

**МАРКЕТИНГ І ЛОГІСТИКА**  
**MARKETING AND LOGISTICS**

**УДК 658.8**

doi: <https://doi.org/10.15330/apred.1.21.234-247>

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**УПРАВЛІННЯ МАРКЕТИНГОМ: ПІДХІД, ЩО БАЗУЄТЬСЯ НА ВИЗНАЧЕННІ  
ТА ВРАХУВАННІ КОРПОРАТИВНОЇ КУЛЬТУРИ**

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**Анотація.** Стаття присвячена комплексному дослідженню взаємозв'язку між управлінням маркетингом і корпоративною культурою в сучасному бізнес-середовищі. Методологічну основу становить критичний аналіз наукової літератури та логічне моделювання зв'язку «стратегія – культура – маркетинг». Запропоновано авторське визначення корпоративної культури й окреслено концептуальне бачення її інтеграції у процеси маркетингового управління. Основні результати, що характеризують наукову новизну проведеного дослідження, полягають у обґрунтуванні важливості спиратися та враховувати наявний поточний рівень корпоративної культури і цілей щодо її розвитку в процесі формування та реалізації маркетингових стратегій підприємства, що доцільно впроваджувати на найвищих рівнях управлінської діяльності шляхом узгодження загальних елементів систем управління підприємством із системою управління маркетингом. Практична цінність полягає у тому, що запропонований підхід може стати методологічним підґрунтям для подальших досліджень і вдосконалення корпоративних практик у компаніях різних галузей. Попри чималу кількість праць із маркетингового менеджменту, взаємозв'язок між управлінням маркетингом і корпоративною культурою досі лишається малодослідженим. У статті висвітлено еволюцію концепції маркетингу — від класичних поглядів П. Друкера, Ф. Котлера та К. Келлера до сучасних підходів Американської асоціації маркетингу. Особливу увагу приділено концепції «комплексу маркетингу» і його розвитку від чотирьох до семи елементів «Р», та кореляції кожного елемента з ключовими компонентами корпоративної культури. Розглянуто проблеми, напрями та перспективи дослідження корпоративної культури, а саме цінності, норми, комунікаційні процеси й показано, що маркетингові стратегії суттєво залежать від її рівня розвитку. У статті також розглянуто роль корпоративної стратегії, бізнес-стратегії та функціональної стратегії в управлінні маркетингом. Підкреслено, що успішне впровадження маркетингових стратегій залежить від рівня розвитку корпоративної культури. На завершення наголошено на необхідності врахування культурних чинників під час розробки маркетингових стратегій і сформульовано узагальнену позицію, згідно з якою управління маркетингом є підходом, що базується на визначенні та врахуванні корпоративної культури шляхом визначення окремих категорій та пошуку точок зіткнення.

**Ключові слова:** управління маркетингом, корпоративна культура, маркетингові стратегії, внутрішня комунікація, конкурентоспроможність.

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**MARKETING MANAGEMENT: AN APPROACH BASED ON THE DEFINITION  
AND CONSIDERATION OF CORPORATE CULTURE**

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**Abstract.** The article comprehensively examines the interplay between marketing management and corporate culture within today's business environment. The research design combines a critical review of the pertinent scholarly literature with logical modelling of the "strategy–culture–marketing" nexus. The authors advance an original definition of corporate culture and outline a conceptual vision of how it can be embedded in marketing management processes. The main findings that define the scientific novelty of this study consist in substantiating the importance of relying on and taking into account both the existing level of corporate culture and the organisation's objectives for its further development when forming and implementing marketing strategies. This substantiation highlights that such consideration should be integrated into the highest levels of managerial decision-making, through aligning the general elements of the enterprise-wide management system with the marketing management system. Its practical relevance stems from the potential of the proposed approach to serve as a methodological foundation for subsequent investigations and for refining corporate practices across sectors. Although marketing management research is abundant, the interdependence between marketing governance and corporate culture remains underexplored. The article traces the evolution of marketing thought – from the classical views of P. Drucker, F. Kotler and K. Keller to contemporary perspectives endorsed by the American Marketing Association. Special attention is devoted to the marketing mix concept, charting its expansion from the original four Ps to the extended seven Ps and how each element correlates with key components of corporate culture. Issues, directions and prospects for cultural research – values, norms and communication processes – are examined, demonstrating that marketing strategies are highly contingent on cultural maturity. The discussion further considers the roles of corporate, business and functional strategies in marketing management, emphasising that successful strategy execution depends on the level of cultural development. In conclusion, it is necessary to consider cultural factors when developing marketing strategies. A generalised position is formulated according to which marketing management is an approach based on defining and considering corporate culture by identifying specific categories and finding points of contact.

