

# Marketing audit is a tool for strategic development of an industrial company

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**Abstract:** The high-tech sector of the economy carries out marketing activities at the operational and strategic management level. The implemented import substitution policy actualizes the marketing expertise of the technical decisions taken. Technological audit is aimed at improving the competitiveness of a particular production. The results of the completed marketing audit determine the main directions of innovative changes in the production landscape. The authors propose a conceptual model of a marketing management system that integrates the results of the evaluation of marketing and technological audit and creates conditions for the release of innovative industrial products. Relationship marketing forms new criteria for evaluating the effectiveness of marketing activities, which is based on increasing the level of consumer perception of the brand. Strategic priorities for the development of industrial companies are based on a marketing platform and ensure the achievement of technological self-confidence.

## 1 Introduction

Modern economic conditions actualize issues related to the creation of marketing services, the functioning of which will be aimed at expanding the sales market, increasing profitability and increasing profitability. The use of marketing tools helps to solve the set operational tasks, to ensure the implementation of strategic goals. Marketing audit is focused on monitoring the activities of an industrial company to identify compliance of goals and objectives with the conditions of functioning in the ecosystem. Marketing audit is «an assessment of the company's actions and the environment, a critical, systematic and objective review of marketing operations and the marketing environment» [1]. Marketing audit is a part of the marketing planning system, the essence of which is to develop a set of measures aimed at improving marketing policy and marketing strategy. The market potential, tools for promoting and improving the efficiency of activities. Industrial companies are focused on long-term development prospects: import independence and technological sovereignty. "Strategic audit is a special technique that allows you to assess the resource security and the feasibility of the stated plans. Strategic audit makes it possible to make processes observable, which means controlled and manageable" [2]. A strategic marketing audit examines industrial corporations and companies, an assessment of the corporate strategic situation is carried out. Strategic marketing audit examines the factors of macro- and microenvironment

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of marketing, determines marketing risks and business risks, forms a strategy for promoting industrial companies in the domestic market, the result is the identification of bottlenecks and the development of management strategic management decisions. The content of the marketing policy covers a set of marketing measures to form competitive advantages and create the image of an industrial company. Marketing policy defines goals, objectives, forms strategic decisions of marketing activities. Marketing policy is part of the corporate policy of an industrial company. To ensure competitiveness, it is necessary to improve the marketing potential of industrial companies, which will allow them to quickly respond to market changes, quickly and efficiently meet the needs of consumers, and improve marketing planning technologies. The ability of industrial companies to integrate, cooperate and coordinate creates conditions for improving the competitiveness and functioning of ecosystems [3].

Interaction with the consumer determines the content of new strategic perspectives [4, 5], forms the architecture of marketing decisions. Marketing management under the conditions of a systematic approach [6] receives a new vector of development, which consists in the implementation of a client-oriented strategy and the formation of client-centered business models [7]. Actualization of the innovative trajectory of industrial business development determines the use of strategic marketing tools [8]. Strategic marketing management determines the state and trends of development of the internal and external environment of marketing activities, market segmentation, conditions for the formation of market niches.

## **2 Research methodology**

The works of Russian and foreign authors acted as the theoretical and methodological basis of the study. Modern trends and trends in the development of marketing activities necessitate the use of marketing audit. This led to the use of general scientific methods, system, comparative and factor analysis.

## **3 Research results**

The stable position of the company in the market depends on the effectiveness of marketing activities. Marketing management of commercial activities increases the efficiency of sales processes and the profitability of sales. Marketing tools have industry specifics. The methodology for evaluating marketing activities is based on the principles, rules and methods of forming marketing plans/budgets, marketing strategy, marketing strategy, marketing analytics, etc.. Conducting a structural analysis for 3-5 years allows you to determine the reasons for the implementation / non-fulfillment of sales plans, assess the degree of ownership of marketing competencies by personnel, the geography of sales, the state of the market segment, the effectiveness of product distribution and communication space. Marketing balancing of economic interests is aimed at matching industrial activity with modern trends of strategic development. The implementation of strategic intentions of industrial activity is carried out with the help of marketing tools, which forms a new content of the industrial ecosystem. Marketing audit is the foundation of strategic development of industrial business. Conducting a marketing audit allows you to evaluate the marketing system, identify internal "gaps" in marketing business processes, identify areas of growth and business development. Based on the results of the evaluation, decisions are made on the formation of a marketing strategy, standardization of marketing business processes, implementation of a marketing plan to increase competitiveness. Marketing audit can be carried out directly by an industrial company or through the involvement of external experts.

A deep comprehensive analysis of marketing audit includes 12 main areas of marketing audit (Fig.1).

