the role of the company's marketing activities in the implementation of international trade. To achieve this goal, the definition of the «marketing activity» was given, the analysis of the stages of development of marketing activities of service enterprises was carried out, the scheme of decision-making in the field of international marketing activities was considered. Using the «case-study» method (situational analysis), the internal and external environment of the IT company «7 Red lines» was considered.

Keywords: marketing activities; international marketing; market promotion; strategic alternatives.

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УПРАВЛЕНИЕ МАРКЕТИНГОВОЙ ДЕЯТЕЛЬНОСТЬЮ ПРЕДПРИЯТИЯ

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Целью данной статьи является исследование роли маркетинговой деятельности компании в осуществлении международной торговли. Для достижения данной цели было дано определение понятию «маркетинговая деятельность», проведен анализ этапов развития маркетинговой деятельности предприятий сферы услуг, рассмотрена схема принятий решений в области международной маркетинговой деятельности. С помощью метода «case-study» (ситуационный анализ) была рассмотрена внутренняя и внешняя среда IT-компании «7 Красных линий».

Ключевые слова: маркетинговая деятельность; международный маркетинг; продвижение на рынок; стратегические альтернативы.

In the modern world, one of the realities of the world economy is the oversaturation of the international market, in which it is becoming increasingly difficult for companies dealing with foreign economic conditions to succeed abroad. It is necessary to have high flexibility and competence, to study the demand for products, sales markets for these products, their capacity, real and potential competitors of the enterprise, as well as to develop a specific marketing package in the organization, which should be focused on consumers and meeting their needs in order to be able to adapt to market conditions without losing competitive advantages. The main assistant in this area is a comprehensive knowledge and application of the marketing activities of the enterprise. The issues of studying the essence and features of marketing activities are reflected in the work of foreign scientists, such as: F. Kotler, B. Berman, S. Kavusgil, W. Keegan, etc. Domestic representatives also made a significant contribution to the development of the theory and methodology of marketing activities. in this area: A. L. Abaev, M. N. Kondratieva, V. V. Chernysheva, V. Yu. Sultanov, M. O. Khlebnikova and etc.

The original definition of marketing activity is presented by T. S. Arefyeva, in which «the marketing activity of an enterprise is a creative management activity, the task of which is to develop the market for goods, services and labor by assessing the needs of consumers, as well as to carry out practical measures to meet these needs. Through this activity, the possibilities of production and distribution of goods and services are coordinated, and it also determines what steps need to be taken in order to sell a product or service to the final consumer» [2]. In this definition, it can be understood that marketing activities are considered as a type of management activity, not entrepreneurial activity, and in whose interests marketing activities are carried out. Additionally, the author draws attention to the use of creative methods in the implementation of marketing activities.

In recent years, research in marketing activities has shifted to the study, analysis and development of methods for quantifying its effectiveness. At the same time, the word «process» returned to the definition of marketing activity. According to A. V. Soldatova, «Marketing activity is a controlled, multidimensional and expedient process aimed at meeting the needs of potential and real consumers of the company's products, consisting in the implementation of specific marketing functions» [7]. In the proposed definition, marketing activity is a controlled process with a set of subprocesses (operations), input resources and output data and all control functions can be applied to it.

The main goal of marketing activity is to ensure the commercial success of the company and its products on the market, which is more often is achieved through an increase in sales volumes in physical and monetary terms. However, depending on the specific situation, in a particular company, the goals of marketing activities may be different [5].

International marketing activities have a century-long experience of historical development, running parallel with the development of the world economy. Figure 1 shows the main stages of the development of international marketing activities.

