THE ARCHITECTURE OF STRATEGIC MARKETING
AT THE CORPORATE AND FUNCTIONAL LEVELS
OF A COMPANY

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ABSTRACT
The article gives a treatment of the specificity of strategic marketing, the architecture of strategic marketing as a construction and logical combination of the platform and components of strategic marketing infrastructure at the corporate and functional level, which are used for the development and support of the strategic marketing system of a company.

JEL CLASSIFICATION & KEYWORDS
M31 Strategic Marketing Architecture Infrastructure Platform Components Corporate Level Functional Level Strategic Planning

INTRODUCTION
An important specificity of the current stage of market relations development in Ukraine is orientation of many domestic companies towards raising the competitiveness of their products. Marketing activity plays a key role in the process, in particular, the formation of a marketing strategy at a company. The realities of the economy show us that companies neglecting strategic marketing in their activity fail to stay competitive. Marketing, in the first turn, provides companies with a clear trajectory of actions. The value of strategic marketing is not only in its capacity to provide companies with a perfect market research and reveal opportunities, but in the ability to provide information to planning, production and sales departments which will allow creating the most efficient plans for the future with the aim of increasing competitiveness both on the domestic and foreign markets.

Representing a generalized model of the long-term actions plan, strategic marketing offers solutions to urgent questions of the present day: how to avoid imbalance among marketing activity, market demand and the company’s finance, how to secure the company’s constant growth, avoid crises inherent to the period of rapid growth and how to manage limited resources with maximum efficiency.

Strategic marketing represents the basis for a company’s marketing policy which takes into account the interests of all participants of the market in the company’s environment.

Strategic marketing rests on the analysis and forecast results of the existing environment conditions as well as on the consideration of the strengths and weaknesses of the company’s own activity. Consequently, it secures and further develops the success achieved on the market, opens up new opportunities, creates and secures the company’s long-term development perspective. There are different views on the definition of the concept of strategic marketing.

The analysis of different viewpoints on the nature of strategic marketing has revealed that this phenomenon possesses specificity when compared with the marketing methodology developed earlier.

Strategic marketing performs the following functions:

1. Treats the consumer not as a passive object of activity on the part of the producer, but as an active and equal market participant with a long-term program of his actions.

2. Defines the producer as an active participant of the market economy the main objective of which is further growth through satisfying the requirements of other economic subjects interested in his activity. Profit is viewed as a tool for achieving the tasks set for the company.

3. Researches, generalizes and analyses the interaction process between the consumer and the producer from the standpoint of optimization of their relations which lead to a better satisfaction of the producer’s needs in financial resources raised from the sale of goods and services, and the consumer’s need in benefits which are necessary for the satisfaction of the consumer’s requirements.

4. Considers the interaction between the producer and the consumer not as a competition (the economic and mathematical model of such competition is represented as a game between two parties with opposite interests) but rather as a cooperation with regular information exchange with the prospect for a long-term co-existence, i.e. symbiosis.

5. Introduces new content to the concept of market information utilizing new methods of data gathering and analysis, offers new application of the concept for making forecasts of changes in the demand and consumer behavior.

6. Offers a new (dynamic) concept for the research of consumer behavior instead of the static one which allows forecasting the demand without taking into the account psychological determinants in behavior motivation. The dynamic concept of consumer behavior research pays main attention to the research of decision-making processes which consumers perform, consumers’ purchasing strategy development on the basis of the consumer psychology and the specifics of consumer psychology on the basis of psychographic segmentation criteria.

7. Introduces the concept of “multi-attribute” goods which provides basis for market research and market strategy development for different groups of prospective consumers. “Multi-attribute” goods may be considered as “a materially substantial” nucleus surrounded by certain “information field” which characterizes the diversity of technical and aesthetic embodiment of the goods, as well as various additional potential services that accompany the product on its way to the end user. The main attributes (benefits) of goods may be of different value to different consumers. For example, a printer may have such attributes as efficiency, print quality, noiselessness, print speed, design etc. The strengthening of separate attributes of goods requires fine-tuning of marketing tools in order to influence the prospective customers.
8. Targets marketing activity not only at the consumers’ interests but also at their benefit. The activity of all economic subjects interested in the activity of a certain producer.