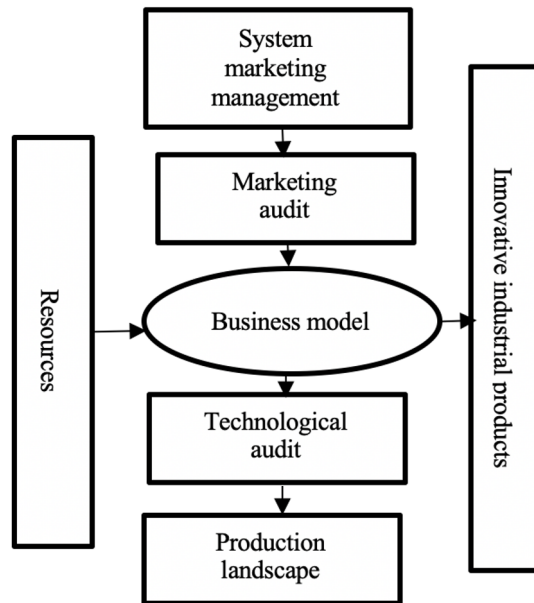


**Fig. 1** The main directions of marketing audit  
*Source: [compiled by the authors based on materials 9]*

Conducting a marketing audit includes the following stages: defining goals and conducting an express assessment of marketing activities, formalizing contractual relations

(signing an NDA) and a technical task for conducting an audit, conducting an audit and preparing a report, implementing recommendations. The main principles of conducting a marketing audit are: complexity, independence and regularity. Marketing audit is a tool for obtaining objective information about marketing activities, reducing commercial risks, and achieving strategic invulnerability. Based on the results of the completed marketing audit, marketing solutions are developed. The presence of a marketing service or department increases the effectiveness of marketing solutions implemented. Figure 2 shows a conceptual model of the marketing management system of an industrial company, which defines the content and procedures for conducting a marketing audit, the results of which will affect the functioning of the business model and the conditions for conducting a technological audit, which will form the production landscape and create conditions for the release of innovative industrial products.

In the industrial market (B2B), mutually beneficial long-term solutions are of particular value [10], therefore it is advisable to use E. Ettenberg's «4R», focused on results and creating values for key business partners, to improve the effectiveness of marketing management [11]. In industrial markets, sales are the beginning of a relationship with a consumer whose number is limited. In the new economy, business process management is focused on rapid satisfaction of needs and effective feedback. New marketing is based on building relationships between the business and the target market, ensuring profitability of sales.



**Fig. 2** Conceptual model of the marketing management system  
*Source: [developed by the authors]*

The business partnership of the participants of the industrial ecosystem contributes to the development of a cooperation strategy, the formation of client capital and brand. Methods and technologies of interaction are gradually moving from the tax sphere to the digital one, which creates conditions for building a competitive positioning system and promoting industrial brands.

## 4 Discussion of the results

The current economic situation forces industrial companies to look for new ways to increase competitiveness [12]. Marketing audit is aimed at finding reserves, improving the efficiency of industrial activities, developing and making operational and strategic marketing decisions. Strategic foresight of industrial business development makes it possible to identify innovative ways of forming competitive advantages [13]. Effective management of competitiveness by an industrial company is based on the search for links between elements and factors of ecosystem functioning in the long term [14]. Strategic marketing solutions form the following competitive advantages: creation of modern know-how and unique technologies, formation of innovative and marketing competencies, development of marketing strategy. Operational marketing solutions are a quick and timely response to changing customer preferences, building an effective production landscape, improving the skills of employees, organizing and managing business processes. The implementation of marketing solutions creates conditions for the organization of processes for the production of import-substituting products. Import substitution is a strategy of the state economic policy (replacement of imported goods with domestic analogues on the domestic market). The assessment of the level of potential of industrial enterprises to implement the process of producing import-substituting products is presented in Table 1.

**Table 1.** Assessment of the level of potential of industrial enterprises for the implementation of the process of production of import-substituting products

The level of potential of enterprises	Percentage of the total number of surveyed organizations, %
Tall	25
Average	27
Low	13
Absent	33
No answer	2

*Source:* [15]

According to the results of the assessment of 2022 and the first half of 2023, 65% of production facilities have the potential to implement the process of producing import-substituting products [15]. The organization and management of a marketing service increases the efficiency of operational activities and ensures competitiveness. Marketing is an economic process of interaction between an industrial company and ecosystem participants. Strategic marketing goals are aimed at developing production capabilities, shaping the production landscape and strengthening the image. Marketing determinants provide economic growth and competitive advantages. The strategic intentions of an industrial company focus on the marketing strategy being implemented, the market segment and the competitive environment. Marketing management provides communication interaction between the participants of the industrial ecosystem through marketing analysis of the industry environment, development and implementation of the concept of advanced development. The areas of improving the effectiveness of marketing management include:

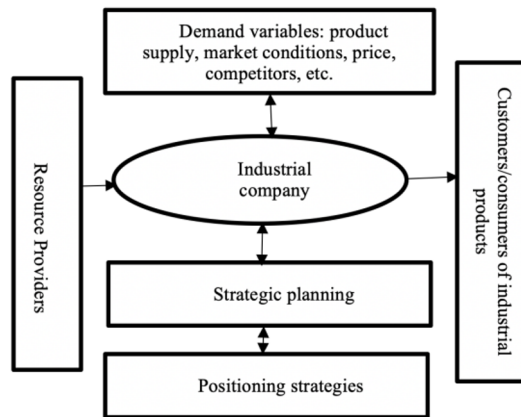
the use of progressive management methods, improving the quality of service for industrial products, resource conservation, improving innovation, development and provision of strategic marketing, digitalization of business processes.

