

APPLICATION POSSIBILITIES OF MARKETING STRATEGY IN CONSTRUCTION COMPANIES

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Introduction. The marketing strategy determines the direction of activity of the construction company in the market of construction products. Its existence ensures the formation of coordinated marketing goals for each department, forces the management of the construction company to constantly evaluate the strengths and weaknesses of its activity and identify alternative opportunities for using resources.

The practical basis for formulating a marketing strategy for a construction company is a comprehensive study of the regional market, including:

- study of market demand for goods and requirements for consumption properties of products;
- determination of the level of competitiveness of manufactured products;
- analysis of market segmentation and determination of market segments that are most suitable for the profile of construction products;
- study of the entrepreneurial structure of the market, primarily of competing enterprises, their competitive advantages and weaknesses;
- study of sales forms and methods adopted in trade practice in this product segment, including the methods of conducting purchase and sale transactions, their forms, existence of intermediary organizations;
- study of socio-psychological characteristics and motivation of buyers.

Let's consider three main opportunities for the intensive growth of a construction company as part of a marketing strategy:

- deep entry into the market when the market capacity of the construction product is large and the production capabilities of the construction organization are almost unlimited;
- expansion of market boundaries by introducing existing products to new markets, which require significant marketing efforts and a willingness to enter into fierce competition from the construction company;
- product improvement, which is expressed by the construction company's attempts to increase sales by creating new or improved products for existing markets (for example, changing the zoning, planning and comfort of the residential area).

The greatest opportunity for intensive growth of a construction company exists when entering a new market, especially when introducing fundamentally new products (for example, new building materials or technologies) to it, as well as when working "to order", which is typical.

In the process of intensive development of construction enterprises, special attention should be paid to improving the capital structure in order to create conditions for increasing the market value of the construction enterprise and increasing investment attractiveness.

However, in the organizational and economic conditions prevailing in the region, such enterprises, especially small and medium-sized enterprises, cannot activate investment processes on their own. This situation is associated not only with the lack of investments, but also with the lack of development of the strategic planning

and management system, the inability of the management team to analyze, forecast and develop the strategic plans of the enterprise.

The following marketing strategies are possible when the construction company has a strong position in the market or can gain additional benefits by moving within the industry (region):

- regressive integration, which consists of strict control over suppliers (for example, appropriation of enterprises of production and technological equipment, construction industry, etc.);
- progressive integration when there are attempts to acquire property or when the system of distribution and exchange is strictly controlled (for example, if a construction company controls the activity of realtors in the real estate market);
- horizontal integration, which is expressed by the establishment of strict control over competing enterprises (for example, the creation of large construction corporations in the region).

Along with strategic changes, an important task is to shape and mobilize the potential of the construction company to implement the chosen strategy. From this point of view, there are two very important points – the distribution of enterprise resources on separate components of the strategy, as well as on time. For this, the management of the construction company should create strategic guidelines (criteria) regarding the use of funds that determine the purposes for which expenses can be incurred.

At the stage of strategy implementation, the need for funds for solving individual tasks and performing functions should be analyzed, and priorities should be determined in the distribution of funds.

The role of marketing strategy in intensive development of construction enterprises

Priorities are set so that funding is most appropriate for the implementation of the strategy.

The process of mobilizing resources at the stage of strategy implementation includes their efficient allocation as well as the assessment and maintenance of capital flow sources. The main tool used to allocate resources is the preparation and execution of a budget, which includes not only cash, but also capital, inventory, sales, etc.

The management should pay close attention to the optimization of the company's structures. At the same time, the question of creating a management system and technology that ensures the efficient operation of the company is equally important for the modern leader.

It is impossible to improve management without learning, systematizing and generalizing the experience of developing public relations, both in the economy as a whole and in the field of construction.

In the current socio-economic situation, in the context of the search for optimal ways of informatization of the society and in the context of Azerbaijan's entry into the global information space, it is important to solve the multidimensional problem of document management support, with its help, the documentation processes, the organization of documents and document circulation, and its normative or regular character.

Organizational activity of managers is based on knowledge of management theory and its methodological foundations.

Skilled management is impossible without knowing the science of management and increasing the professional potential of the leader.

At the same time, it is necessary to know this past in order not to invent what is already known in the past. The historical approach to the study of management theory allows a better understanding of the modern problems, principles, laws and methodological foundations of management.

It is always useful to refer to the experience of improving management in one's own country and abroad, to study the achievements of scientific thought in a historical aspect.

Formulating a development strategy for a construction company is a rather complex and long process. Its purpose is to choose a strategic alternative that will increase the efficiency of the enterprise in the long term.

