

Modeling of Increasing the Efficiency of Marketing Strategic Management with Tools for Ensuring Sustainable Development in EU

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Abstract: The main purpose of the article is to form the model of increasing the efficiency of marketing management with tools for ensuring sustainable development. The object of the study is the marketing management of sustainable development of the film industry enterprise. The scientific task is to determine the level of the main factors that influence marketing tools for ensuring sustainable development, as well as to form a strategic map for the implementation of marketing tools to ensure sustainable development of the film industry enterprise. The research methodology involves the use of method of integrated assessment of the marketing activities of a film industry enterprise. As a result of using the chosen method, calculations were carried out, during which the key factors influencing the formation and implementation of marketing tools for sustainable development were assessed, and a strategic map for the implementation of marketing tools for sustainable development of a film industry enterprise was formed. The innovation of the study lies in the fact that in the process of conducting it, a specific mathematical method was used, which allows obtaining the most objective results, and, based on them, creating the most accurate proposals for improving marketing tools for ensuring the sustainable development of the enterprise. The study is limited by the fact that in the process only film industry enterprises were investigated and proposals were made to improve marketing mechanisms for ensuring sustainable development specifically for the specifics of the work of these enterprises. As a result, we cannot talk about the full universality of the strategic map we have developed for the implementation of marketing tools to ensure sustainable development of the enterprise. The prospects for subsequent research will be the universalization of the proposed methodological approach.

Keywords: Sustainable Development, Marketing Management, Marketing Tools, Enterprises, Strategy, Economy.

1. INTRODUCTION

An effective tool and foundation for the sustainable development of any enterprise is marketing, which is used to develop and make business decisions and plays a huge role in the management, planning and controlling system of the enterprise. The concept of “marketing” comes from the English - market, and is literally translated as market activity or work with the market.

However, this concept is too general and does not reveal the whole essence of the phenomenon under study. Marketing is a complex concept, since the world economic literature has a

huge number of its definitions. Marketing is one of the fundamental forms of activity of market participants; an organizational function and a set of processes for developing, promoting and providing a product or service to customers and managing relationships with them for the benefit of the enterprise.

In addition, marketing is understood as a system of tools with the help of which it is possible to change (improve, transform) the activities of an enterprise, its organizational structure, processes to increase the number of consumers, increase sales volumes, and, ultimately, increase business profitability. The enterprise's sustainable development strategy, its pricing policy, production and output volumes, and product range expansion are only part of the elements of the marketing sphere. In conditions of market instability, when it is so important to develop an effective enterprise develop-

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ment strategy, the main emphasis is on marketing research as a means of diagnosing the market opportunities and positions of the enterprise, its strengths and weaknesses. A distinctive feature of the modern understanding of marketing is the fact that needs are satisfied not only by providing products and services, but by offering value in the form of a whole range of material and emotional benefits for the consumer.

Sustainable development is a relatively new and developing field, it can be considered as a concept in business theory and practice that is not constant and depends on local conditions, the needs of the population and its interests. Solving problems united by this concept is one of the priorities for the state, global companies and all far-sighted people who care about the future. Part of the problem of sustainable development is the harmful impact of the population on the environment. The process of implementing the concept of sustainable development is not only long-term, but also expensive. But it is still necessary for the future of our planet. Marketing activities go beyond meeting customer needs. This should contribute to the general welfare of society and the protection of the environment.

Thus, three areas of sustainable development are distinguished.

1. The first area - economics, from the point of view of sustainable development, assumes that the development of human needs will not lead to a decrease in its well-being.
2. The second area is social, the main task of which is to improve people's living standards. The concept of sustainable development is aimed at maintaining social and cultural stability, including reducing the number of destructive conflicts.
3. The third area is ecology, it is based on maintaining the sustainable functioning of the entire environment, i.e. ensuring the stability of biological and physical systems.

