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# MARKETING APPROACH TO MANAGEMENT: THEORETICAL PRINCIPLES AND INTERNATIONAL PRACTICE

*The theses consider the key principles of the marketing approach, in particular market orientation, target audience analysis, strategic planning, research and development, demand management. The practical aspects of implementing marketing strategies in different countries are highlighted, in particular examples from European, American and Chinese business practice. Recommendations are considered for improving the management structure and adapting marketing tools in the context of globalization and digitalization.*

***Keywords:*** *marketing approach, market orientation, strategic planning, demand management, competitiveness, international practice, organizational structure.*

Today, the marketing approach to management is an integral part of the successful operation of enterprises in a competitive environment. It is based on a systematic analysis of the market, understanding consumer needs and the formation of strategies that allow for the most effective influence on market processes. An important component of this approach is the integration of marketing functions into the overall management structure of the organization in order to increase its adaptability and competitiveness.

The marketing approach is a modern management system based on a deep understanding of the needs and demands of consumers and aimed at effectively meeting these needs [6]. The main goal of this approach is to create value for the client, which at the same time ensures the achievement of the strategic goals of the organization. Unlike traditional management models that focus mainly on production or products, the marketing approach puts market needs and consumer behavior at the center of all management decisions.

The key elements of the marketing approach include:

1. Market orientation is a fundamental principle of marketing thinking that involves taking into account the real needs, interests and expectations of consumers when forming management decisions [3]. Companies with a market orientation do not just produce goods or services – they create what the consumer really needs and try to predict changes in his behavior.

2. Market and target audience analysis – one of the main conditions for effective management is a deep understanding of the market. This includes research into:

- demographic and behavioral characteristics of target groups;
- needs, motivations and buying habits of consumers;
- competitive environment (analysis of competitors' strengths and weaknesses);
- current market trends that may affect demand [5].

Such analysis allows you to determine who exactly the target customer is, what he expects and how best to communicate with him.

3. Strategic planning, according to which the marketing approach is based on a systematic approach to the formation of the company's long-term strategy. This includes:

- development of assortment policy;
- determination of pricing strategy in accordance with consumer value and the competitive environment;
- selection of effective sales channels;
- planning of communications and marketing promotion [1].

Strategic planning allows you to align the company's resources with market opportunities and ensure stable development in the long term.

4. Research and development (R&D) as successful marketing is impossible without continuous improvement of the product, services and internal processes [8]. Based on marketing research, a company can identify its strengths and weaknesses, identify growth points, adapt the management structure to market changes, and develop new products that

better meet consumer needs [7]. Innovations based on the real needs of the target audience can increase the company's competitiveness.

5. Demand management as one of the most important marketing tasks is balancing demand and supply. Effective demand management means that a company is able to:

– influence consumer purchasing behavior (through price, advertising, service);
– form new needs or activate existing ones;
– manage sales volumes depending on production capabilities and changes in the market [2].

In this way, an optimal match is achieved between what the company offers and what the market actually needs.

In general, the marketing approach is not just a set of tools for promoting goods or services, but a holistic management philosophy aimed at creating long-term relationships with customers, building loyalty, increasing competitiveness and achieving sustainable business growth. Its implementation allows the organization to function effectively in the face of constant market changes, technological development and growing consumer expectations [9].

For example, in Europe, in particular in Germany and France, the marketing approach is integrated into management systems through the widespread use of the Customer Relationship Management (CRM) concept, which allows for detailed analysis of customer behavior and adaptation of marketing strategies to changes in demand [10]. For example, Siemens is actively implementing analytical tools to forecast market trends and optimize product lines.

In the USA, the marketing approach is implemented through innovations in digital marketing and Big Data analytics. Companies such as Amazon and Google use powerful data collection and analysis systems to personalize offers and manage demand in real time [12]. American corporations also pay significant attention to the development of a customer-oriented corporate culture.

Chinese companies, such as Alibaba and Huawei, are focusing on rapid adaptation to market changes, using digital platforms and artificial intelligence [11]. They are actively using marketing tools to manage huge amounts of consumer data and develop an ecosystem of products and services that meet the requirements of different market segments.

Thus, the marketing approach to management is a key factor in ensuring the competitiveness of enterprises in the global economic space. In the context of rapid digitalization, increasing competition and changes in consumer behavior, traditional management methods are losing their effectiveness. Instead, the marketing approach provides flexibility, adaptability and the ability to focus on the real needs of target audiences [4]. The implementation of an effective marketing strategy, which is based on a thorough market analysis, monitoring of the competitive environment and studying consumer behavior, allows enterprises to respond quickly to changes in the external environment. Such a strategy also includes optimizing the organizational structure, which involves the integration of marketing functions into all levels of company management – from production to service.

The integration of digital technologies is becoming particularly relevant, opening up new opportunities for communicating with customers, collecting and processing large data sets (Big Data), automating marketing processes, personalizing offers, and improving overall business efficiency. The use of digital marketing tools, such as analytical platforms, CRM systems, social networks, and online advertising, allows not only to attract new customers, but also to retain loyal ones, forming long-term relationships with them. The experience of leading European, American, and Chinese companies confirms that a marketing approach supplemented by customer-oriented practices is the basis of their success. For example, US companies are actively using innovative methods of analyzing consumer behavior, implementing predictive analytics tools, and developing products taking into account individual customer preferences. In turn, European companies are emphasizing ethical marketing, sustainable development, and social responsibility. Chinese corporations are demonstrating a high rate of integration of artificial intelligence into marketing systems, thereby achieving scalability and flexibility on a global scale.

Thus, the marketing approach is transformed from a functional tool for promotion into a strategic management paradigm that provides enterprises not only with successful adaptation to a dynamic market, but also with sustainable development, innovation, and increased brand value. Those organizations that implement marketing thinking at all levels of management are able to form competitive advantages focused not on short-term profit, but on long-term customer loyalty and reputational stability.

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## *МАРКЕТИНГОВИЙ ПІДХІД ДО УПРАВЛІННЯ: ТЕОРЕТИЧНІ ЗАСАДИ ТА МІЖНАРОДНА ПРАКТИКА*

*В тезах розглядаються ключові принципи маркетингового підходу, зокрема ринкова орієнтація, аналіз цільової аудиторії, стратегічне планування, дослідження та розвиток, управління попитом. Висвітлюються практичні аспекти впровадження маркетингових стратегій у різних країнах, зокрема приклади з європейської, американської та китайської бізнес-практики. Розглядаються рекомендації щодо вдосконалення структури управління та адаптації маркетингових інструментів у контексті глобалізації та цифровізації.*

***Ключові слова:*** *маркетинговий підхід, ринкова орієнтація, стратегічне планування, управління попитом, конкурентоспроможність, міжнародна практика, організаційна структура.*

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