**Keywords:** marketing management, corporate culture, marketing strategies, internal communication, competitiveness.

**Introduction.** This article aims to understand the relevance of marketing management and corporate culture in today's era, as marketing strategies, values and policies enter all business areas and are fundamental to its development. Marketing management includes developing and implementing marketing strategies that help create and maintain competitive advantages. Meanwhile, corporate culture determines the norms, values and behaviours that influence the existing aspects of business activities, including marketing strategies. Therefore, studying the relationship between marketing management and corporate culture is extremely

important for understanding how corporate values and principles can influence the success of marketing activities and overall business performance.

The importance and expediency of identifying this relationship and interaction are due to the problems of strategy implementation – a reasonably large number of companies, having a formalised and carefully formed marketing strategy and program, do not implement it and sometimes do not even pay attention to it in the course of work. As H. Mintzberg noted in his work, "more than half of the strategies developed by an enterprise are never fully implemented." [15]. The analysis of numerous sources has shown that many experts address the issue of implementing selected and formalised marketing strategies. For instance, L. Alexander [5], based on a study of 93 enterprises, identifies the following as the most significant obstacles to strategy implementation: "inadequate estimation of the time required for strategy implementation; unforeseen external environmental factors; low engagement of middle management in the implementation process; poor coordination between different structural units of the enterprise; a gradual decline in attention to strategy execution over time; a mismatch between the existing qualifications of personnel and the competencies required for implementation; and the inefficiency of current information systems for monitoring strategy execution." Alternatively, R. Reed and R. Buckley, in their work [17], identify four critical areas when discussing challenges related to strategy implementation:

- First, the alignment between strategy and the organisational structure is important.
- Second, existing budgeting systems are predominantly monetary and do not fully account for the intangible aspects of modern marketing strategies.
- Third, the current management style of the enterprise does not meet the requirements for effective strategy implementation.
- Fourth, goal setting and performance monitoring lack sufficient detail and do not encompass all aspects of strategy execution.

The study by M. Beer and R. Eisenstat [7] revealed additional significant barriers to successful strategy implementation, including a passive management style among managers; unclear strategic intent and conflicting priorities regarding strategy execution; ineffective top management teams; weak vertical communication; poor coordination among organisational units; and insufficient development of managerial skills at the enterprise.

The presented research findings indicate that among the key issues, experts highlight the state of enterprise management, the existing level of competencies among managers responsible for decision-making, implementation, selection of tools for achieving set goals, and methods for task execution. It is crucial to emphasise that employees of an enterprise, including managers of any level of management, may have a high level of knowledge, skills and abilities that do not correspond to their behaviour and actions due to the level of the enterprise's culture. Our hypothesis is as follows: the established and attained level of corporate culture has a direct impact on the implementation of marketing management, particularly in terms of executing selected concepts, models, strategies, and the fulfilment of marketing plans and programs.

As of 2025, the Scopus database contains over 4,000 scientific publications in "Marketing Management". Priority was given to works focused on the study, systematisation, and generalisation of key issues in managing enterprises' marketing activities, including identifying significant barriers to implementing formulated marketing strategies. The most common approach is classifying factors hindering effective marketing management into two groups – internal and external, which corresponds to the strategic approach that combines the results of external and internal environmental analysis. Thus, in one of the works [1], the authors state: "Internal problems should include the mismatch between the enterprise's marketing activities and market needs, issues related to the organisation of marketing activities within the enterprises themselves, employee resistance to change, and so on.

External problems may include the volatility and turbulence of the external environment, the variability of its influence, challenges in marketing high-tech products, and similar factors". Of particular importance, in our view, is the authors' proposal to divide internal problems into two subgroups – "hard" and "soft". Among the list of "soft" factors that hinder practical marketing activities, special attention is given to the management's lack of understanding of the importance of marketing and the level of competence of the employees responsible for carrying out such activities.

V. Polonets [3] addresses the issues of identifying and overcoming barriers to marketing activities that hinder enterprises from gaining and maintaining competitive market positions. In his work, the author identifies and systematises the problems of marketing strategy implementation and seeks to determine their root causes and ways to overcome them. Among the twelve key issues highlighted by the researcher, our attention is drawn to the following causes: overestimation of the enterprise's potential and capabilities; allocation of resources not aligned with the defined strategy; low level of management within the enterprise; lack of communication; and a mismatch between the existing qualifications of management and the requirements for strategy implementation.

