ORIGINAL ARTICLE

INTERNATIONAL JOURNAL OF ARTIFICIAL INTELLIGENCE

ISSN: 2692-515-x, Impact Factor: 9.23

American Academic publishers, volume 6, issue 01,2026

Journal: https://www.academicpublishers.org/journals/index.php/ijai

DISTINCTIVE FEATURES OF DEVELOPING MARKETING ACTIVITIES IN INDUSTRIAL ENTERPRISES

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Abstract: This article examines the distinction between internal and external marketing environments. It discusses the factors shaping the internal environment that are controlled by company management, including technological processes, financial condition, organizational structure, and market selection. The role of controllable and uncontrollable factors in marketing activities and their impact on enterprise performance is also analyzed.

Keywords: job satisfaction, income level and social protection, market position and prestige, social objectives, financial stability, profitability, segment, sales, supply and product, functional technology, independent demand control.

In production sectors, the marketing environment is understood as the set of social, economic, political, and legal factors that influence the activities of a firm, enterprise, or its higher-level organizations. Marketing is differentiated into internal and external environments. The internal environment consists of factors controlled by company management, such as technological processes, financial condition, organizational structure, market selection, and similar aspects. Controllable factors are managed by the enterprise and its marketing service, although some of them fall under the responsibility of top management rather than the marketing department itself. In small enterprises, general policy issues and marketing policy are usually decided by the owner or senior manager. In such cases, it is essential first to define overall objectives and then align marketing plans accordingly.

Uncontrollable factors are components that cannot be managed by the enterprise or its marketing services but still exert an influence on activities. Even the most well-designed plans can fail due to the negative impact of such factors. Therefore, it is necessary to constantly monitor the external environment and take its influence into account, as well as to have action plans in place for unforeseen situations. These uncontrollable factors must always be considered and anticipated in advance. Examples include consumers, competitors, government, the economy, technology, and independent mass media.

In conclusion, the entire activity of a firm or enterprise fully embodies market relations. The concepts of the firm and the market are inseparable economic categories in a market economy, since the existence of a market requires the active functioning of firms. For the development of marketing, its proper organization is of paramount importance. The organizational structure of marketing management defines subordination and responsibility for performing specific tasks.

Marketing organization within an enterprise can be carried out in several ways. One approach is functional organization, where responsibility is distributed among sales, supply, and product movement functions. Another approach is organization by product, where managers are assigned to individual product brands in addition to functional responsibilities. A third approach is organization by market, where managers are responsible for specific regional markets or consumer groups alongside functional duties.

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The advantages of functional organization include simplicity of management and high accountability for assigned functions. However, this structure also has several drawbacks, such as the absence of specialized departments for individual products or regional market segments, slow responses to changes in market demand and consumer preferences, and difficulties in financing marketing activities.

Organization by product requires the establishment of departments based on products or product groups, with these departments making independent decisions. This structure is particularly suitable for firms with a wide range of products. However, it also has disadvantages, as it does not always account for the specific characteristics of marketing activities. Employees in product groups may lack sufficient authority to perform their duties effectively, and the emergence of numerous groups and subgroups within the management structure can lead to high maintenance costs.

The organizational system of marketing includes objectives, principles, tasks, organizational structure, methods, technical and technological tools, and human resources. The purpose of marketing organization varies depending on the complexity and structure of the system. The criteria and objectives of organizational structure refer to the dynamic stability of marketing components, their evolutionary changes, and interaction with the external environment.

Marketing aims to align production with customer needs and to achieve a balance between supply and demand, thereby generating high profits for enterprises and organizations. Under market-based organization, most enterprises offer their products to markets that differ in characteristics. Market-based organization is appropriate when different markets exhibit distinct purchasing behaviors or preferences for different products. Accordingly, marketing service departments are structured around key markets.

The main objectives of an enterprise include market penetration, profitability, financial stability, social objectives, and market position and prestige. Market penetration is measured by market share, turnover, product role and importance, and expansion into new markets. Profitability is assessed through profit, return on turnover, return on equity, and return on total capital. Financial stability is reflected in creditworthiness, liquidity, the level of self-financing, and capital structure. Social objectives include job satisfaction, income level and social protection, social integration, and personal development. Market position and prestige are associated with independence, image, attitudes toward political conditions, and public recognition.

Production volume depends on production capacity, the level of automation, computerization, and robotization of production processes, as well as the organization and management of production and labor. Entering markets with competitive products and services ensures success for firms and companies. In industry and services, competition manifests itself through the introduction of new products and services, continuous improvement of quality, advertising, and the implementation of special measures to introduce products into markets. Fair competition is reflected in the market behavior of economic entities.

Today, firms, companies, production technologies, products, services, and customers compete with one another. Competition is primarily aimed at attracting customers. In the competitive process, the quality and price of goods and services are of great importance.

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Competition leads to improvements in quality and an increase in product variety, intensifying product renewal processes. The set of quality and cost indicators that satisfy specific consumer needs and provide advantages over competitors' products and services is referred to as competitiveness. Continuous improvement of product and service competitiveness must remain a key focus of marketing services.

The main directions for enhancing competitiveness include analyzing the market and identifying competitors; assessing the strengths and weaknesses of competitors, their operational characteristics, product quality, production volume, financial condition, employee potential, attitudes toward work, and level of equipment; monitoring competitors' activities and changes in pricing policies, production volumes, licensing decisions, and advertising efforts; and studying demand and customer opinions, including identifying reasons why customers may turn to competitors.

To systematically study competitors, it is advisable to create a database containing comprehensive information about them. Competition may also involve payment methods, speed of order fulfillment, long-term business relationships, brand composition of products, and discount policies for regular customers.

Based on market research and analysis, a specific program aimed at improving the competitiveness of goods and services should be developed and implemented. This enhances the reputation of firms and companies and strengthens their ability to attract customers. In any market, demand and supply for goods and services fluctuate over time. In markets characterized by open, long-term, or short-term competition, situations of shortage or surplus may arise, resembling a pendulum-like process. Such fluctuations are explained by changes in demand levels and differences in production speed and scale among products.

Despite these dynamics, efforts are often made to fully satisfy demand through intensive use of production capacity. Another cause of imbalance lies in producers' strategies and tactics related to product supply, as firms may redistribute accumulated goods to markets with higher demand to increase profits. As a result, supply may decrease and demand may increase in certain markets. Even when supply and demand are balanced, the dynamic nature of markets does not exclude the possibility of such fluctuations. Changes in demand volume may also generate new requirements for product composition and characteristics.

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