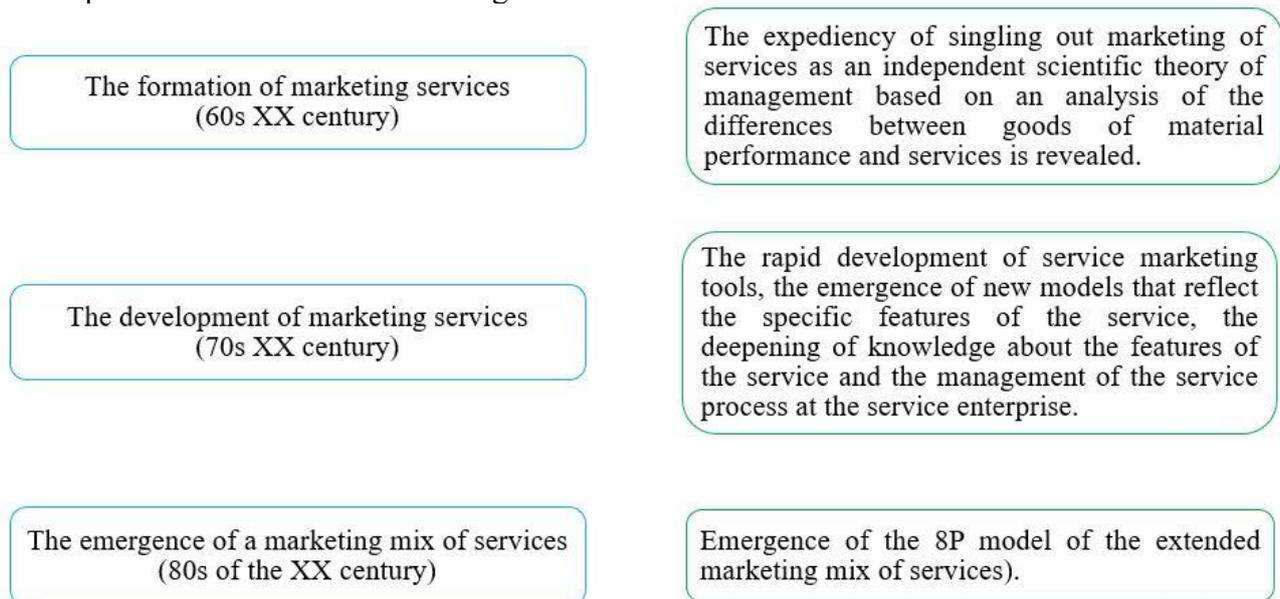


Figure 1 – Stages of development of international marketing activities of service enterprises

The increasing needs of society, the improvement of production technologies, the emergence of new competitors, the increasing role of international communications - all this somehow plays a role in the evolution of international marketing activities.

The emergence of new tools and levers of influence on the economic situation of markets contribute to the formation of the necessary level of production and sales abroad. Figure 2 shows the decision-making scheme in the field of international marketing activities developed by the world's leading marketers. Thanks to this algorithm of actions, which involves the implementation of a number of interrelated stages, companies can achieve the greatest results in conducting international activities. Let describe all stages:

1. Studying the environment of international market activities. At this stage research should be conducted to study the marketing environment of the organization in order to determine the company's sales to foreign markets. The marketing environment of any enterprise is divided into two components: macro- and micro-environment. The ability to adapt to the influence of external factors that can change the nature of consumption of a particular product is important in the implementation of global marketing activities. That is why studying the marketing environment is a necessary skill for top management when an enterprise enters a new market mechanism, since the company must take into account the complex influence of various factors on the market situation. It is necessary to take a detailed approach to the analysis of the organization's environment not only for new markets, but also for strengthening its own positions in the already developed territory.



Figure 2 – Stages of development of international marketing activities of service enterprises [1]

2. **The decision on the expediency of going to foreign market.** It is necessary to make a decision on the expediency of entering the foreign market. Expediency is a rigorous process, one part of which is marketing research. A small volume of sales is what most companies that enter the international market do. This is necessary to check the effectiveness of the chosen marketing strategy and further increase sales if the tactic pays off. In addition, as part of the stage, it is also worth deciding whether to conduct a marketing strategy in one or several countries. If a firm decides to enter several markets at once, the decision on the expediency of studying them will be complicated by additional research and burdened with high costs for them.

3. **Decision which markets to enter.** You will need to choose which markets you plan to enter. At first glance, the choice of the market seems quite simple, since after the first two stages the company will already have complete information about promising markets. But there are many additional issues on which potential candidate countries can be selected. Therefore, markets need to be studied, compared, ranked. Classification can be made according to criteria such as potential market size, market growth rate, ease of doing business, competitive advantage in the market and export risk.

