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## IMPROVING MARKETING ACTIVITIES IN THE STRATEGIC MANAGEMENT OF THE COMPANY

**Abstract:** This article provides information on strategy, strategic management, as well as the importance of marketing activities in the implementation of strategic management and ways to use them effectively. Thoughts on the economic efficiency of marketing activities are also discussed.

**Keywords:** strategic management, strategy, application of strategy, marketing activities, economic efficiency of marketing activities.

When discussing strategic management, it is essential first to understand the nature and essence of strategy. Strategy is planned management aimed at strengthening the company's chosen path, meeting consumer demands, and achieving set goals. Managers develop strategies to determine the direction of the company's development and select appropriate actions for its implementation. Organizing activities based on these strategies in the management process defines the essence of strategic management.

Strategic management encompasses the orientation of strategies toward existing markets and products, the formation and management of strategic processes in companies, the analysis and management of external and internal environments, the planning and execution of strategies, and the study of processes to manage strategic changes. Implementing strategic management requires managers to possess the skill to apply strategies effectively.

Implementing a strategy involves managers undertaking organizational changes, proper business management, and engaging employees to achieve objectives. Experience shows that strategy implementation is a more complex process than its development.

Managers may encounter the following factors influencing strategy implementation:

- The availability of experience and thorough knowledge of the activity;
- Whether the executors are new or existing employees in the sector;
- Personal relationships and characteristics within the organization;
- The presence of diagnostic, administrative, and problem-solving skills;
- Effective delegation of authority;
- Leadership style;
- The role of managers in the organization.

The strategic plan implementation involves all managers. In diversified companies, there are four levels of strategic management:

- Executives: Directors and other senior managers at the company level;
- Managers responsible for profits and losses and the formation of strategies in specific business areas;
- Managers accountable for functional zones within the business (e.g., production, marketing, finance, research, and HR);
- Leaders of primary production departments.

Determining a strategic direction is one of the main management functions. A leader must strive

to create effective strategic actions for the long-term development of the company. Strategies designed to achieve targeted results have a significant impact on company activities. If a manager wants the company to be managed “excellently,” they must implement an “excellent” strategy at an “excellent” level.

At this point, the importance of marketing activities in strategic management and their effective use becomes evident.

#### Marketing Activities:

1. Activities and tasks carried out in the field of entrepreneurship.
2. Marketing functions aimed at forming and reproducing demand, ensuring the company’s profitability (e.g., marketing research, sales, and pricing processes).

#### Economic efficiency of marketing activities:

1. The diverse results that correspond to achieving intermediate and final objectives of marketing activities (across all stages of the marketing process).
2. The ratio of the effectiveness (results) of marketing activities to the resources spent during this process.

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