

# THE ROLE OF MARKETING MANAGEMENT IN AN ENTERPRISE UNDER THE CONDITIONS OF COMPETITIVE CHANGE

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In modern conditions, marketing activities ensure the orientation of the enterprise to market needs, the formation of consumer value and the creation of competitive advantages. With increasing competition, there is a need to transition to more flexible and adaptive models of marketing management. In conditions of increasing market instability, a comprehensive approach to marketing management, combining strategic orientation, customer orientation and the use of modern analytical and digital tools, is of particular importance [1].

Changes in the competitive environment determine the nature and effectiveness of marketing management decisions of the enterprise. The competitive environment is formed under the influence of a set of external factors, including economic, technological, social, legal and behavioral aspects of the market. In conditions of increased competition, marketing management decisions become adaptive and are aimed at reducing risks and using market opportunities.

Key aspects of the marketing management process relate to the study of demand, its formation, which will allow ensuring advantages over competitors, the acquisition of which requires the activation of innovative activities. Such a comprehensive vision of the content of the concept of "marketing management" allows us to outline the key areas of the enterprise's activity that require improvement in the process of changing the concept of marketing activities [2]. For effective management of marketing activities in the face of changing competitive environment, it is advisable to highlight key stages of marketing strategy adaptation. Each stage includes defined tasks, methods of their implementation and expected results, which provide a systematic approach to making management decisions and increasing the competitiveness of the enterprise [3].

The modern style of communication between the manufacturer and the consumer involves online exchange. This actualizes the development of digital marketing and the mastery of its tools by firms. This will allow companies to manage and interact with their consumers and society on a global scale. The result of the development of digital technologies and digital marketing is the dynamic development of e-commerce.

The key tools for digitalizing the management of marketing activities of an enterprise in accordance with the latest trends in its development are:

- search engine optimization of the enterprise (SEO);
- pay-per-click advertising;
- social media marketing (SMM);
- content marketing, thanks to which enterprises share their own knowledge and experience with the audience, increasing traffic and obtaining a larger number of customers;

– electronic marketing, through which enterprises directly communicate with the audience, organizing the sending of electronic messages.

In order to increase the effectiveness of the management of marketing activities of enterprises, it is advisable to use the following digital technologies:

– business analytics systems (Power BI, Tableau) – for in-depth analysis of marketing data, visualization of results and making informed decisions;

– web analytics (Google Analytics 4, Hotjar) – for monitoring traffic, user behavior on the site;

– marketing automation tools (SendPulse, Mailchimp) – for creating automated mailings, setting up sales funnels and maintaining constant communication with customers;

– digital advertising and targeting platforms (Google Ads, Meta Ads) – for reaching the target audience, increasing brand awareness and increasing conversions;

– A/B testing tools (Google Optimize, Optimizely) – for testing the effectiveness of different content or design options and choosing the most effective one;

– project management platforms (Asana, Trello) – for organizing the work of the marketing team, planning campaigns and meeting deadlines;

– social media monitoring tools (Sprout Social, Brandwatch) – for tracking audience response, brand reputation management, and rapid customer engagement [4]. Digitalization of marketing requires enterprises to adapt strategies, implement new technologies and transform internal processes to ensure sustainability in a competitive environment.

#### References

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