Marketing should promote environmental sustainability and sustainable development of the enterprise, focusing on the following:

- environmental protection costs must be included in the economic value of the product;
- cost reduction should be carried out mainly not through price, but through marketing communications;
- the structure of industries must also change: the role of processing must be increased, which means the formation of new relationships between producer and consumer;
- purchasing and consumption: how purchasing can be replaced by other activities (eg borrowing) and how this will reduce the amount of output produced and therefore reduce the amount of resources used;
- shift from goods to services (extending the life of a product, repairing an old product instead of buying a new one);
- the creation of strategic alliances and other agreements between firms greatly simplifies the process of disseminating environmental innovations.

So, the main purpose of the article is to form the model of increasing the efficiency of marketing management with tools for ensuring sustainable development. The object of the

study is the marketing management of sustainable development of the film industry enterprise.

2. LITERATURE REVIEW

According to the modern theoretical paradigm (Bivainis, Daukševičiūtė, 2013; Azzam, 2023; Delvaux, Van den Broeck, 2023), the main task of marketing is modeling and creating demand for the company's products and services. Marketing management is essentially demand management, but it is also about managing the timing and nature of demand in a way that helps the company achieve its goals in the face of increasing competition and the need for improved distribution methods to reduce costs and increase profits.

Al Azzam (2019) and Hiong (2020) believe that in the current business situation, marketing management is a critical function for an organization. A sustainable product must maintain the value for money that customers are accustomed to, evoke positive emotions and help preserve the environment. The idea of sustainability is intended to become a universal value for the company and its customers. Promotion should be based on moral principles, providing a broad and creatively adapted

The term "sustainable development" has been used since the 90s. XX century, when it became widespread as a subject of discussion at scientific conferences, as a slogan of environmental activists and development planners. Due to the difficult environmental situation in many parts of the world, an innovative way of organizing business is needed from the point of view of resource conservation and environmental protection (Andreasen, 2002; Lendel, Varmus, 2015; Alazzam, 2023).

According to a number of authors (Carins, 2014; Bazyluk, 2019; Flaherty, 2020), modern marketing is considered a more correct approach to understanding people's needs, since it takes into account the state of social, economic and environmental problems. Diseases of the population are increasing, poverty levels are rising, the environment is being destroyed, and modern marketing offers a solution to these problems, gives people hope for the future, touching the most subtle states of mind, making a person happier. The essence of joint marketing comes down to the fact that organizations are not concerned with how to satisfy the needs of customers, but with how to attract them to joint work - marketing, developing new products and implementing effective marketing communications.

Lapinskaitė and Rutkauskas (2013) believe that in conditions of information openness and accessibility, market parameters are constantly changing, along with which the benefits, needs and satisfaction of consumers are changing. An indicator of stable and sustainable development of an enterprise in conditions of rapidly changing needs is the economic sustainability of the enterprise. Economic sustainability is determined by the following components:

- sustainability of economic activity;
- staff stability;
- financial stability (independence from sources of financing, covering illiquid assets from the most stable sources (equity capital)).

According to the Sylkin, Kryshtanovych, Zachepa, Bilous, Krasko, (2019) marketing performance management in the context of sustainable development of an enterprise is based on making balanced marketing decisions based on a set of enterprise targets and is aimed at making compromise decisions taking into account the interests of the enterprise owners, the priorities of long-term development of resource provision, production and sales, as well as social . needs of society and environmental protection/

Having analyzed existing research on the formation and use of marketing elements to ensure sustainable development, it is important to highlight key gaps in this issue.(Table 1).

Table 1. Key gaps in the existing research on the formation and use of marketing elements to ensure sustainable development within our study (developed by authors).

The main gaps	Characteristics
Lack of methodological approach	Lack of a clear methodology for providing marketing tools in the enterprise’s sustainable development system
Disadvantages of adequate assessment	Incorrect or insufficient assessment of the needs and level of sustainable development at the enterprise does not allow the formation of adequate marketing mechanisms to ensure it

The empirical and factual basis of the study are: scientific research by scientists on the formation of marketing strategies; materials from their own research, the results of their own practical work and the author’s observations. Based on the results of the literature review, we formed our own scientific task: to determine the level of the main factors that influence marketing tools for ensuring sustainable development, as well as to form a strategic map for the implementation of marketing tools to ensure sustainable development of enterprise.

