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FORMATION OF A SYSTEM OF VARIABLE MARKETING MANAGEMENT OF INITIATIVE PROJECTS

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The article proves that the formation of a system of variable management of marketing of initiative projects, proposed in the study, will contribute to the achievement of technological sovereignty of the state, the use of flexible, dynamic and adaptive technologies of marketing management in the conditions of the formation of Industry 4.0; the integration of domestic companies into the global economic system, creating conditions for the creation of a system of strategic marketing management; increasing the marketing activity of companies, the implementation of strategic marketing management functions, the creation of high-quality innovative industrial products. It is determined that the system of strategic management of innovative marketing of initiative projects is the process of transforming the current business model into an innovative one, the implementation of which is aimed at creating analytical models of growth and forming a strategy for the organization's competitive behavior. Thus, innovative marketing, represented by the function of innovation management, is aimed at the effective formation and promotion of innovations based on a comprehensive market analysis and the use of communication and pricing policy tools. Innovation marketing involves the use of various tools and methods of influencing both production technologies and the implementation, diffusion and promotion of innovations in the market. promotion of innovations in the market. A model of strategic management of marketing of initiative projects based on the use of variable (flexible, adaptive, dynamic) technologies is proposed. Achieving goals during the implementation of initiative projects is possible due to ensuring production, technological, personnel, information and other types of security, forming a development strategy taking into account the orientation on the requirements of owners and users of housing, creating an innovative business model. The use of models of variable (flexible, adaptive, dynamic) management helps to solve problems associated with the transition from the traditional marketing management system to new management scenarios (variable), quickly change and restructure internal business processes and the structure itself, create new designs of business models, increase the efficiency of their functioning.

Key words: initiative projects, innovation marketing, management, variable approach, model, system.

Божкова В. В., Вознесенський В. В. Формування системи варіативного управління маркетингом ініціативних проєктів

В статті доведено, що формування системи варіативного управління маркетингом ініціативних проєктів, запропонованої в дослідженні сприятиме досягненню технологічного суверенітету держави, використанню гнучких, динамічних та адаптивних технологій маркетингового управління в умовах формування Індустрії 4.0; інтеграції вітчизняних компаній у світову систему господарювання, формуючи умови для створення системи стратегічного маркетингового управління; підвищенню маркетингової активності компаній, здійсненню функцій стратегічного управління маркетингом, створенню високоякісної інноваційної промислової продукції. Визначено, що система стратегічного управління інноваційним маркетингом ініціативних проєктів – це процес трансформації поточної бізнес-моделі в інноваційну, здійснення якої спрямоване на створення аналітичних моделей зростання та формування стратегії конкурентної поведінки організації. Таким чином,

інноваційний маркетинг, представлений функцією інноваційного менеджменту, націлений на ефективне формування і просування інновацій на основі комплексного аналізу ринку і застосування інструментів комунікативної та цінової політики. Маркетинг інновацій передбачає застосування різних інструментів і методів впливу як на технології виробництва, так і на здійснення реалізації, дифузії та просування нововведень на ринку. просування нововведень на ринку. Запропоновано пропонується модель стратегічного управління маркетингом ініціативних проєктів на основі використання варіативних (гнучких, адаптивних, динамічних) технологій. Досягнення цілей під час реалізації ініціативних проєктів можливе завдяки забезпеченню виробничої, технологічної, кадрової, інформаційної та інших видів безпеки, формуванню стратегії розвитку з урахуванням орієнтації на вимоги власників і користувачів житла, створенню інноваційної бізнес-моделі. Використання моделей варіативного (гнучкого, адаптивного, динамічного) управління допомагає вирішити проблеми, пов'язані з переходом від традиційної системи маркетингового управління до нових сценаріїв управління (варіативних), оперативно змінювати та перебудовувати внутрішні бізнес-процеси і саму структуру, створювати нові конструкції бізнес-моделей, підвищувати ефективність їх функціонування.

Ключові слова: ініціативні проєкти, маркетинг інновацій, управління, варіативний підхід, модель, система.

Formulation of the problem. Marketing is a system of measures to promote products and the company itself on the market, in other words, it is the ability of a seller to sell products with benefits for the business and the target audience. Marketing of initiative projects is one of the types of organizational innovations and is an activity to form consumer qualities and promote innovative products or ideas that have new competitive advantages. Among the various projects that can be implemented by an enterprise, marketing projects deserve special attention. Marketing projects play a crucial role in the successful operation of any enterprise and effective management of these projects is the key to achieving marketing goals and efficient use of resources. Enterprises realize the importance of effective planning, coordination and implementation of marketing projects to achieve their strategic goals. However, marketing management of innovative projects differs from project management in other industries, as it requires taking into account certain features.