4. **Decision how to enter the marker.** A decision is made on the most optimal way to occupy a niche in the market. Figure 3 shows a comparative analysis of the main methods of the company's entry into international markets.

Main methods	Key features
Export	<ul style="list-style-type: none"> • sale through distributors or importers; • minimum requirements for investment and permanent value commitments; • often used in the early stages of international expansion.
Licensing and franchising	<ul style="list-style-type: none"> • can be used as a form of application of patents or specialized expertise; • in some countries only as a way to enter the market; • limited liability, but also limited control over licenses.
Joint ventures	<ul style="list-style-type: none"> • joint ownership of foreign production with a local partner; • frequent disputes among partners; • disclosure of information about property (property) may be required.
Strategic alliances	<ul style="list-style-type: none"> • agreement between companies on cooperation in the field of specific projects; • share risk and cost, and partners' goals may differ; • property disclosure may be required
Completely own branches	<ul style="list-style-type: none"> • maximum responsibility for market penetration; • can be acquired or newly created

Figure 3 – Main the company's entry methods into international markets [6]

5. Decision on the structure of the complex of marketing activities is a fifth stage in the process of managing the marketing activities of an organization.

6. Decision on the structure of the service is the final which consists methods of organizing a service international marketing (Figure 4) [3].

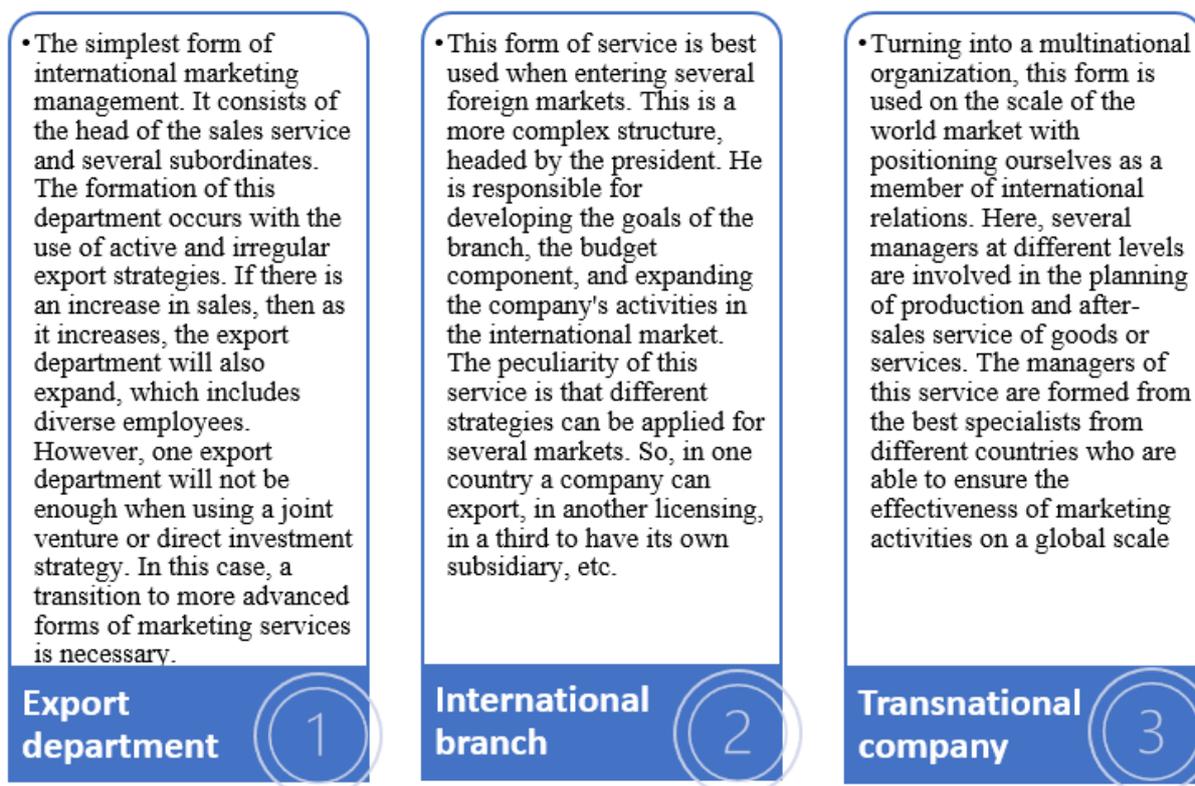


Figure 4 – Methods of organizing a service international marketing

The information services market is currently one of the most attractive areas of development for many companies. The reason for this is that the information technology industry is one of the most dynamically developing areas of economic activity. The IT market for developed countries is considered one of the most profitable and promising areas in the heyday of international relations.