3. METHODOLOGY

In the context of our study, the method of integrated assessment of the marketing activities of a film industry enterprise was used.

The reason for choosing a film industry enterprise is that this particular industry today is critically dependent on marketing, since film industry enterprises are now suffering from streaming services, losing profits. At the same time, as for other types of enterprises, the pressing issue for enterprises in the film industry remains the optimization of their own activities, including marketing, under the condition of sustainable development.

To conduct an integrated assessment of the marketing activities of a film industry enterprise, namely the «Studio 24» enterprise, the expert assessment method was used. The process of attracting experts took place in stages and in accordance with all standards of expert research. All experts involved are representatives of leading US marketing companies, each with more than 5 years of experience. All personal data of the experts, according to their wishes, were anonymized.

It is advisable to reduce the integrated assessment of the activities of the film industry enterprise “Studio 24” to the assessment of such areas of activity of cinemas - finance, stakeholders, operational management, training and development, adaptability to changes in the external environment. Table 2 reflects the primary processing of statistical data on the activities of the film industry enterprise «Studio 24».

Table 2. Primary processing of statistical data (developed by authors).

Factor	Ball assessment of experts	Weighted average
Finance (weighting factor)	0,21	7,94
Stakeholders (weight factor)	0,24	8,45
Operational management (weighting factor)	0,21	9,08
Training and development (importance factor)	0,15	8,42
Adaptability to changes in the external environment (significance coefficient)	0,18	7,57
Weighted assessment at the film industry enterprise «Studio 24»		8,314

Column (3) of Table 2 shows weighted arithmetic averages for each survey factor, calculated using formulas (1); (2) (developed by the author). Ultimately, based on the obtained indicators, a weighted assessment was calculated for the film industry enterprise «Studio 24»:

$$\epsilon_{jk} = \sum_{k=1}^{K_j} (\alpha_i \times C_{ijk}), j = \overline{1, J}; k = \overline{1, K_j} \quad (1)$$

Where $\alpha_i = \frac{\alpha_i}{\sum_{i=1}^I \alpha_i}; i = \overline{1, I}$

Where:

- α_i - is the significance of the judgments of the i-th expert;
- b_{jk} – expert assessment of the weight of the j-th group;
- c_{jk} – expert assessment of the weight of the k-th factor of the j-th group;
- α_i – weighted weight of the i-th expert;
- β_j – weighted expert assessment of the j-th group;
- k - is the number of the element in the cysigation group;
- I – number of experts involved;
- J – number of assessment groups;
- K_j – number of assessment factors in the j-th group;
- φ_j – integrated assessment of cinema activities

Column (3) presents the arithmetic mean, which reflects the importance of the main groups of survey factors:

$$\varphi_j = \sum_{i=1}^I \alpha_i \times \left(\sum_{k=1}^{K_j} (c_{jk}) / K_j \right), j = \overline{1, J} \quad (2)$$

The following results were obtained for the film industry enterprise "Studio 24":

$$\varphi_1; \varphi_2; \varphi_3; \varphi_4; \varphi_5 = (7,94; 8,45; 9,08; 8,42; 7,57)$$

A model of the relationship of factors influencing the integrated assessment of the marketing activities of the film industry enterprise «Studio 24» in the system of sustainable development has been constructed.

The dependent factor of the model is the finance indicator. The model also uses the following four independent variables (factors):

- stakeholders;
- operational management;
- training and development;
- adaptability to changes in the external environment.

The proposed hypothesis is that these independent variables influence the dependent variable. For economic modeling, the multifactor regression method was used, since effective functioning represents an economic phenomenon that cannot be explained primarily by one impact factor.

