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**INNOVATIVE MARKETING APPROACHES TO MANAGING
THE COMPETITIVENESS OF ENGINEERING COMPANIES**

The article investigates contemporary innovative marketing approaches to managing the competitiveness of engineering companies in the context of the digital transformation of the economy. The specificity of engineering services, characterized by a high level of intellectualization, project individualization, and complexity of implementation, which limits the effectiveness of traditional marketing tools, is analyzed. It is shown that the integration of digital technologies, big data analytics, CRM systems, online platforms, and personalized value propositions enhances the effectiveness of marketing communications, strengthens long-term customer relationships, and forms sustainable competitive advantages. The role of customer-oriented and integrated marketing, which aligns marketing activities with production and management processes of the enterprise, is examined. A model for managing the competitiveness of engineering companies is proposed, which combines market analysis, strategic planning, digital tools, customer relationship management, and evaluation of marketing performance. The model demonstrates the sequence of key stages and the interconnection of blocks, ensuring cyclical improvement of the system and increasing the adaptability of the business model to changes in the market environment. The article emphasizes the importance of analytical methods for evaluating the effectiveness of marketing strategies, which allows companies to make informed management decisions, optimize processes, and forecast the dynamics of competitive advantages. Special attention is paid to the adaptation of marketing tools to the specifics of intellectual services, enhancing customer interaction, and implementing innovative practices in business processes, ensuring stable market positioning and long-term growth of competitiveness. The scientific novelty of the article lies in a comprehensive approach to integrating innovative marketing strategies, digital technologies, and customer-oriented practices, enabling engineering companies to effectively respond to the challenges of the modern competitive environment and develop long-term competitive advantages.

Keywords: *innovative marketing; competitiveness; engineering companies; digital transformation; customer orientation; integrated marketing; business models; marketing communications.*

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**ІННОВАЦІЙНІ МАРКЕТИНГОВІ ПІДХОДИ ДО УПРАВЛІННЯ
КОНКУРЕНТОСПРОМОЖНІСТЮ ІНЖИНІРИНГОВИХ КОМПАНІЙ**

У статті досліджено сучасні інноваційні маркетингові підходи до управління конкурентоспроможністю інжинірингових компаній в умовах цифрової трансформації економіки. Проаналізовано специфіку інжинірингових послуг, що відзначаються високим рівнем інтелектуалізації, індивідуалізацією проєктів та складністю реалізації, що обмежує

ефективність традиційних маркетингових інструментів. Показано, що інтеграція цифрових технологій, аналітики великих даних, CRM-систем, онлайн-платформ та персоналізованих ціннісних пропозицій підвищує ефективність маркетингових комунікацій, зміцнює довгострокові партнерські відносини з клієнтами та формує стійкі конкурентні переваги. Досліджено роль клієнтоорієнтованого та інтегрованого маркетингу, що узгоджує маркетингові заходи з виробничими та управлінськими процесами підприємства. Запропоновано модель управління конкурентоспроможністю інжинірингових компаній, яка об'єднує аналіз ринку, стратегічне планування, цифрові інструменти, управління взаємовідносинами з клієнтами та оцінювання результативності маркетингової діяльності. Модель демонструє послідовність ключових етапів та взаємозв'язок блоків, що забезпечує циклічне вдосконалення системи та підвищує адаптивність бізнес-моделі до змін ринкового середовища. У статті підкреслено важливість аналітичних методів оцінки результативності маркетингових стратегій, що дозволяє компаніям приймати обґрунтовані управлінські рішення, оптимізувати процеси та прогнозувати динаміку конкурентних переваг. Особлива увага приділена адаптації маркетингових інструментів до специфіки інтелектуальних послуг, підвищенню ефективності взаємодії з клієнтами та впровадженню інноваційних практик у бізнес-процеси, що забезпечує стійке позиціонування на ринку та довгострокове зростання конкурентоспроможності. Наукова новизна статті полягає у комплексному підході до інтеграції інноваційних маркетингових стратегій, цифрових технологій та клієнтоорієнтованих практик, що дозволяє інжиніринговим компаніям ефективно реагувати на виклики сучасного конкурентного середовища та формувати довгострокові конкурентні переваги.

Ключові слова: інноваційний маркетинг; конкурентоспроможність; інжинірингові компанії; цифрова трансформація; клієнтоорієнтованість; інтегрований маркетинг; бізнес-моделі; маркетингові комунікації.

Problem statement. In the current conditions of globalization and increasing competition, engineering companies operate in a dynamic environment that requires continuous improvement of management approaches. The application of innovative marketing strategies, which allow companies to respond promptly to market changes, enhance service quality, and build long-term customer relationships, becomes particularly important.

Engineering services are characterized by a high degree of intellectual content, project individualization, and complexity of implementation processes, which makes traditional marketing tools insufficient. Therefore, it is crucial to implement modern marketing approaches oriented toward digitalization, business process integration, and customer-centricity.

Innovative marketing involves the use of digital tools, big data analytics, CRM systems, and online communication platforms, which enhance sales effectiveness and optimize internal processes. Creating personalized value propositions for different customer segments and adopting a comprehensive approach to marketing communications that combines traditional and digital channels are also essential.

Thus, the integration of innovative marketing strategies ensures sustainable competitive advantages, increases customer loyalty, and creates conditions for the sustainable development of engineering companies in the modern economy.

Undetermined parts of the problem. Unresolved issues include the integrated assessment of the effectiveness of innovative marketing in engineering companies, its impact on competitiveness and the adaptability of the business model, as well as the methodology for integrating digital, customer-oriented, and strategic approaches into marketing management.