The Russian IT company «7 Red Lines» provides its services to large organizations in the field of consulting, is engaged in various projects in retail, financial sector, online stores, industrial enterprises, recruitment agencies, etc [4].

This company has already occupied a certain niche in the domestic market and plans to expand its business by entering the foreign market. Therefore, an analysis of the current strategy was carried out and the micro and macro environment of the company was analyzed. Also was made SWOT analysis. The data is shown in Figure 5.

After that, it is possible to determine the directions of further development of the company with a number of measures to optimize the use of the company's capabilities and minimize threats (Figure 6).

STRENGTHS	WEAKNESSES
1. High quality of developed IT solutions; 2. Each application is individualized (the customer will not reject the product); 3. The company follows modern trends (Data-driven approach, Big Data methods, Data Mining and predictive analytics, cloud technologies, etc.); 4. Use of modern technologies in the development of IT solutions; 5. Optimal costs compared to competitors; 6. Strong corporate culture; 7. Low degree of bureaucratization; 8. Highly qualified, proactive staff.	1. Products are designed only for legal entities (organizations); 2. Development of IT solutions only if there is an order (there is no own finished product); 3. «Long sales» (the process of signing a contract for the sale of IT services for a large amount takes a long time), which leads to difficulties in expanding the organization.
OPPORTUNITIES	THREATS
1. Attraction and interaction of the organization with large customers in the market; 2. Strengthening its position in the existing market; 3. Growth of the client base (increase in demand for services); 4. Carrying out outsourcing.	1. The unfavorable economic situation in the world associated with the pandemic and sanctions; 2. High competition in the IT industry; 3. The emergence of new competitors in the IT industry.

Figure 5 – SWOT analysis matrix of the company «7 Red Lines»

SO	<p>It is necessary to carry out a number of activities according to the marketing plan to increase brand awareness of the company, presenting its strengths (high quality IT solutions, individual approach, adherence to modern trends, development of the latest technologies), thereby increasing the customer base and influencing the consciousness of the target audience.</p> <p>It is also necessary to participate in various conferences (at which large companies are present and take part), presenting their own IT solutions and cases. At such conferences, as a rule, companies can find partners (or even clients) for further cooperation.</p>
ST	<p>Conducting webinars and video tutorials for their clients, where the modern approaches of the company «7 Red Lines» are presented in detail, as well as some successful cases of the organization are analyzed in order for the client to form an idea about the features of the company's services. Thus, the client will understand how the company works, what services he needs, and how to apply them in the activities of his organization (hence, he will be more favorable to this company).</p> <p>Also, in order to maintain its position in the conditions of the economic crisis, the company can carry out price dumping, thereby increasing the demand for its services.</p>
WO	<p>Development of a number of services for individuals, which can lead to an expansion of the target audience.</p> <p>Companies need to develop and promote their own product in order to be competitive in the constantly evolving Russian IT market.</p>
WT	<p>Provision of certain IT services to individuals in order to maintain the share of the IT market.</p> <p>Developing your own product to increase competitiveness when new companies enter the IT market.</p>

Figure 6 – SWOT analysis strategies matrix of the company «7 Red Lines»

Porter's Five forces model was used to analyze the microenvironment of the company. The data are summarized in Figure 7.