Analysis of recent achievements and publications. Many foreign scientists have dealt with the issues of effective project management, such as: Besner C. [1], Dvir D. [2; 7], Hobbs B. [1], Kerzner H. [3], Müller R. [5], Turner J.R. [5; 9], Wheelwright S.C. [11], Wysocki R.K. [12]. Among the scientists who paid attention to the management of marketing projects in their research, it is worth noting Shevchenko N.V. [14], Davydenko M.V. [14], Golitsyn A.M. [13]. Despite the deep research of the mentioned authors, additional research is needed to determine the essence of marketing specifically initiative projects and generalize their classification aspects. Therefore, the **goal of the research** is the development of theoretical approaches to the formation of a system of variable management of marketing of initiative projects.

Presentation of the main material. Innovation marketing represents a solution to a number of problems (exchange, diffusion, commercialization of innovation, formation of new sales markets or promotion of innovations, elimination of barriers to the demand for innovations by users, etc.), which may go beyond the scope of scientific research on innovative products. Therefore, innovation marketing has an intersection with innovation management, strategic management, organizational behavior of consumers, cognitive psychology, communication theory, etc. Innovation marketing, for example, in housing construction is a process that includes the implementation of the following stages: planning of innovation activities, research of the real estate market, organization of communications with suppliers of raw materials, components and consumers, formation of pricing policy, creation and promotion of innovative products,

organization of service [2]. Innovative development is determined by the effectiveness of the use of marketing tools in the formation and promotion of innovations in the market. The concept of innovation marketing represents the goal of an organization's innovation activities aimed at meeting the needs of a specific target group of consumers in the market (Fig. 1).



Fig. 1. The concept of marketing innovations in initiative projects [developed by the author]

Marketing innovation processes begin with the formation of a target audience of users within the target group of consumers.

To do this, a comprehensive marketing analysis of the innovation market is carried out, user preferences are determined, the behavior of competing firms and the structure of their supply of innovative products are clarified, a forecast of the dynamics of solvent demand is made, and the capacity of the potential target segment is clarified [6].

Marketing innovations in initiative projects has a specific target orientation, since it is oriented towards a certain innovation and a potential group of consumers. Marketing activities to promote innovations in initiative projects on the market are based on generally accepted and traditional technologies for presenting and supporting products. Thus, the goal of marketing innovations in initiative projects is marketing management of this innovation on the market.

The strategy of innovative marketing includes an analysis of potential opportunities for the development of new objects, the creation and use of innovations [7].

Innovation marketing is aimed at implementing specific measures to achieve the goal of the marketing plan. It involves the use of certain tools for promoting innovative products (services) on the market, including various innovative technologies, advertising, product promotion channels, building networks for commercialization and implementation of innovations.

The concept of innovation marketing covers the development and implementation of an innovation marketing plan, which is a document that reflects, in general, information about the goal and objectives of marketing activities for the implementation of innovations, methods of their implementation, about the innovations used, the target segment

of their application, information about competitors, etc. [6]. The marketing innovation complex includes pricing policy, communication policy and organization of innovation diffusion.

The marketing orientation of management on variable technologies has an innovative content, greater profitability, but, on the other hand, there is a significant level of risk. The use of variable management technologies is aimed at changing the management style of business entities, forms new indicators of the organization's corporate culture, and contributes to the systematization of planning and management of business processes.

Strategic innovative technologies of marketing management of initiative projects are classified according to the following features [6]:

- dynamicity of management technologies – reflects the dynamics of the organization's development through the implementation of certain processes;

- flexibility – the ability to adapt to the changing requirements of the innovation market during the implementation of project goals;

- accuracy – the compliance of innovative business processes with the goals of the organization's functioning;

- adaptability – the ability to change, transform innovative business processes;

- consistency of implementation – this is the organizational structure of the interaction of innovative processes with the tasks of the strategy.

The system of strategic marketing management of innovation of initiative projects includes a set of strategic marketing functions, methodological elements of flexible, adaptive and dynamic technologies, on the basis of which the architecture of marketing strategies is formed, the development of a new business model, analytical models of company growth and competitive behavior strategies [7].

So, the system of strategic management of innovative marketing of initiative projects is the process of transforming the current business model into an innovative one, the implementation of which is aimed at creating analytical models of growth and forming a strategy of competitive behavior of the organization. Thus, innovative marketing, represented by the function of innovation management, is aimed at the effective formation and promotion of innovations based on a comprehensive market analysis and the use of tools of communicative and pricing policy. Innovation marketing involves the use of various tools and methods of influencing both production technologies and the implementation, diffusion and promotion of innovations in the market. promotion of innovations in the market.