The author of the study [4] identifies the following influential negative factors affecting the marketing implementation process: "chaotic use of individual marketing components; associating marketing solely with advertising; unjustified application of Western tools and methods; a non-creative approach to marketing activities; short-term orientation; absence of customer-oriented programs as a core business value; low level of service; lack of flexibility and insufficient knowledge of one's consumers." This list of problems indicates the presence of certain conceptual limitations within the enterprise's management. The work of marketing specialists directly depends on the guidance, views, and beliefs of higher-level managers, as well as on the level of culture established by top management.

Both foreign and domestic experts have devoted significant attention to improving marketing management in enterprises. Scholars such as T. Gruen, R. Deshpande, F. Webster, I. Potapiuk, T. Andrushchenko, Yu. Moroz, E. Feldman, F. Stanley, E. Olson, K. Finnegan, and I. Antunes have made the most substantial contributions to the study of marketing management and its connection with corporate culture. However, the specific topic of the relationship between marketing management and corporate culture remains relatively underexplored in the academic literature.

**Task statement.** In today's customer-oriented world, the issue of how marketing activities depend on the established level of corporate culture is highly relevant and timely. The authors attempt to explore these categories based on the need for customers to understand enterprises' value systems.

This article aims to investigate the relationship between the efficiency and effectiveness of marketing management and the achieved level of corporate culture within an enterprise. It focuses on analysing the impact of corporate culture on the development and implementation of marketing strategies and identifying key factors that ensure the effectiveness of marketing activities in the context of corporate culture.

The research methodology is based on a critical review of current scholarly sources and logical modelling of interrelations.

**Results.** In 1954, in his work "The Practice of Management", P. Drucker was one of the first to articulate the marketing concept. He stated that "marketing is not a separate managerial function but rather the entire business seen from the customer's point of view" [10]. The author emphasised that the purpose of marketing is for the company to know and understand the customer and their needs so that the company's product or service effectively addresses the customer's problems. This concept does not centre on selling products. On the contrary, according to Drucker, the outcome of marketing is a customer who is willing and

ready to buy. Thus, the company must create a product that is attractive to the customer, offer this value, and demonstrate how it addresses specific customer problems, challenges, and needs. Each customer receives information about this value and acquires it through specific communication channels, sales, or interaction. The choice of a particular path directly depends on the customer's established system of value priorities (norms, stereotypes, preferences, beliefs, etc.). For enterprise managers and specialists, it is essential not only to identify customer expectations but to deliver them through means and tools that the customer perceives as appropriate rather than merely those available or appealing from the business's point of view. In this lies the intrinsic connection between marketing management and the specific corporate culture, a fundamental and shared set of beliefs and values through which the customer (buyer, consumer, contractor, partner, or other stakeholder) perceives the company as a whole. [10].

Researchers from the American Marketing Association define marketing management as setting an organisation's marketing goals (considering internal resources and market opportunities), planning and implementing actions to achieve these goals, and measuring progress toward their attainment. This process must be continuous and iterative (within the framework of the planning cycle) so that the organisation can continuously adapt to internal and external changes that present new challenges and opportunities [23].

Experts P. Kotler and K. Keller adhere to the view that marketing management is both the art and science of choosing target markets and acquiring, retaining, and growing a customer base through creating, delivering, and communicating superior customer value [14]. The researchers emphasise that leadership and managerial decisions play a decisive role in strategic marketing planning, influencing the direction and success of marketing initiatives. Various classifications of marketing strategies developed by experts, and their types depending on the selected key justification criteria, offer enterprises a wide range of alternatives for strategic marketing behaviour – options for marketing goals and objectives, decisions regarding their implementation, and tools that support their realisation and contribute to achieving overall corporate objectives.

Summarising the presented points of view, marketing management focuses on the effective management of a company's marketing resources and operations, as well as on the practical application of marketing activities – specifically, the strategies and procedures within organisations.

To understand the processes managed by marketing and how they interact in a customer-oriented world, we believe it is appropriate to consider the concept of the "marketing mix". As noted by J. Wichmann, A. Uppal, A. Sharma, and M. Dekimpe in their work "A Global Perspective on the Marketing Mix Across Time and Space", the marketing mix is "the part of a firm's marketing strategy that is based on it and implemented through specific actions that utilise various tools and channels oriented toward the customer" [21]. In other words, the marketing mix is a cohesive set of actions that simplify the work of the marketing manager by using a defined set of marketing tools.

