

Optimization of Marketing Functions in the Exchange Sphere: Main Directions, Practices and Prospects

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Abstract. The level of marketing development and its practical use in enterprises reflects the maturity of market relations and the ability of organizations to apply marketing elements and methods creatively. Because no single universal model exists for organizing marketing activities in the global economy, the selection and implementation of marketing methods require a differentiated approach that considers enterprise-specific characteristics and, above all, the features of the market environment. This confirms the versatility of marketing: its principles can be applied across most commercial and non-commercial fields that involve exchange relations, provided they are adapted to local conditions through creative and analytical thinking. A key task for the further development of marketing theory and practice is examining how marketing methods operate specifically within the exchange sphere, where consumer market mechanisms must be aligned with individual customer requirements. Solving this problem has both scientific and practical value, since balancing production and consumption supports sustainable economic growth. The relevance of this research is increasing as market mechanisms evolve rapidly and competition between domestic and foreign producers intensifies. In such conditions, effective marketing methods help enterprises respond to market changes, build strategic perspectives, and remain competitive by matching products more closely to end-consumer needs.

Keywords: *communication, commerce, method, analysis, efficiency, finance*

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Introduction

Marketing activity in the exchange sphere is a multidimensional, consciously managed and purposeful process aimed at meeting the needs of the market and consisting not only of the implementation of specific marketing functions, but also of determining specific goals, ways to achieve them and sources of resources for economic activity. In a broader sense, it can be defined as the coordinated actions of a firm and its services to solve practical marketing tasks and strengthen its position in a competitive environment. The central purpose of such activity is to increase commercial effectiveness by satisfying market needs through exchange mechanisms and value creation for customers (Uskova et al., 2014).

Within this framework, the marketing and communication space becomes an important diagnostic and managerial field. It helps enterprises identify vulnerabilities caused by external pressure, market turbulence, and structural economic shifts, and then design measures for reconstruction or modernization. As a result, the firm, its products, and its services can be repositioned in the market through a renewed, recognizable, and positively perceived image that supports sustainable competitiveness (Ariabod et al., 2019).

Methodology

To implement a systematic concept of enterprise development, modernization should be structured through identifying the key elements and connections that form the “tonality” and direction of planned changes, as these changes can significantly influence overall performance and long-term growth. The main objective of marketing activity at the enterprise level is to ensure commercial success of both the firm and its products under market conditions. Therefore, it is necessary to design an appropriate marketing strategy and regularly evaluate the effectiveness of marketing activity to improve both efficiency and outcomes (Ismayilov, 2019).

Assessing marketing effectiveness remains challenging because the results of marketing actions are not always easily translated into direct quantitative indicators. Nevertheless, evaluation should be continuous, since timely measurement supports managerial decisions and helps allocate resources more rationally. The academic literature still lacks a single universally accepted methodology for measuring marketing effectiveness; however, existing approaches are commonly grouped into several broad categories (Yermekova et al., 2024):

- **Quantitative methods**
- **Qualitative methods**
- **Sociological methods**
- **Evaluation (scoring) methods**
- **Information (digital) methods**

Each group has its own analytical focus and practical tools.

Quantitative methods are built on comparing marketing-related expenditures with the financial results of the enterprise. Most often, they examine the relationship between marketing costs and profit indicators; in some cases, advertising expenditure is compared with changes in sales volume (Ekimova,

2013). In this context, marketing effectiveness may be expressed through cost-based metrics or interest/return indicators, reflecting the ratio between investments and outcomes (Bulatova, 2010).

Qualitative methods typically rely on marketing audit procedures and comprehensive analysis of the external environment, including the firm's strengths, weaknesses, opportunities, and threats. This group includes tools such as result-oriented marketing control and audit approaches that focus on qualitative dimensions of organizational performance and managerial practices (Ashenfelter et al., 2006).

Sociological methods are based on applied sociological instruments, especially surveys, interviews, observation, and other forms of marketing research. These methods are widely used to assess marketing communications, customer attitudes, satisfaction, loyalty, and perception of brand value.

Evaluation (scoring) methods aim to isolate the effectiveness of separate marketing actions or processes by assessing them against a defined set of criteria aligned with the overall marketing concept. Each criterion receives a score, after which the total score is calculated to produce a summarized assessment of performance.

Finally, **information methods** have become increasingly important due to digitalization and the widespread application of marketing information systems. Their essence lies in using specialized software tools that support data collection, marketing analytics, customer process management, and automation of employee workflows. The application of marketing information systems strengthens the evidence base for decision-making and contributes to more effective marketing management (Zubareva & Pilipenko, 2016). Today, such information solutions continue to expand in functionality, offering wider opportunities for marketing data analysis, flexible catalog configuration, and integrated management of customer-oriented processes (Shchevyev et al., 2020).