In its generalized meaning “architecture” is a manifestation of construction logic inherent to the system (for example a building or technological or information system), a general plan or concept used for its creation and, on the other hand “an abstract description of a system, its structure, components and their interrelations” (Grigorjev, Kudravtsev, Gorelyk).

According to the definition of Gartner, architecture is (Gartner, 2002):

1. A general plan or a concept used for the creation of a system such as a building or an information system or “an abstract description of a system, its structure, components and their interrelations”;

2. A set of guidelines, concepts, rules, schemes, interfaces and their standards used in the creation of an integral information system of a company.

Enterprise architecture determines the overall structure and function of such system within the company in general (including partners and other organizations which form the so-called “expanded company”) and supports the common framework model, standards and guidelines for the architecture of separate projects level.

The Global Enterprise Architecture Organization gives the following definition of enterprise architecture: enterprise architecture is the composition of enterprise components, and their relationships with the external environment, and the guiding principles for the requirement (analysis), design, and evolution of an enterprise. At different generalization levels it provides a unique set of models, principles, administration and policies which are used for the creation, development and securing the appropriateness of the system at the scale and in the context of an enterprise in general.

P. Koller introduces the following elements to the concept of marketing architecture: marketing environment, the global market, consumer markets and consumer behavior, consumer behavior on the market of companies, marketing information and market research (Koller, 1999).

The architecture of strategic marketing is viewed as a construction and logical combination of the platform and components of strategic marketing at the corporate, functional and process levels which are used for the development and maintenance of a company’s strategic marketing.

The architecture of strategic marketing stipulates its objective, vital functions, active components and key processes. Also, it shapes the nature of their relations. The architecture of strategic marketing consists of a set of separate but mutually interconnected platforms which create the total multi-dimensional modular structure. Each platform reflects a certain element (aspect) of the system together with its specifics and intrinsic criteria as well as efficiency parameters.

Let us consider separate levels of the architecture of strategic marketing in more detail.

The platform of architecture at the level of enterprise is represented by the strategic enterprise identification.

The components of architecture at the enterprise level are represented by the strategic mission of a company, objectives and the overall strategy of the company’s development. (Figure 1.)

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The process of strategic planning may consist of four mutually connected stages:

1. Definition of a company’s aim (launching a new product onto the market, cessation of sales of old products and services, winning a new group of consumers, upsizing or downsizing through an acquisition or sale).
2. Creation of strategic areas of business activity at a company with a group of products or a certain product department under control with concentration on a certain market. Appointment of a manager responsible for unifying all functions into a strategy.
3. Definition of the aim of marketing in quantitative indexes and qualitative characteristics.
4. Situational analysis which defines marketing opportunities and problems which the company may encounter.
5. Development of a marketing strategy.
6. Implementation of tactics-real actions targeting the realization of the chosen marketing strategy.
7. Results monitoring-comparing the planned parameters with real achievements over a definite period of time.

The modern concept of strategic marketing presume the use of an effective methodology tool for strategic segmentation and definition of strategic areas of business activity when devising a company’s strategy.

The strategic control of marketing means a regular check-up of the correspondence of the aim, the initial strategic objective and the company’s program to the requirements of the existing and forecasted marketing and market opportunities.

The objective of strategic marketing control is the awareness of how the company takes advantage of the existing opportunities and how efficiently they do so. Along with it, the aim is to reveal the areas where problems and new opportunities exist and to develop recommendations concerning the formation of a plan of improving the efficiency of marketing activity.

The task of strategic control is to check the following:

1. The correctness of choosing the aim for the company and the aim of marketing activity.
2. Correspondence of the chosen strategy to the changing environment.
3. Utilization by the company of its potential capacity in respect of sales markets, target consumer groups, the goods and distribution channels.

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