Research shows that the strategic choice made by construction company managers is influenced by various factors:

- high management is prone to risk;
- past experience with strategies;
- relations between the owners of the construction company.

In the process of implementing strategies at each level of management, their own tasks are solved and functions assigned to one or another level are performed. We will consider only the upper level of management, which is the subject of strategic management. In the process of implementing strategies, its activity includes the following stages:

– The first stage involves an in-depth study of the state of the organizational and economic environment, goals and developed strategies.

At this stage, the following main tasks are solved: strategic goals are finally defined, their degree of correctness and compatibility with each other, as well as the state of the environment are clarified.

– In the second stage, the top management of the construction company should make decisions about the efficient use of the resources it has.

At this stage, the assessment and distribution of resources is carried out, conditions are created for employees to be interested in the process of implementing strategies. An important task is to match the resources to the implemented strategies.

– In the third stage, the top management makes decisions about the organizational structure. The compatibility of the existing organizational structure with the adopted strategies for implementation is clarified and, if necessary, appropriate changes are made in the existing organizational structure of the construction company.

– The fourth step is to revise the strategy implementation plan if the changing business environment requires it.

The strategies of a construction company are mainly determined by the influence of the external and internal environment on the nature of the decisions made, but the strategic decisions themselves also affect the processes occurring in the internal and external environment.

When environmental conditions are complex and uncertain, there is a risk of deviation from strategic goals, and in this case management methods are needed to reduce the negative impact of environmental factors.

In addition, at each stage of development, organizational forms and methods of management should be adequate to the constantly changing conditions of construction production, they should also be flexible and dynamic based on scientific methods of analysis and formation of organizational systems, justification and management decisions.

In our opinion, by using active strategic partnership tactics, the construction company can choose the way to create stronger relations with buyers (customers) by directly involving them in the development and implementation of investment projects, improvement, modernization and development programs of construction production. Based on the formation of general goals, in close cooperation with buyers (customers), the construction company gets the opportunity to get more complete information about the directions of market development, to estimate the needs for future products, to maximize the probability of success and to minimize the required time. to develop and market construction products, to create relationships of trust and mutual respect between leadership groups.

The formation of a development strategy is a set of specific interrelated and interdependent elements united by a single global goal - to ensure and maintain a high level of competitive advantage for a construction company. The formed development strategy should be aimed at ensuring the competitive advantage of the construction company. Like any system, strategy is influenced by certain laws, it is integrity, integrativeness, communication, etc. should be immanently inherent in such characteristics. This means that the greatest effect is achieved when all components of the development strategy are implemented in the development strategy:

- conditions of coordination from a single center;
- decisions made within each of the components are related to time and resources and do not conflict with each other.

With a certain level of strategic resources, a construction company has the potential to achieve global and local dynamic development goals in a competitive environment.

Contractor construction project marketing

Designing a marketing plan in a contractor construction organization has a number of features. Although the last building object in this organization is the construction site, its role is mainly advertising. A pre-agreed set of production services acts as a product in a contract-type construction organization, and the company itself acts as a service enterprise in a certain segment of the construction market. In short, the peculiarity of marketing in the construction of a construction contracting organization is a combination of the characteristic features of service and industrial enterprises. Marketing in this area is borderline, so a complex approach to solving the problems is required; Marketing in this type of construction has quite specific characteristics that are not characteristic of most manufacturing and construction enterprises.

The main goal of all marketing strategies in the construction contractor organization is the integration of science, technology and marketing in construction, including the creation and maintenance of the vital activity level of all systems for the collection, exchange and processing of reliable data between all companies, departments and institutions of the construction enterprise to provide continuous, controlled and predictable sales of a number of construction-type services. It is impossible to imagine a modern, successful enterprise without a modern and well-thought-out marketing strategy and a management that can combine modern management methods and entrepreneurial ability. The classic scheme of organizing and implementing a marketing plan in a construction enterprise envisages its internal and external division, respectively.

It is impossible not to mention that the pace of development of marketing technologies in construction is rather slow compared to other economic sectors. This happens because the processes of interaction between clients and customers are quite complex. The construction relationship system includes entities such as customers, subcontractors and general contractors, providers responsible for logistics, investors and project managers. Construction marketing is inextricably linked with the organization of the construction process and has a number of unique features.

The difficulty of development of marketing in construction is that construction organizations have a rather wide structure scattered over large areas. Despite the dispersion of construction entities, some of them are seasonal in nature, which means their mobility and autonomy, as well as their readiness to move production facilities to another place at any time in accordance with the terms of the contracts.