Parameter	Status	Description
Threat from new competitors	Medium	Currently, there are quite a large number of large organizations in the IT sector, however, there are no high entry barriers in the Russian IT market, which allows companies to seamlessly introduce their business into this market and exist on it for a fairly long time.
The threat of intra-industry competition	Medium	The Russian market is developing. The largest companies at the moment are 1C LLC, Kaspersky Lab JSC and CFT Group of Companies.
The threat of supplier instability	Low	There are many suppliers providing high quality products at affordable prices.
The threat of losing customers	Medium	Currently, there are quite a large number of large organizations in the IT sector, however, there are no high entry barriers in the Russian IT market, which allows companies to seamlessly introduce their business into this market and exist on it for a fairly long time.
The threat from substitute products	Low	There are currently no substitute services.

Figure 7 – Porter's Five Forces model for the company «7 Red Lines»

According to the analysis results, it can be said that the company does not produce competitive products and misses a significant competitive advantage with which it could enter the foreign market. The company's current strategy does not contribute to its entry into the foreign market. Therefore, the top management of the company needs to offer several strategic alternatives and make a choice in favor of the one that will contribute to penetration into the international market:

- choose a cost leadership strategy;
- choose a differentiation strategy;
- choose a strategy for creating strategic alliances or joint ventures with foreign companies.

A detailed description of the effect of choosing these strategies is shown in Figure 8.

In addition to one of the proposed strategic alternatives, it will also be possible to declare the viability of the image in order to develop the loyalty of potential consumers. To do this, it is necessary to determine the schedule of participation in various international ratings, conferences and forums. Due to the lack of experience in participating in international forums, it is necessary to enlist the support of the RUSSOFT non-profit partnership to participate in these events. Such a marketing campaign will provide an opportunity to find potential investors and partners who will be able to further promote the company «7 Red Lines» to the foreign market.

<p>The company is invited to choose a cost leadership strategy.</p> <p>The choice of this strategy is explained by the fact that in order to introduce the company's business to the international market, it is necessary to have a certain competitive advantage, which will help strengthen the company's position in the foreign market, overcome high competitiveness and win over the majority of the target audience. In the organization «7 Red Lines» such an advantage is the low cost of labor compared to competing companies in the foreign market. Thus, the choice of this strategy will protect the firm from many competitors, since a low-cost position means that the firm is able to generate income from its activities in an environment where competitors have already lost this ability. In addition, the implementation of such a strategy contributes to building high barriers to the entry of new players.</p>	<p>The company is encouraged to apply a differentiation strategy.</p> <p>Initially, need to develop your finished product with unique properties. At the same time, it is necessary to carefully study the needs and tastes of customers in order to determine the opinion of consumers regarding the significance and value of certain features. The organization can then develop products based on one or more features, thereby stimulating customer preference for the organization's product offerings.</p> <p>Using this strategy, the company can not only strengthen its position in the domestic market, but also succeed in the foreign market, become famous and hold out for quite a long time.</p>	<p>The organization is recommended to follow such an international strategy as the creation of strategic alliances or joint ventures with foreign companies.</p> <p>When implementing such a strategy, the company will be able to increase the speed of entering a foreign market, gain access to new technologies, reduce administrative costs, reduce the risk of foreign political influence on the organization, and the company will have the opportunity to gain great international experience from strategic interaction with a foreign company. One way to implement a strategic alliance can be to provide foreign companies with high-quality services through outsourcing of personnel. To do this, it is necessary to search for foreign companies that need highly qualified specialists with certain skills in the IT field.</p>
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Figure 8 – Strategic alternatives for the company «7 Red Lines»

It is impossible to exclude the prospect of cooperation with venture funds specifically in the direction of exports. This form of cooperation will facilitate integration into more influential structures that accumulate a larger volume of orders, the possibility of attracting them and proper execution. However, such a position is associated with the risk of losing independence in decision-making, both regarding the issue under consideration and regarding the further development of the company. And it should be further considered by the management of the organization.

Summing up, we can say that the role of international marketing activities is difficult to overestimate. Any enterprise will not be able to sell its products or provide services on the foreign market if a thorough study of consumer preferences, peculiarities in the functioning of foreign markets and conditions of doing business in them, etc., was not carried out at the start. Marketing activities are a prerequisite for a company aimed at long-term cooperation. It is extremely important to properly organize marketing activities at the enterprise, which would contribute to obtaining competitive advantages by expanding the ties of the enterprise and on this basis achieving victory in the competition.

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