It is advisable to present the economic and mathematical model of organizing the marketing activities of the film industry enterprise «Studio 24» in the system of sustainable development in the form of a multifactor linear regression model (developed by the author):

$$y = a_0 + a_1 \times x_1 + a_2 \times x_2 + a_3 \times x_3 + a_4 \times x_4 \quad (3)$$

Where: Y = finance; X1 = stakeholders; X2 = operational management; X3 = training and development;

X4 = adaptability to changes in the external environment

As a result, we will get the following values:

$$y = 0,15 + 0,23 \times x_1 + 0,62 \times x_2 + 0,08 \times x_3 + 0,28 \times x_4$$

Based on the calculated indicators, it becomes possible to formulate proposals for increasing the efficiency of marketing management with tools for ensuring sustainable development.

4. RESULTS OF RESEARCH

In the process of identifying correlation-regression relationships between the effective indicator and factor values, in addition to constructing an economic-mathematical model, the multiple regression coefficient, coefficient of determination, standard error, and Student's t-test were calculated, graphically shown in Table 3.

Table 3. Indicators of regression statistics (calculated by the authors based on the data in Table 2).

Regression Statistics	
R Multiple regression coefficient	0,87
Coefficient of determination R ² R Square	0,76
Normalized coefficient of determination R ² Adjusted R Square	0,69

Standard Error	0,14
Observatio	21

The multiple regression coefficient R=0.86 indicates a very close relationship between the performance indicator and the factor values. As for the value of the coefficient of determination R² of the resulting correlation-regression model R² = 0.75, the dependence of the volume of innovative marketing products by 75.6% is determined by the selected factor values. The remaining 24.4% is due to other factors that influence the volume of innovative marketing products, but are not included in the regression model. We can assume the influence of the cost indicator on innovative marketing products, and the main source of financing marketing activities remains the own funds of film industry enterprises.

Table 4. Characteristics characterizing the reliability of the ANOVA regression model (calculated by the authors based on the data in Table 2).

	Df	SS	MS	F	Significance of F
Regression	4	0,99	0,24	12,4	0,00009
Residual	16	0,32	0,02		
Total	20	1,31			

Considering the high values of multiple regression and determination coefficients, this dependence is quite natural. The indicator of dispersion, significance of F and F-statistics indicates a sufficient level of reliability of the assessment results.

Meanwhile, to ensure the significance of the regression coefficients, the fulfillment of the condition is checked, according to which $t_k > t_{crit}$, and as a result, the regression coefficient is significant. Checking the significance of the found parameters of the model and assessing its adequacy to reality is carried out using Fisher's F-test and Student's t-test. For this case, Fisher's F-statistic is calculated with $m=5$ and $(n-m-1=21-5-1=15)$ degrees of freedom given in formula (4).

$$F = \frac{\sum_{i=1}^n (y_{ip} - y_c)^2 / m}{\sum_{i=1}^n (y_i - y_c)^2 / (n-m-1)} \quad (4)$$

where:

m is the number of factors included in the model;

n – total number of observations;

y_{ip} is the calculated value of the dependent variable during i-observation;

y_c – average value of the dependent variable;

y_i is the value of the dependent variable at i-observation.

$$F = 12,69$$

Using Fisher's tables, the critical value of F_{cr} with m and $(n-m-1)$ degrees of freedom is found, having previously set the confidence level $(1-\lambda) \times 100\%$. If $F > F_{cr}$, then this indicates the

Table 5. Correlation coefficient table (calculated by the authors based on the data in Table 4).

Indexes	Coefficients	Standard Error	Student's t-test	P-value	Lower 95%	Upper 95%
Y - Intercept	-0,15	0,26	-0,59	0,56	-0,73	0,41
X1	0,23	0,26	0,88	0,38	-0,32	0,8
X2	0,62	0,35	1,76	0,09	-0,12	1,3
X3	0,07	0,28	-0,26	0,79	-0,68	0,53
X4	0,27	0,21	1,32	0,20	-0,16	0,72

adequacy of the constructed model. From this model we can draw the following conclusions:

- the greatest positive impact is determined by the level of operational management;
- a group of training and development factors has an uncertain influence;
- the groups «adaptability to changes in the external environment» and «stakeholders» create equal influence within the acceptable statistical error.