In 1960, E. Jerome McCarthy classified the tools of the marketing mix into four broad categories, which he referred to as the four Ps of marketing: product, price, place, and promotion. However, since the 1960s, marketing has evolved to encompass more integrated and complex components due to the development of global business and a societal shift toward customer orientation. As a result, a 5th - people – was added. In the modern context, two additional Ps have been introduced: process and physical evidence [22]. Each of these elements cannot be viewed in isolation, as they function only in synergy: it is impossible to create or modify a successful product without analysing the pricing strategy or how logistics will deliver the product to the customer.

In our view, the seven Ps in a value-oriented world should be interpreted as follows, based on the extended marketing mix model originally developed by McCarthy and expanded by Booms and Bitner [22]:

- Product: Product orientation must be based on the understanding that the product should deliver value to the customer. Companies should focus on what customers truly want in order to develop products that meet their expectations.

- Price: Price orientation should be grounded in the concept of value. The price of a product or service is determined not only by financial costs but also by the value it delivers – this may include service quality, additional offers, brand positioning, and popularity.

- Place: Place orientation should consider the convenience of the platform, whether offline or online, as well as logistics, inventory, and distribution. Purchasing convenience is now one of the key factors in customer retention, just like delivery quality, which significantly contributes to the perceived value of the purchase.

- Promotion: Companies use promotion to communicate who they are, what they do, how they do it, and what values they uphold (often indirectly). Promotion encompasses branding, websites, visual identity, print materials, and social media presence. Typically, all promotional elements of a company are coherently aligned and reflect its values and approach to customer relations.

- People: A company's reputation strongly depends on its personnel. Any interaction can be crucial because the product is often inseparable from the employee delivering it. Staff represent the face of the company, and therefore, people significantly impact customer satisfaction.

- Process: Delivering the product and the behaviour of those involved is crucial to customer satisfaction. The purchasing experience is no longer seen as routine. Consumers want to engage in a process that reveals different facets of the company, helping them decide whether to become loyal customers or move on. End users are not interested in a company's internal challenges – they seek effective solutions. A poor experience may result from long waiting times, slow website loading, or impolite service. Thus, the process integrates almost all of the aforementioned tools and their close interrelation with the customer.

- Physical Evidence: In today's world, trust in unfamiliar products or services is a significant issue. Consumers cannot know in advance whether a product will be of high quality or whether a company is trustworthy. This challenge can be addressed through effective communication, selling products or services through appropriate channels, and maintaining clean, professional social media pages, among other means.

Each element of the marketing mix must be specified by selecting practical tools that enable the fulfilment of particular tasks and collectively contribute to achieving the defined objective. From our point of view, the marketing mix represents a set of actions and specific measures that make it possible to implement the chosen marketing strategy. These elements must be internally consistent, non-contradictory, and aligned to interact in a unified direction. To summarise, marketing mix decisions should be based on understanding end users' needs, expectations and wishes. At the same time, they can demonstrate and manifest the values and principles of the enterprise, which are realised and taken into account in the process of forming marketing programmes and complexes. Moreover, companies can quickly address staffing levels, personnel changes, advertising expenditures, etc. However, businesses cannot easily modify existing products, develop new ones, change points of sale, or alter distribution channels. Therefore, when considering the seven Ps, it becomes evident that the marketing mix cannot function effectively without planning and substantiating the chosen marketing strategy and tactics. Consequently, it is appropriate to consider general strategies at multiple enterprise levels, of which the marketing strategy is integral.

The hierarchical approach to classifying enterprise strategies is widely recognised. According to this approach, strategies are divided into corporate (overall) strategy, business (competitive) strategy, functional strategy, and operational strategy. Each strategic level outlines specific directions and actions the enterprise should follow to achieve its objectives, build and maintain sustainable competitive advantages, allocate resources effectively, and ensure long-term success [11; 13].

Corporate strategy aims to define the long-term direction and overall scope of an enterprise's activities. It occupies the highest level among the various types of strategies. Research on corporate strategy addresses the question: "How do managers define and control the scope of their firms? That is, how do they determine which businesses belong to their firms and which do not, what operations (such as mergers and acquisitions, alliances, or divestitures) they undertake to achieve this scope, how they allocate resources among the businesses, and how they coordinate or encourage interdependence among them?" [11].