We propose a model of strategic management of marketing of initiative projects based on the use of variable (flexible, adaptive, dynamic) technologies. Achieving goals during the implementation of initiative projects is possible due to ensuring production, technological, personnel, information and other types of security, forming a development strategy taking into account the orientation on the requirements of owners and users of housing, creating an innovative business model.

Business process modeling is the building of relationships with business partners, resource suppliers, contractors, consumers, institutional and government structures. The implementation of business processes is possible under the condition of adequate and harmonious interconnections of the company's internal processes with external ones, which involves the formation of a variable model of marketing management of initiative projects based on the use of Agile, Scrum and Kanban technologies [4].

To achieve this goal, we solved the following tasks:

- identified the prerequisites for managing initiative projects;

researched the traditional system of organizing marketing management of initiative projects;

proposed a system of strategic marketing management of initiative projects.

In our opinion, the development of an innovative organization is carried out by transferring the main attention from operational (tactical) planning of activities to the strategic level, which represents a new type of management – innovative marketing. Marketing innovation management involves the unity of strategic areas of activity, rethinking of business, implementation of a project approach to company management.

The concept of strategic marketing of innovations is the basis for market research and determining the innovative (competitive) development strategy of the company (Fig. 2).

The key goal of strategic marketing of innovations is reflected in the formation of innovations and the development of a strategy for the commercialization of these innovations (market penetration). In this regard, the basis of strategic marketing activities includes an analysis of the market situation of market segments with the formation of demand and modeling of consumer behavior [108].

Strategic marketing of innovations is formed taking into account market segmentation, product positioning and consumer preferences. The main link of the strategy is the study and forecast of future demand for innovative products, a detailed study of the needs and perception of innovations by consumers (interviews, questionnaires, telephone surveys, advertising, exhibitions, representative samples of innovative products, etc.).

The generalized scheme of the strategic marketing procedure is divided into the following stages [107]:

1. Analysis of the needs of potential customers of innovations, segmentation of the consumer market according to the demand for individual innovations. The formed segments represent the target market for innovative products and are the basis for the activities of the marketing department of the organization.

2. Assessing the attractiveness of innovative developments in different segments and selecting several segments, target markets for their development, taking into account the size of the segment (market), trends and dynamics of its change, goals and resources of the company developing this segment.

3. Assessment of the competitiveness of new products and competitive advantages of organizations that produce them. The assessment is directly related to the implementation of preliminary positioning of innovative products offered to a selected target group of consumers, the purpose of which is to strengthen the positions of the developed innovation in the market.

4. Formation of a portfolio of innovative products. "Portfolio" analysis serves as a strategic marketing tool, with the help of which it is possible to assess and identify promising areas of activity of the organization in order to optimally use resources in the most profitable of them.

5. Selection and formation of an innovative strategy for the development of the organization, which is the main direction of marketing to achieve the formulated goals.

The transition from a global paradigm to a new paradigm of industry development – local – causes a revision of the basic relations between the state and the market [5]. The change in the principles of the organization is aimed at preserving and increasing the efficiency of companies in new conditions – conditions of geopolitical turbulence, economic sanctions, conditions of import substitution policy and technological sovereignty [7]. The localization of economic processes has led to increased business integration, the development of new strategies of activity.