Consequently, as a result of a correlation-regression analysis of the dependence of the level, as well as the group “adaptability to changes in the external environment” and “stakeholders”. Additional investment and training, as well as in-

novation, require additional assurance of its successful impact on the financial performance of the film industry enterprise «Studio 24». The feasibility of this task is confirmed by the results of the above correlation and regression analysis

Based on the analysis, Table.6 shows a strategic map for the implementation of marketing tools to ensure sustainable development of the film industry enterprise «Studio 24».

Strategic map for the implementation of marketing tools to ensure sustainable development of the film industry enterprise «Studio 24», shown in Table.6 defines strategic goals and key success factors in five main (prospective) directions for the development of marketing elements aimed at achieving sustainable development goals.

Table 6. Strategic map for the implementation of marketing tools to ensure sustainable development of the film industry enterprise «Studio 24» (developed by authors)

Prospects of key areas of success in the system of ensuring sustainable development	Purpose	Form and implement effective marketing tools to ensure sustainable development of the film industry enterprise «Studio 24»				
	Strategic goals	Improving the quality of marketing mechanisms aimed at ensuring sustainable development	Reduced costs and increasing business efficiency in the context of ensuring sustainable development	Reducing the level of risks	Increasing staff loyalty	
	Financial component	Increasing the level of profitability by working with regular partners of the film industry enterprise	Reducing costs through greening and resource use optimization	Reducing the impact of key risks (formation and development of your own online cinema)		
	Client component	- Increasing the number of film industry enterprise partners through cooperation with opinion leaders and targeted advertising; - Improving the level of efficiency in working with clients by creating additional conditions for loyalty programs	Expanding the base of permanent partners of the film industry enterprise by creating profitable offers of cooperation on qualitatively new terms, taking into account modern requirements for sustainable development			
	Business processes	Development of a busi-	Improvement of the risk management system		Improving corporate	

		ness process methodology for working with regular customers		management of marketing activities of a film industry enterprise
	Training and development	Development and training of personnel specializing in marketing activities Formation of a new system of motivating personnel specializing in marketing activities		
	Adaptability to changes in the external environment	Expansion of the range provided marketing services in the context of ensuring sustainable development	Cooperation with main competitors on mutually beneficial terms	

Key success factors represent areas and areas of marketing activity in the context of ensuring sustainable development, as well as measures that are of paramount importance for the implementation of the goals of sustainable development of the film industry enterprise, taking into account the current state and characteristics of the influence of the external and internal environment and providing competitive advantages. They represent a dynamic set of variables that are not the same for the same subject under different conditions.

5. DISCUSSIONS

When discussing the results of the study, there is a need to compare them with similar ones in this scientific field.

The relationship between marketing and sustainable development of an enterprise has been studied for several years now. So, a number of scientists (Kasturiratne, 2012; Alazzam, 2023;) believe that the problems of managing the marketing potential of an enterprise in conditions of financial instability are especially important for entrepreneurs, because its presence decides the fate of the company’s existence. Rapidly changing environmental conditions pose the task of managers to find ways to ensure the competitive position of the enterprise as a necessary condition for survival. Therefore, when forming a marketing strategy, an enterprise should take a balanced approach to managing its marketing potential.

A similar opinion is shared by Cherrier, Szuba and Ozcaglar-Toulouse (2012) who believe that marketing potential management is an important component of the overall potential of an enterprise and the basis for its sustainable development. Marketing potential is a system of opportunities to maximally satisfy consumer needs for products (services). An increase in marketing potential leads to an increase in product sales, an increase in the number of buyers and, as a consequence, an increase in profits and profitability of production as a whole. Therefore, one of the important prerequisites for ensuring the sustainable development of an enterprise is to increase its marketing potential, which requires familiarization and effective use of the enterprise’s existing capabilities for this.

In a number of works by scientists (Lim, 2016; Sylkin, Shtangret, Ogirko, Melnikov, 2018) who studied this issue, it was determined that marketing tools should be implemented in accordance with a specific marketing program for the sustainable development of an enterprise. If necessary, based on the marketing program, a plan for the implementation of

anti-crisis measures for sustainable development is developed (an internal document containing a list of specific measures that are expected to be implemented, their start and end dates, the necessary resources (funds) and the expected result of implementation, and also identifies the responsible person and executors) .