Business strategy operates at the level of individual business units. It determines how and by what means each specific unit competes within its industry and defines its strategic direction. Collecting business strategies should make the corporate strategy more concrete, realistic, and achievable. It should provide a clear understanding of what each business unit contributes to the overall corporate goal and what its role is in achieving the enterprise's desired future state. In turn, the set of functional strategies addresses the question: "How can the specific function of each department contribute to the implementation of the business strategy?" [13].

Marketing strategy involves recognising customer needs and desires as a clearly defined category and focusing on delivering goods and services that most effectively satisfy consumer demands. It should include goals, objectives, performance indicators, and a financial budget. Marketing planning is closely linked to overall business planning. On one hand, the marketing strategy is a classic functional strategy within the organisational hierarchy. It answers the question of how the marketing function contributes to achieving and sustaining competitive positions and advancing toward the overall organisational goal. When considered a functional strategy, marketing involves managerial decisions related to market segmentation, positioning, and developing marketing mixes for selected target markets. Alongside other functional strategies (such as production, finance, and R&D), it defines how the enterprise will attain its desired competitive position, maintain or gain competitive advantages, differentiate itself in the eyes of consumers, and achieve business outcomes.

In contrast, a marketing strategy is a derivative of corporate values, mission, goals, and vision. This type of strategy is more important. In other words, the marketing component is present in higher-level strategies. Marketing is a business philosophy, a system of ideas defining the future state an enterprise aspires to. Accordingly, the marketing strategy becomes an integral part of strategic-level decision-making, relating to the enterprise's direction of development, strategic positioning models, business models, competitive strategies, and more. As they seek answers and ways to implement them, enterprise managers must determine whom the company serves (and who does not belong to its customer base), which markets are targeted (in both current and strategic perspectives), and what types of interaction and cooperation are developed with stakeholders. The marketing dimension becomes critical for managers who make strategic decisions that establish the rules all employees follow in their daily activities - rules that define the type and model of behaviour that will guide the implementation of the enterprise's key interests. And it is crucial to rely on the existing corporate culture and understand that changing, developing, improving (or moving to a higher level) is a long and complex process. Making decisions that are not in line with current existing beliefs and behavioural patterns is risky and will reduce the probability of implementing well-written strategies.

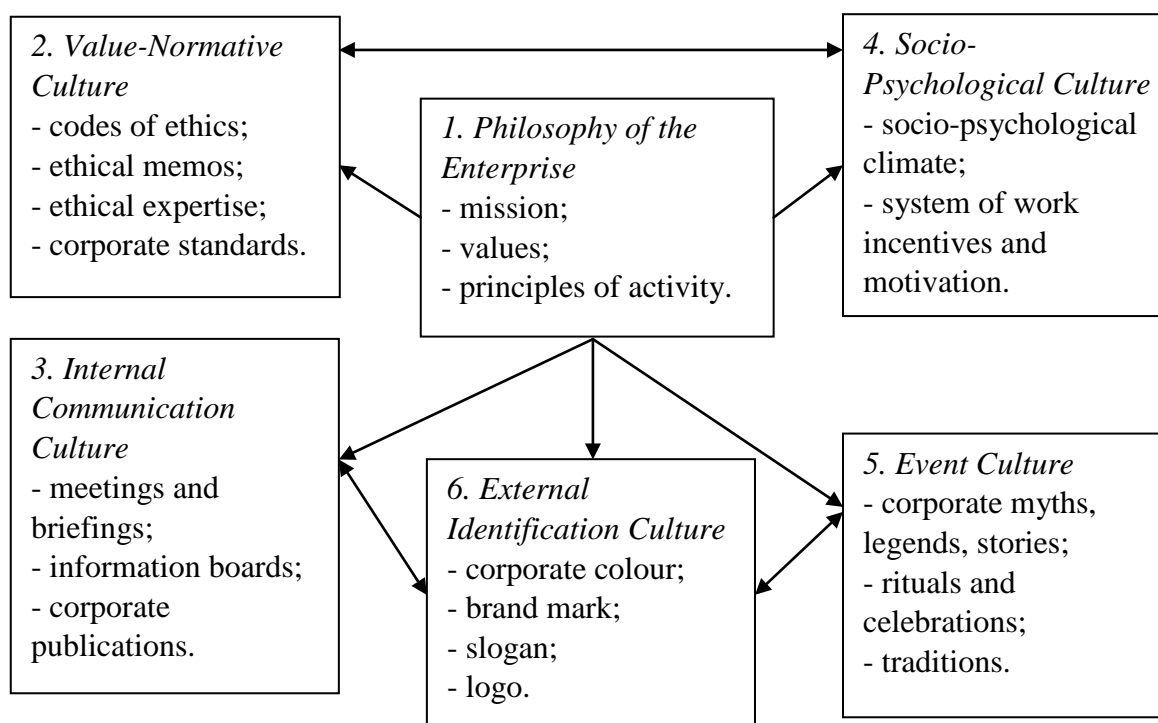
There is a prevailing view within academic circles that consumer culture can influence a company in defining its marketing strategy [6]. Moreover, as noted by S. Slater, E. Olson, and C. Finnegan in their work "Business Strategy, Marketing Organization Culture, and Performance", there is a strong interconnection between corporate values (shared values), corporate behaviour, and performance. The authors claim that effective communication processes are important for optimising marketing communications and ensuring coordinated interaction with customers, ultimately increasing marketing efficiency [20]. Summarising the above, a close relationship between corporate values, behaviour and performance confirms the importance of integrating corporate culture into marketing practices. This highlights the necessity of developing models that consider the cultural factors of consumers and their impact on strategic marketing decisions.