Managing the commercialization of innovations is an important tool of public policy. The technological audit is aimed at improving the competitiveness of a particular production. The production of high-tech products contributes to the diversification of economic development. An important element of industrial policy is the formation of a list of innovative projects, the implementation of which can be used to achieve technological sovereignty. Technological audit determines the possibilities and directions for improving the quality characteristics of the product, the resource availability of production processes and the novelty of technology, the protection of intellectual property. The formation of an information base on R&D will create a unified system of scientific and technical information, which will create conditions for the transfer and commercialization of innovations, diversification of industry, and improvement of the efficiency of innovation activities. This information array will create conditions for the use of the high-tech sector of the economy in order to achieve technological sovereignty. The marketing management paradigm is based on the synthesis of the triad "consumer-producer-society". Strategic marketing is a modern management concept of an industrial company that ensures the transition from product profitability management to customer profitability management. The maturity of industrial markets determines the use of marketing audit, marketing analytics for the analysis and evaluation of the effectiveness of marketing activities, the development of marketing strategies. The goal of the marketing strategy is to develop long-term relationships over a long period, which contributes to the creation of additional consumer value. Active marketing is developing, the role of strategic marketing in building instrumental strategies is being strengthened. The value in the industrial market is the recognition of the advantages of engineering and technical solutions, socio-economic efficiency in conditions of high market uncertainty. The economic conjuncture of the market and the level of technological development influence the issues of organizational interaction. The implementation of advanced management and information technologies underlies the creation of digital platforms used to build mutually beneficial relationships between partners. Marketing management in the system of an industrial company reduces commercial risks associated with overproduction, supply and demand. Marketing audit determines the guidelines of marketing activities aimed at the creation, production and sale of industrial products that meet potential demand. Marketing management is a methodology of strategic management, methods and methods of development of an industrial company based on monitoring the market situation, marketing audit and strategic planning. The methodology of industrial activity planning provides sales and sales. The planning process is based on the coordination and integration of business processes. Monitoring the market situation is the basis for making strategic decisions. Marketing audit – a tool for strategic and tactical planning, a systematic assessment of the fulfillment of marketing tasks, on the basis of which decisions are made regarding the planning of the product range and positioning strategy.

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The marketing concept of industrial activity management implies a change in demand, the construction of a strategic planning system, which will allow developing positioning strategies and offering the required products to the customer (Fig.3).



**Fig. 3** Marketing activities of an industrial company

Source: [developed by the authors]

The evolution of marketing thinking provides for a set of actions aimed at implementing the management concept of creating, promoting and bringing value to the customer / consumer, this concept is based on the marketing balance of economic interests. Marketing solutions create conditions for the implementation of marketing projects/creation of innovative industrial products. Instrumental marketing strategies reflect the analytical aspect, which gives an understanding of the market situation and forms a new strategic vision of industrial business. Strategic marketing decisions are based on the analysis processes: market, needs, product life cycle, competitiveness; the result is the choice of strategy. Operational marketing solutions are an active marketing process, the functioning of which is aimed at the formation of a target segment, a marketing plan, a marketing package; the result is the determination of the marketing budget, analysis and control of marketing activities. The marketing activity of an industrial company is aimed at finding ways and directions of

expanding industrial business, which is based on the processes of globalization, cooperation and integration.

## 5 Conclusions

The formation of competitive advantages is based on a comprehensive assessment of marketing activities. High-tech production has a novelty and has a high-risk character, however, a marketing audit of the activities of an industrial company helps to reduce the level of risk associated with the commercialization of innovations. The technological audit is aimed at improving the competitiveness of a particular production. Strategic and operational marketing solutions contribute to increasing the market segment and improving the quality characteristics of industrial products. Marketing audit is a tool for the strategic development of an industrial company, the results of the assessment are ripe for an innovative renewal of the production landscape and form the basis of the planned strategic changes. Effective marketing management of an industrial company is based on strategic planning, which ensures the profitability of sales activities. The concept of strategic marketing creates conditions for the formation of additional value. The growth of industrial business is ensured by investments not only in the development of an industrial brand, but also by the value of the customer/client's life cycle, which will contribute to increasing the future value/value of an industrial company.

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