Also Baumgartner, Ebner (2010) have resorted to the formation of practical developments note that a marketing program and a plan of measures to ensure sustainable development have been developed: they must be subordinated to the strategic interests of the enterprise; provide a comprehensive solution to issues of financial recovery and restoration of the enterprise’s ability to work; be attractive to external investors and ensure the attraction of external funds necessary for their implementation; set goals that are quantifiable and controllable; contain solutions that eliminate existing problems and threats to the functioning of the enterprise; specify tasks in the context of structural divisions and functional services of the enterprise; provide for the quantitative and qualitative consequences of the proposed measures, the possible timing of their receipt.

Thus, we determined that the study conducted has its similarities and differences from existing ones. For a better understanding, all these characteristics have been systematized. (Table 7).

Table 7. The main similarities and differences between our research results (developed by authors)

Similarities	Differences
Acceptance of the idea that sustainable development of an enterprise is impossible without the implementation of effective marketing management	Using a complex mathematical method to evaluate and formulate specific marketing tools for sustainable development
We agree with the fact that marketing management is influenced by a large number of factors.	Focus on choosing a strategy depending on the key factors of marketing management of sustainable development tools

Thus, we can claim that our article is relevant and brings new theoretical and practical elements to the issue of increasing the effectiveness of marketing management tools for ensuring sustainable development. The results obtained allow enterprises to use the most objective model to improve

the marketing management of tools to ensure sustainable development of the enterprise.

6. CONCLUSIONS

At the present stage of development of the economy and society, the ideas of the concept of sustainable development are becoming increasingly widespread. Within the framework of this concept, the conduct of business activities by economic entities should be based on an understanding of the need to avoid/reduce negative impacts on the environment and human health, and conduct business activities taking into account the interests of society. In this regard, scientists and practitioners are intensifying the search for ways to solve problems of reducing resource consumption, switching to alternative types of materials and energy sources, introducing resource-saving non-waste technologies, etc.

The ideas and approaches of the concept of sustainable development relate to environmental, social and economic components. Since marketing occupies one of the important places in the structure of the economic component, in recent decades the concept of sustainable development marketing has been formed and introduced in world practice.

The implementation of marketing activities cannot occur without a focus on efficiency, effectiveness, as well as a number of other indicators and criteria that allow adequate correlation of resource costs for the implementation of a particular marketing activity and the result obtained, and therefore there is a need to coordinate this process. Accordingly, the content of the marketing performance management process is to develop criteria for making management decisions and implementing corrective measures to achieve marketing results in all main aspects of marketing activities (in areas of marketing activities, providing various types of marketing costs, corresponding income, etc.) at all levels their formation in accordance with the main strategic sustainable development goals of the enterprise.

Modern development of an enterprise is possible only on the basis of marketing, since the need for an organization is determined by the consumer, with whom marketing must establish contact through marketing tools. The sustainable development of an enterprise is determined by a set of management decisions aimed at creating a positive image of the organization, increasing competitiveness, building consumer loyalty, and increasing the investment attractiveness of the enterprise. A condition for the sustainable development of an enterprise is the implementation of promising marketing tools in accordance with the organization's marketing policy.

The proposed methodological approach of modeling makes it possible to determine the key factors influencing the formation and implementation of marketing tools for sustainable development were assessed, and a strategic map for the implementation of marketing tools for sustainable development of a film industry enterprise was formed. The innovation of the study lies in the fact that in the process of conducting it, a specific mathematical method was used, which allows obtaining the most objective results, and, based on them, creating the most accurate proposals for improving marketing tools for ensuring the sustainable development of the enterprise.

The study is limited by the fact that in the process only film industry enterprises were investigated and proposals were made to improve marketing mechanisms for ensuring sustainable development specifically for the specifics of the work of these enterprises. As a result, we cannot talk about the full universality of the strategic map we have developed for the implementation of marketing tools to ensure sustainable development of the enterprise. The prospects for subsequent research will be the universalization of the proposed methodological approach.

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