It is worth mentioning E. Schein's point of view that norms and behaviour in an organisation significantly affect internal communication processes and the overall effectiveness of the team, which influences the implementation of marketing strategies [19]. Based on this thesis, integrating corporate norms and behavioural standards into marketing activities may significantly enhance strategy implementation effectiveness. This is a particularly interesting assertion that we will consider for further exploration in future research.

Scholars generally share a common understanding when addressing the issue of defining corporate culture. According to R. Deshpande and F. Webster, corporate culture is defined as a pattern of shared values and beliefs used to understand how organisations function, serving as behavioural norms within those organisations. The authors believe that organisational culture, which is determined by shared values and beliefs, plays a crucial role in forming marketing strategies and directs the overall direction of the company's marketing efforts [9]. Meanwhile, M. Robbins [18] defined corporate culture as a system of common values shared by members of an organisation that differentiates it from other organisations. Another perspective describes corporate culture as "a pattern of basic assumptions learned by a group as it solves its problems of external adaptation and internal integration, which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel concerning those problems" [19]. Corporate culture is a system in which values and cultural principles are consciously recognised and embedded in internal policies, thus guiding the behaviour of business entity members. It also encompasses declared internal rules, policies, procedures, and standards that regulate employee conduct. Culture not only shapes the approaches and regulations for task execution and decision-making but also defines the modes of interaction among employees, management, and external stakeholders. The choice of actual tools, actions, and communication methods depends on the existing level of culture and on each employee's willingness to enhance, develop, and improve it.

We propose to analyse the structure of corporate culture by considering the diagram presented below in Figure 1.





*Fig. 1 The structure of corporate culture  
Source: authors development using [16]*

Based on Figure 1, the elements of corporate culture structure undeniably exhibit marketing characteristics. This connection influences a company's internal operations and external behaviour. As noted by I. Potapiuk [16], marketing is directly linked to corporate culture and is aimed at:

- the creation of elements of corporate culture that influence the internal objectives of the enterprise, as defined by specific individuals;
- consideration of management's requirements;
- interaction with employees aimed at their support and encouragement (in some instances, sanctions may be applied when violations are identified);
- consideration of the system of guiding principles;
- the mission and the code of corporate ethics.

In the table below, we have systematised the perspectives of various scholars to provide a more detailed understanding of the influence of corporate culture components on marketing activities.

Table 1

**Key components of corporate culture and their impact on marketing activities**

<b>Component of Corporate Culture</b>	<b>Impact on Marketing Activities</b>	<b>Source</b>
Values and Principles	Formation of core strategic marketing goals	Deshpande R., Webster F.E.
Norms and Behavior	Influence on internal communication and team effectiveness	Schein E.H.
Organizational Rituals	Support for corporate identity and branding	Behar H., Goldstein J.
Communication Processes	Optimisation of marketing communications and customer interactions	Slater S.F., Olson E.M., Finnegan C.
Leadership and Management	Influence on strategic decision-making in marketing	Kotler P., Keller K.L.