Natural and climatic conditions are factors that directly affect the speed of delivery of a construction project and can also reduce the reliability of predictions about the time of completion and commissioning of the project, which is likely to be negatively received by the client. For example, if the deposits of sand and gravel are located far from the construction site, it is worth considering the unavoidable costs of transportation.

The program developed by the marketing agency is the basis, takes a central place in the planning of the enterprise's activities and serves as a guide for organizational and construction plans. Thanks to marketing programs, enterprises will be able to realistically evaluate opportunities, shortcomings and key differences from competitors, as well as eliminate operational errors. Using a well-designed marketing program helps to optimize the allocation of funding, tangible and intangible assets.

A very important economic process that optimizes marketing functions in construction is market segmentation. This concept means identifying the most profitable location for the enterprise by differentiating potential real estate buyers according to economic, demographic and geographical indicators.

There are several tactics that can be used by construction companies:

- consolidated marketing, the purpose of which is to maximize the number of sales of a specific type of property;
- differentiated marketing, the purpose of which is to develop a strategic program covering all competitive areas. When using this tactic, the maximum possible number of sales is achieved, as well as reducing business risk and stabilizing profits in the future.

It is not enough to implement marketing programs, it is important to manage them properly. Marketing activity in construction is the adaptation of the enterprise's activity to the current market conditions. It has several important stages:

- analysis and market conditions;
- determining the purpose of the organization's activity;
- comprehensive development of marketing measures;
- implementation of intended goals.

The construction enterprise is characterized by general laws and principles of economic management. At the same time, construction, as a field of material production, differs from industry in many ways: it has its own technical and economic characteristics, which are characteristic only for this industry, related to the specific nature of the products it produces and construction processes. Understanding and taking into account the objective characteristics of construction is a necessary condition for the correct selection of forms and methods of planning, organizing and managing construction production.

Conclusions. The solution of socio-economic problems of construction production enterprises is directly related to the development of the country's economy determined by the state policy, because the effective functioning of many areas of the national economy directly depends on its development. The analysis of the current situation by forms of ownership allows us to note the presence of enterprises and organizations with

different forms of ownership in the construction complex, the decrease in the share of state enterprises, but the volume of investments absorbed by private enterprises. To date, the development of local construction is characterized by the lack of a clearly defined position in the market for many enterprises, in which they cannot plan their activities in the short or very long term. The lack of a strategic concept and management that takes into account the uncertainty of various development options and the state of the external environment should also be attributed to the general problems of the development of industrial enterprises.

Prediction of possible changes in development conditions under the influence of external and internal factors is not used in practice. At present, one of the approaches that ensure the efficient operation of construction enterprises in the market conditions is the marketing approach to the management of construction enterprises. Marketing allows the system to orient itself to the environment, to define strategic and tactical goals of activity and to design programs for their implementation. Due to the complexity and longevity of construction production, it requires a scientific approach to strategic management, within which a marketing strategy is developed. At the same time, the marketing strategy is the purposeful delivery of the content and form of the marketing organization in accordance with the market requirements.

The concept of developing a marketing strategy is related to taking into account the requirements of the market environment, consumer demands and the competitive advantages of the enterprise and helps to develop and implement the most realistic strategic plan that ensures the enterprise maintains its productivity.

Taking into account the importance of marketing for the efficient operation of construction enterprises, the analysis of the state and level of development of marketing in this field was carried out in the Republic of Azerbaijan. The conducted marketing analysis allows us to conclude that the management of construction enterprises underestimates the role of marketing functions as a constructive basis for increasing the competitive stability of enterprises. This poses a threat to the future existence of businesses, especially small businesses, as today there is an increase in the growth rate of the industry and the number of competing businesses is increasing accordingly.

A strategic analysis is given an important place for the formulation and implementation of an effective marketing strategy for a construction company. This analysis should be carried out in the following order:

- market environment (macro environment and immediate environment);
- the internal environment of the construction company.

The analysis of the dynamically changing market environment and the forecast of the future development of the market are the main stages of the formation of a marketing strategy for a construction company. It is possible to develop effective strategic plans and goals only on the basis of a comprehensive study of the main market trends and changes in the marketing environment. At the same time, they take into account the capabilities and state of the enterprise's own management resources and link future market opportunities with them.