Results

A wide range of indicators can be used to assess marketing activity and determine measures for improving its effectiveness. These indicators may be quantitative or qualitative, while marketing effectiveness itself may be evaluated as positive or negative depending on the objectives, context, and the chosen assessment methodology. Conventionally, indicators of enterprise marketing effectiveness are grouped into three categories (Dewanta & Sidiq, 2023).

Market efficiency indicators reflect the external market environment and the attractiveness of specific segments. Typical measures include market growth rates, market share, segment attractiveness, and demand potential.

Competitive efficiency indicators describe the overall competitiveness of the enterprise and its offerings. They include product quality, brand strength, cost structure, and broader indicators related to the firm's ability to provide a competitive price–value proposition.

Customer performance indicators represent external outcomes that characterize the effectiveness of the firm's interaction with consumers. In practice, the most significant measures include customer satisfaction and loyalty, consumer awareness, and perceived customer value (Mustafiyanti et al., 2023).

Improving marketing activity remains one of the key managerial tasks for any business. It is primarily grounded in a comprehensive analysis of the market as well as the external and internal marketing environment. Such analysis makes it possible to identify marketing strengths and weaknesses and to determine opportunities and threats that influence future development (Vodyasov, 2016).

Discussion

After identifying the most influential factors shaping marketing performance, an enterprise forms a marketing strategy aimed at qualitative improvement—namely, increasing both efficiency and overall effectiveness. Strategy development is typically based on using opportunities in the external environment while strengthening internal capabilities to reduce the negative effects of environmental risks and constraints (Omoshev et al., 2024).

A marketing strategy is subsequently clarified through planning and implementing concrete measures designed to improve marketing activity. At this stage, monitoring becomes essential: the enterprise should track implementation of the proposed actions and evaluate their outcomes to ensure that planned improvements produce measurable results.

In the scientific literature, two principal directions of improving marketing activity are usually distinguished (Gazizov, 2014):

- **Strategic development**, which involves changing the general approach to marketing management and the enterprise's long-term market orientation.
- **Tactical development**, which focuses on redistributing marketing functions, adjusting processes, and optimizing the structure of marketing services within the organization.

Among the most common measures that contribute to improving marketing activity are the following (Isakov, 2010):

- establishing a rational organizational structure for marketing management and improving it when necessary;
- clearly defining goals within the marketing management system and distributing rights, duties, tasks, and responsibility;
- selecting specialists with appropriate knowledge, qualifications, and practical marketing skills;
- ensuring effective interaction between marketing units and other departments of the enterprise;
- creating conditions that support effective work performance for marketing staff.

Effective adaptation to market requirements presupposes a rational system of enterprise development focused on decisions that increase competitiveness. In this context, management often balances two orientations: (1) market and customer priorities and (2) achieving high financial results and steady profit growth.

In the first orientation, enterprise development is driven by strategic and tactical marketing planning: identifying target consumer groups, studying their needs, designing products that meet expectations,

and ensuring their effective market introduction. In such companies, decision-making is strongly shaped by a cognitive–innovative resource—knowledge about consumers and their behavior—while short-term financial targets may become secondary in managerial priorities (Amrahov et al., 2023).

In the second orientation, business effectiveness is achieved primarily through financial planning and strict control over financial variables. This approach is expressed in the rational management of own and borrowed funds and in close attention to costs and expenses. Here, marketing decisions on product, pricing, promotion, and distribution are often treated mainly as instruments for managing financial outcomes rather than as tools for long-term brand building and customer value creation (Amrahov et al., 2025). As a result, the brand—as a carrier of subjective consumer perceptions of the enterprise and its products—may be insufficiently considered.

In conditions of economic instability, such financially driven enterprises may avoid planning investments in new product development and promotion due to the priority of maintaining a targeted profit level. By contrast, enterprises that prioritize consumers—especially in unstable markets—direct their efforts toward meeting the needs of target audiences and strengthening market relationships as a basis for sustainable development (Mirzazada, 2025).

Conclusion

The goals and objectives of most companies can generally be grouped into four key areas of activity:

- **Financial activity** — achieving shareholders' objectives and ensuring sustainable profitability.
- **Marketing activity** — meeting the needs of target audiences, entering new markets, and expanding positions in existing ones.
- **Economic activity** — building effective management mechanisms that ensure rational, efficient operation of the enterprise.
- **Internal activity** — meeting employee expectations and developing their potential, since staff professionalism largely determines organizational performance.

Within each of these areas, the enterprise's potential is realized in different ways depending on external market conditions, the quality of internal communications, and the scale and nature of existing contradictions or disagreements inside the organization.

Therefore, improving marketing activity rests on two interconnected foundations: (1) developing marketing strategy and tactics that correspond to market realities and the organization's internal capabilities, and (2) implementing consistent organizational and managerial measures that ensure these decisions are translated into effective practice.

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