*Source: authors development using [8; 9; 14; 19; 20].*

It is widely recognised that the management of marketing activities and the selection of specific tools for implementing marketing initiatives are directly linked to the chosen concept - a particular system of views on the market, the consumer, and internal and external processes. The concept defines the core idea and the unique understanding of the essence and objectives of marketing within the enterprise. The perspectives on marketing activity are directly and inherently connected to the overall corporate management system. The established general approaches and principles of enterprise management, consciously recognised values and culture, and documented internal policies directly influence marketing management. These values and norms are further represented by a dashed outline in Figure 2, allowing for a visual trace of the cross-cutting influence of corporate culture across all levels of management.

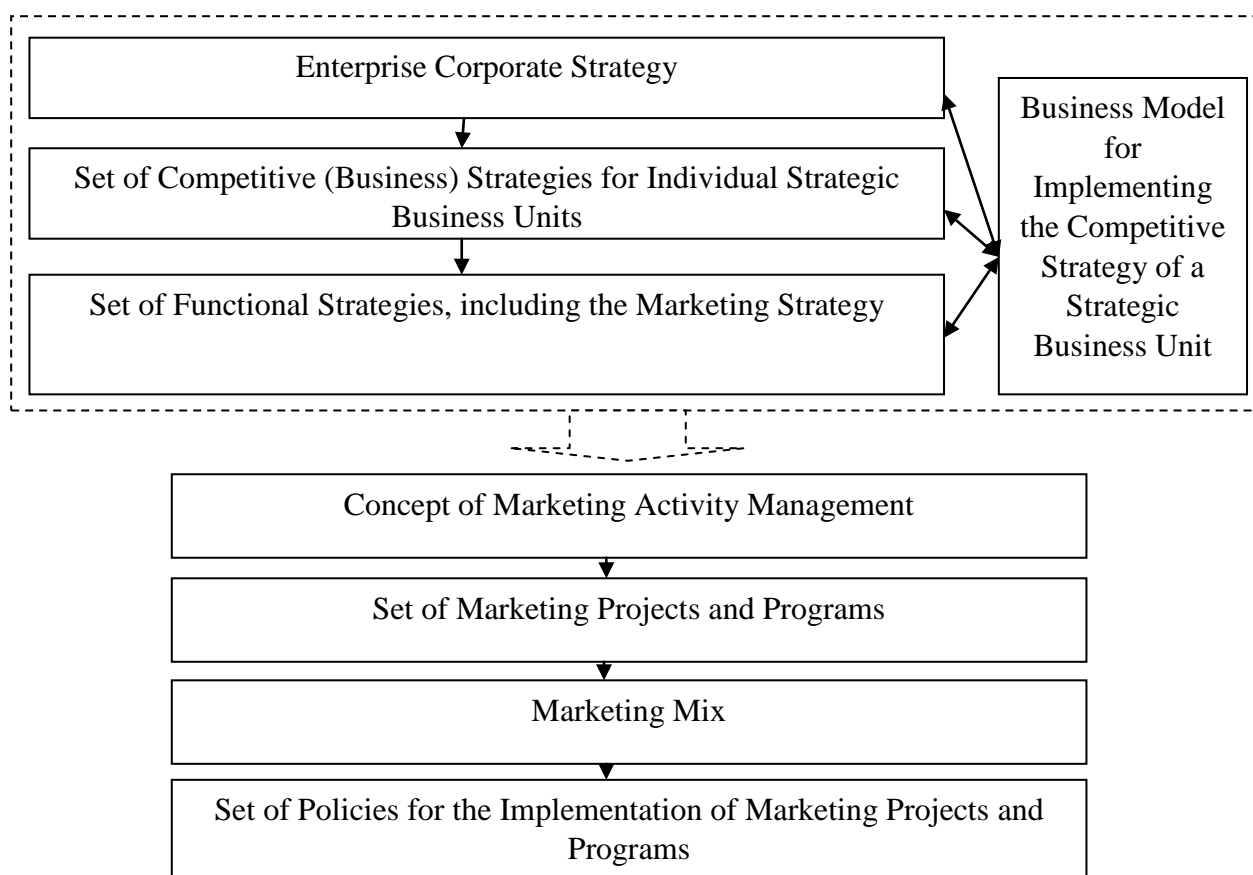


Fig 2. Relationship between Marketing Management and Key Elements of Enterprise Management

Source: authors development.

The dotted line covers each strategic level, indicating that decisions on functional strategies, marketing projects, and the marketing mix are formed exclusively within the existing corporate culture.