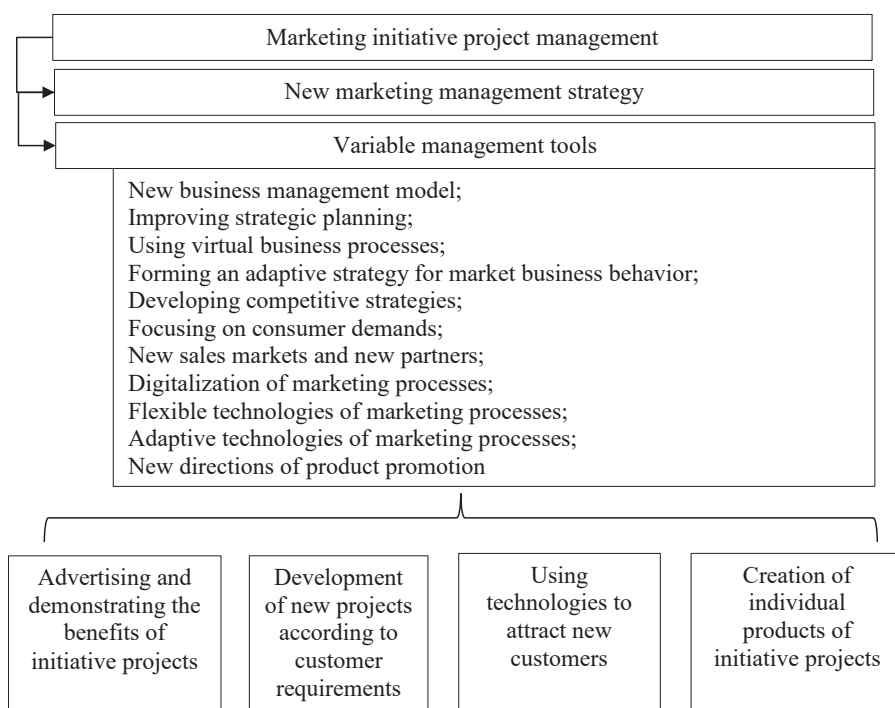


Fig. 2. Conceptual approach to the organization of strategic marketing of initiative project management [developed by the author]

The development of the IT industry has contributed to the use of variable project management in marketing activities. The prerequisites that led to the development of innovation management in marketing activities include [8]:

the complexity of the structure of newly created innovative products and the complexity of forming final requirements for products undergoing market testing;

the high speed of development and implementation of innovative products, which contributes to the formation of conditions for the development of new market niches;

formation of new marketing thinking, ability of organizations to staff the project team for organizational innovation management with different competencies – creation of a corporate competency model.

Thus, based on the above, to implement the goals of marketing innovation management, reduce the time to complete operational tasks, improve the quality and service of services, it is necessary to build a marketing management system based on the principles of implementing Agile technology [5]. The use of models of variable (flexible, adaptive, dynamic) management helps to solve problems associated with the transition from a traditional marketing management system to new management scenarios (variable), quickly change and restructure internal business processes and the structure itself, create new designs of business models, and increase the efficiency of their functioning (Table 1).

Traditionally, marketing innovation management is focused on stably functioning markets with constant demand. The change in foreign economic conditions has now led to the fact that for effective marketing activities it is necessary to implement the tools of

variable management of organizational innovations and reformat the entire marketing system. Implementation of variable marketing management significantly increases productivity and forms new tools for planning activities [4].

Table 1

Business process models using variable methods of marketing innovation management [systematized by the author]

Business process models using variable marketing methods	Contents
Implementation of new startup projects	Used by new companies, based on the principle of organizing flexible marketing-oriented teams for the commercialization of innovations, which produce accelerated testing of new product versions, adaptation and diffusion
Transfer of innovative projects	Used by companies to implement best practices based on the principle of using flexible marketing methods that contribute to the accelerated implementation of innovations
Marketing development of new markets	For enterprises focused on the domestic market and building relationships with new partners, by creating flexible teams in sales, procurement and logistics
Marketing support of activities	For enterprises operating in international markets, it is necessary to adjust and synchronize marketing processes with production, raw material supply, implementation in order to maintain and develop strategic flexibility in foreign markets
Strategically important enterprises, large corporate structures	For enterprises operating in strategically important, raw material and system-forming markets, activities with state participation, it is necessary to form project teams in order to implement projects in separate areas of development

The functioning of modern organizations is aimed at the requests of consumers (customers), the effectiveness of which depends on the timeliness and ability to meet the requirements of project owners. Fulfillment of orders with a high level of quality, with innovative implementations, timely fulfillment of contractual obligations, creates conditions for the development of marketing management of the entire system of a certain field of activity [13]. In addition, to expand the space of communications based on the digitalization of processes, increasing innovative activity, creates new prerequisites for the development of marketing activities. The construction industry, given as an example for the implementation of initiative projects, serves as the basis for the development of the economy, in which production systems are based on the use of variable management technologies by structural units that carry out organizational innovations. The practical implementation of the marketing concept of flexible management contributes to the achievement of activity parameters, ensures the necessary efficiency of construction, accelerated implementation of digitalization of innovative business processes [2]. The implementation of variable management tools provides new strategic opportunities for the strategy of implementing marketing, innovation, technological and other processes.

Conclusions. Thus, the formation of a system of variable marketing management of initiative projects will contribute to:

achieving technological sovereignty of the state, using flexible, dynamic and adaptive marketing management technologies in the context of the formation of Industry 4.0;

integrating domestic companies into the global economic system, creating conditions for the creation of a strategic marketing management system;

increasing the marketing activity of companies, implementing the functions of strategic marketing management, and creating high-quality innovative industrial products.

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