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Shirinov Bashar Habib oglu, PhD in Economics, Associate Professor. **Mammadzade Ilkin Farid oglu**, Master's Student, Azerbaijan University of Architecture and Construction. **Application possibilities of marketing strategy in construction companies.**

The purpose of the analysis of the socio-economic environment is to determine the social and socio-economic aspects related to the development and evaluation of the project strategy and marketing concept. These aspects can reflect the society and its culture, social and economic situation, politics in the regions, as well as existing rules, traditions and customs, etc. The scope and depth of marketing research is determined by the complexity or novelty of the research. Determining the appropriate methods and means of conducting marketing research should be consistent with the objectives and limitations. A fairly important point in conducting research is the assessment of necessary and sufficient information. Since the collection of information itself has a high cost in the modern economy, its collection process requires adequate management. An external and internal analysis should be carried out in each specific project, but the base set, as a rule, remains the same. Market structure analysis is usually the identification and quantification of different market segments. At the same time, there are many models for the analysis of market segments, which are a combination of different criteria or directions for segmentation, market (structuring).

Such criteria can be consumer segmentation: with the benefit obtained from the use of the product; through life; gender and age; geographic; about the situations of consumers; according to the rules (strategies) for the selection of goods; brand loyalty; due to price sensitivity; using the classifiers of the sectors of the national economy; according to the way you shop. Analysis of market capacity is aimed at predicting potential sales realistically in a certain place, determining the goods sold. When analyzing market capacity, it is very important to identify and account for seasonal or other fluctuations in sales. In our opinion, when choosing a strategy for the development of construction enterprises, it is necessary to be guided by a system of objective preconditions for the formulation of the main strategies, because real success depends not only on the rational organization of production, cost, but also on the reduction, resource efficiency, increase in labor productivity and other organizational and production factors, but also from the ability to adapt to the external environment, the needs of consumers, the competition of commodity producers, distribution channels and the movement of goods, ie. it also depends on the marketing strategy.

Keywords: construction enterprises, marketing strategy, intensive growth, intense, strategic changes, development strategy, strategic partnership, concept.

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Шірінов Башар Хабіб оглу, кандидат економічних наук, доцент. **Мамедзаде Ількін Фарід огли**, магістр, Азербайджанський університет архітектури та будівництва. **Можливості застосування маркетингової стратегії в будівельних компаніях.**

Метою аналізу соціально-економічного середовища є визначення соціальних та соціально-економічних аспектів, пов'язаних з розробкою та оцінкою стратегії проекту та маркетингової концепції. Ці аспекти можуть відображати суспільство та його культуру, соціальну та економічну ситуацію, політику в регіонах, а також існуючі правила, традиції та звичаї тощо. Обсяг і глибина маркетингового дослідження визначається складністю або новизною дослідження. Визначення відповідних методів і засобів проведення маркетингових досліджень має відповідати цілям і обмеженням. Досить важливим моментом у проведенні дослідження є оцінка необхідної та достатньої інформації. Оскільки сам збір інформації в сучасній економіці має високу вартість, процес її збору вимагає адекватного управління. Зовнішній і внутрішній аналіз необхідно

проводити в кожному конкретному проекті, але базовий набір, як правило, залишається незмінним. Аналіз ринкової структури зазвичай полягає в ідентифікації та кількісній оцінці різних сегментів ринку. Водночас існує багато моделей аналізу сегментів ринку, які являють собою комбінацію різних критеріїв або напрямків сегментації ринку (структурування). Таким критерієм може бути сегментація споживачів: з вигодою, отриманою від використання товару; по життю; стать і вік; географічний; про ситуації споживачів; за правилами (стратегіями) відбору товарів; лояльність до бренду; через цінову чутливість; використання класифікаторів галузей народного господарства; відповідно до способу покупки. Аналіз місткості ринку спрямований на реальне прогнозування потенційних продажів у певному місці, визначення проданого товару. При аналізі місткості ринку дуже важливо визначити та врахувати сезонні та інші коливання продажів. На нашу думку, при виборі стратегії розвитку будівельних підприємств необхідно керуватися системою об'єктивних передумов для формулювання основних стратегій, оскільки реальний успіх залежить не лише від раціональної організації виробництва, собівартості, а також від раціональної організації виробництва, а також від стратегії розвитку будівельних підприємств. а й від скорочення, ефективності використання ресурсів, підвищення продуктивності праці та інших організаційно-виробничих факторів, а й від здатності адаптуватися до зовнішнього середовища, потреб споживачів, конкуренції товаровиробників, каналів розподілу та руху товарів, тобто це також залежить від маркетингової стратегії.

Ключові слова: будівельні підприємства, маркетингова стратегія, інтенсивне зростання, інтенсивні, стратегічні зміни, стратегія розвитку, стратегічне партнерство, концепція.