Our hypothesis is that the dominant value system within an enterprise, the achieved level of corporate culture development, and the stage of the business entity's life cycle directly influence the concept of marketing management, the choice of approaches to implementing marketing activities, and the selection of marketing tools used for specific purposes. This hypothesis is based on the conclusions presented in the work of Kovalevska A., Taran N., and Zelenskyi S. [2], where the authors argue that, depending on the prevailing value system, a given entity will exhibit certain behaviours and choose specific actions and methods for carrying out its activities. "Company development is possible under the condition of developing and improving corporate culture, which implies a gradual improvement in the value system. One of the most important rules concerning cultural change within a company is the mandatory analysis and recognition of the existing culture and the identification of the current system of dominant values that shape employee behaviour and actions." [2].

Corporate culture has a direct impact on the formation of business strategy and can serve as a key instrument of competitive advantage. As previously established, the marketing strategy is a component of higher-level strategies. It functions as a fundamental tool implemented to achieve company objectives through the development of competitive excellence. As noted by T. Gruen in his work "Relationship Marketing: The Route to Marketing Efficiency and Effectiveness" [12], the successful implementation of effective marketing first requires the development of a corporate culture capable of supporting it. In

other words, the categories of "marketing management", "corporate culture", and "corporate strategy" must lean on each other in order to achieve strategic competitiveness by projecting to the market a unique value that competitors cannot replicate. Marketing that considers corporate culture or is even based on it seeks to understand the consumer and their needs and fosters meaningful public awareness by building a brand that reflects the company's internal culture.

To summarise, marketing management bridges the corporate culture within organisations and the customer-oriented market. In this market, the end consumer prefers products perceived as more than just goods or services thanks to the company's history, values, philosophy, mission, behavioural norms and standards, and actions.

A compelling example of the connection between corporate culture and marketing management is the book by H. Behar and D. Goldstein, "It's Not About the Coffee: Leadership Principles from a Life at Starbucks" [8]. The book shows how Starbucks has evolved from a small coffee shop to a large chain business, where values and customer service are more important than quality products. The authors emphasise that corporate rituals and traditions help to maintain a strong corporate identity and branding efforts, reinforcing the company's values and mission. As Behar notes, "A good service is the hands and feet, but great service is the heart," highlighting the importance of emotional connection with customers. This strategy enabled Starbucks to achieve worldwide recognition [8]. The example demonstrates how corporate culture can drive a company's success in the market by influencing all aspects of its operations, including marketing.

The study has identified several discussion points that require further analysis, reflection, and conceptual refinement. Thus, marketing management within an enterprise must rely on and consider both the current level of corporate culture and the organisation's goals for its development when forming and implementing marketing strategies. On the one hand, marketing activities must consider the value expected by the customer and strive to deliver it using methods and tools that are perceived by the consumer as appropriate, not simply those that are available or appealing from the perspective of a particular business structure. On the other hand, when formulating marketing strategies and programmes, and determining how they will be executed, it is essential to build upon the shared value norms that have developed within the enterprise. These shape a collective system of meanings, beliefs, and behaviours, including communication and interaction. To increase the proportion of strategies that are effectively implemented, it is necessary to bridge the gaps between declared objectives and the actual beliefs of the managers and specialists responsible for achieving them. This also involves aligning employees' knowledge, skills, and competencies with their behaviours and actions, and defining key priorities and focal points through which the tools and methods of both marketing activity and its governance will be selected.

**Conclusions.** This article explores the dependence of marketing management and marketing activities on the existing level of corporate culture. The desire of the company's management to achieve strategic goals, implement strategies, and accomplish goals must be based on the existing patterns of behaviour of all employees, their readiness to change them, and an understanding of the need to develop a corporate culture that makes strategies successful, i.e. realised, not just formalised. We examined the category of marketing in today's customer- and value-oriented world, identified points of interaction between marketing strategy and higher-level strategies, and presented a justified hypothesis that the dominant value system within an enterprise, the achieved level of corporate culture development, and the stage of the business entity's life cycle directly affect the concept of marketing management, the choice of approaches to marketing implementation, and the selection of tools used for specific objectives. As a result, we reached the holistic conclusion that marketing management is an approach grounded in identifying and accounting for

corporate culture through the definition of its components and the search for points of intersection.

A future direction of the authors' work is developing an organisational mechanism for managing a company's marketing activities at both the strategic and tactical levels, considering the company's corporate culture level. On the one hand, the achieved level of culture must be considered when making strategic decisions, within which marketing decisions play a significant role. On the other hand, the level of corporate culture should explain the selection of methods, tools, and instruments that will not merely be documented in marketing plans and programs but will be effectively implemented and allow the realisation of strategies.

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Дата подання: 05.04.2025