



Criticism and Bibliography

Olena SOKHATSKA,
Natalia LAHOTSKA

**STRATEGIC MARKETING
MANAGEMENT**

JEL: Y3.

Globalization of the market environment in which the modern businesses operate is characterized by the rapid changes in economic conditions. The enterprises' use of such instruments as a system of total quality management, re-engineering processes, benchmarking, automatized systems for customers relationship management and others can increase the level of competitiveness of companies, but does not provide the stability of the achieved level of competitive advantages. Stability of competitive position is largely dependent on the ability of enterprises to predict the dynamics and nature of changes in the market environment and the ability to timely and adequately respond on them, emphasizing the relevance and prospects of a strategic approach to the management of enterprises.

The intensity of competition along with the increasing demanding of consumers provides the introduction of enterprise management system on the basis of marketing, which allows to establish a close relationship between the company

© Olena Sokhatska, Natalia Lahotska, 2013.

Sokhatska Olena, Dr. of Economic Sciences, Prof., Ternopil National Economic University, Ukraine.
Lahotska Natalia, Cand. of Economic Sciences, Assist. Prof., Ternopil National Economic University, Ukraine.

and its external environment, thus increasing the efficiency of its activity and strengthening its market position.

Nowadays, in terms of the practical needs of enterprises, the question concerning the finding of new approaches to the strategic marketing management in conditions of internationalization of enterprise and globalization of the world economy becomes of urgent need, indicating the timely presentation of the results of research of A. O. Dlihach and publication of this monograph¹.

In the first chapter, the author turns to the consideration of the evolution of management science. The consistent focus on the different approaches to the enterprise management has allowed understanding and critically realizing the content, which was put by the different researchers into the concept of «strategic management». Based on the theoretical studies of the numerous works of domestic and foreign authors, the views on strategic management are systematized in the monograph, the analysis of which has allowed generalizing and specifying the definition of strategic management, taking into account present economic conditions of the enterprise.

Strategic management is understood as a conceptual approach to the management, oriented on the development and implementation of the strategic interests of the entity of management by means of transformation of the object of management in the strategic view, corresponding to the interests, at that, it is appropriate to note that the interests of the entity of management in the market relations should be considered with the regard to the interests of staff, competitors, suppliers, customers and others.

Defining the marketing management as the stage of development of management systems, the author of the monograph has set a successful goal to establish a theoretical relationship between the marketing and the strategic management. The detail analysis of the scientific views concerning interpretation of marketing allows making a conclusion about the increasing of the role the last in the enterprise management. A. Dlihach managed to prove the importance of the strategic marketing in strategic management, and the fact of convergence between these categories.

Actualization of the marketing strategic management, on scientist's opinion, is increasing in the process of internationalization of the enterprise. In this context, he highlighted the levels at which the company is faced with the internationalization and globalization, identified and characterized the globalization in business, allowing logical approach to the issue of the impact of internationalization of entrepreneurship in strategic marketing management, which leads to the

¹ Dlihach A. O. Strategic marketing management: monograph / A. O. Dlihach. – K. : Alerta, 2012. – 272 p. (Длігач А. О. Стратегічне маркетингове управління : Монографія / А. О. Длігач. – К. : Алєрта, 2012. – 272 с.)

logical consideration of the question concerning influence of internationalization of entrepreneurship on the strategic marketing management.

The scholar concludes that depending on the phase of access of enterprise to the foreign markets in the process of strategic marketing management the change of the market environment, which has to be the object of analysis and impact of enterprise should be taken into account. However, on our opinion, the areas of strategic management and influence of the processes of internationalization of enterprise and globalization of the world economy should be described more accurate.

Studying the genesis of the marketing as an instrument and management conceptions in the second chapter of the monograph, the author defines the pre-conditions for the creation of the new approaches to the marketing activity conducting. The solution of the basic marketing problems at the present stage which are identified in the process of research, is possible by means using of the system-reflexive approach to management.

In such a way, the author offers a new term in the theory of marketing which is called «system-reflexive marketing», which describes marketing in which the management is realized by means of system distribution of the interests of entities of market relations and the adjustment of interests is carried out from the position of the reflexive marketing management.

The offered approach is noteworthy inasmuch as the system-reflexive strategic marketing management can better measure adjust and meet the interests of the different entities of market relations in a globalized environment. In this context, in the monograph the processes of interest formation and peculiarities of their implementation by means of system-reflexive marketing and management market environment on the basis of this approach are considered.

However, to characterize the system-reflexive marketing in comparison with the holistic marketing, which, as it is noted in the work, are developing simultaneously, should be examined more thoroughly. Comparisons allow relating these concepts, enabling to indentify the difference more accurate and realize the actual novelty of the system-reflexive marketing.

In the following chapters of the monograph the author's attention is focused on the more detailed description of the nature of the system-reflexive marketing. On the basis of the conducted systematization of strategic management approaches and models of managerial decision-making, the author managed to form the conceptual backgrounds of the system-reflexive marketing taking into account the features which are inherent to the modern management systems.

An important supplement to the theoretical basis is the defining of an integrated system of systems-reflexive marketing, which provides the combination of different levels of coordination of interests, as well as the construction of tree-cyclic model of this system implementation.

The last chapter of the monograph is devoted to the integrated marketing strategy. In the regard to the system of strategic decisions, the term «spehirarchy» is firstly used, denoting the spiral model of decision-making which allows taking into consideration the existing hierarchy of managerial decisions in the marketing strategy by means of the cyclical nature of clarification and review of decisions taken at the previous cycle. In the context of spehirarchy, the author defined the systemic coherence of marketing strategic decisions, according to which the alternative variants of the integrated basic marketing strategy are separated.

In general, the high theoretical and methodological level of the monograph should be noted, the content of which is based on the detailed study of the numerous scientific papers on the problems of management and marketing and the results of the empirical research of the managerial problems of the domestic enterprises.

Taking into consideration the topicality and feasibility of proposals and developments of the author, the consistency and acceptability of presentation, the monograph will be useful and interesting to a wide range of readers. In particular, it is important to pay attention on the possibility and significance of the using of monograph in the training of specialists in management and marketing due to the timeliness and prospects of the considered issues which will be useful for the specialists in their future practice.

The results of the researches of A. A. Diihach presented in the given monograph are certainly valuable for the development of the national scientific thought, and therefore are worthy of great estimation.

The article was received on November 26, 2012