Analysis of Literary Sources of the Study. The issues of forming enterprise competitiveness and developing effective marketing strategies have been the subject of active scientific research in contemporary economic studies. Both theoretical and applied aspects of these problems have been explored in the works of foreign and domestic scholars. A significant contribution to the development of the conceptual foundations of competitive strategy, strategic management, and marketing has been made by researchers such as M. Porter, P. Kotler, K. Keller, A. Osterwalder, Y. Pigneur and K. Schwab, who examine the formation of competitive advantages, the development of business models, and the impact of digital technologies on the transformation of market processes.

Ukrainian scholars have also made substantial contributions to the study of marketing management and ensuring enterprise competitiveness. In particular, the works of A.F. Pavlenko, L.V. Balabanova, N.V. Karpenko, S.M. Ilyashenko, N.M. Golda, S.V. Bilous and N.V. Kalyta reveal theoretical and methodological approaches to forming marketing strategies, developing innovative marketing tools, and adapting enterprises to changes in the competitive environment.

The studies of M. Porter are of particular importance for the development of the theory of competitive advantage, as they substantiate the concept of enterprise competitive strategy and identify the key factors that determine competitiveness in the market environment [1]. His approaches have become a theoretical foundation for subsequent research in strategic management and marketing management.

At the same time, an important direction in the development of modern marketing is the study of enterprise business models. In this context, the works of A. Osterwalder and Y. Pigneur are of particular interest, as they introduced the Business Model Canvas, a tool that allows for a comprehensive analysis of key value creation elements and ensures effective enterprise management [2].

The further development of marketing theory is closely linked to the processes of digital transformation of the economy. In his research, P. Kotler emphasizes the concept of Marketing 4.0, which combines traditional marketing approaches with modern digital technologies and new channels of consumer communication [3].

At the same time, despite a significant number of studies in marketing management and strategic enterprise development, the application of innovative marketing approaches in engineering companies remains insufficiently explored. This underscores the need for further research aimed at developing modern marketing mechanisms to enhance the competitiveness of enterprises in the engineering sector.

The purpose of the research is to study innovative marketing approaches for managing the competitiveness of engineering companies and to identify the main directions for their practical application in the context of the digital transformation of the economy.

Presentation of the main research. The competitiveness of engineering companies is determined by their ability to effectively implement engineering and technical solutions, propose innovative projects, and ensure high-quality services. Unlike traditional product markets, the engineering services market is characterized by the following features: a high degree of service intellectualization; a significant share of customized projects; long project implementation cycles; the need to integrate various technological solutions; and a strong dependence on the professional competence of personnel.

Under such conditions, competitive advantages are formed not only through the technical characteristics of services but also through the effective marketing policy of the enterprise.

Innovative marketing approaches to managing the competitiveness of engineering companies are shaped by digital transformation, technological changes, and the increasing role of information resources in business processes. In the current context, engineering sector enterprises

must not only ensure high levels of engineering and technical solutions but also actively employ innovative marketing tools that contribute to the formation of sustainable competitive advantages in the market. Research by P. Kotler and K.L. Keller emphasizes that modern marketing is increasingly integrated with digital technologies and focuses on creating value for the consumer [3]. In such conditions, marketing becomes a strategic mechanism for managing the enterprise's interactions with clients, partners, and the innovation ecosystem.

One of the key directions in the contemporary development of marketing activities is digital marketing, which relies on the use of information and communication technologies to promote products and services, analyze market trends, and develop effective communication channels with consumers. Digital platforms, customer relationship management (CRM) systems, big data analytics, content marketing, and marketing automation tools enable enterprises to respond promptly to changes in the market environment and enhance the effectiveness of marketing strategies. According to the studies of Ukrainian researchers Yevhen Neiman and Maksym Dubovenko, digital marketing serves as a crucial tool for improving communication with target audiences and forming competitive advantages for enterprises in the digital economy [4].

A significant role in ensuring the competitiveness of engineering companies is played by customer-oriented marketing, which focuses the enterprise's activities on the needs and expectations of clients. In the modern context, the formation of long-term client relationships, based on trust, mutual benefit, and co-creation of value, is particularly important. Engineering enterprises increasingly employ customer experience management tools, service personalization, and co-development mechanisms for innovative solutions together with clients. This approach aligns with the management concept formulated by P. Drucker, who emphasized that the primary purpose of a business is to create and retain a customer [5].

An important element of modern marketing activities is integrated marketing, which entails aligning marketing communications with the enterprise's production, innovation, and management processes. Within this approach, marketing is seen not merely as a tool for promoting products but as a component of strategic enterprise management. Integrating marketing functions with project management systems, innovation activities, and corporate development strategies enhances the effectiveness of engineering project implementation and ensures synergy between different organizational units. According to M. Porter's competitive advantage framework, strategic integration of management and marketing processes enables enterprises to establish sustainable market positions [6].

Innovative marketing gains particular importance in the contemporary environment, as it involves using advanced technologies and tools to create new market offerings. Engineering companies actively implement artificial intelligence technologies, digital modeling, automated design, and engineering process management systems. As noted by Ukrainian researchers S. Illiashenko and Yu. Shypulina, combining innovative activities with marketing strategies fosters the innovation-driven development of enterprises and contributes to the formation of their long-term competitive advantages [7].

A notable trend in modern marketing is also the development of digital communications and social platforms that enable interactive engagement between enterprises and consumers. Social media, online platforms, and other digital communication channels facilitate the creation of a positive corporate image, the dissemination of information about engineering projects, and direct dialogue with clients. Ukrainian scholars L. Hlinenko and Yu. Dainovskyi emphasize that the development of digital communications becomes an important factor in enhancing the effectiveness of marketing activities and in strengthening enterprises' competitiveness [8].

Thus, the application of innovative marketing approaches is a crucial prerequisite for effectively managing the competitiveness of engineering companies. The use of digital, customer-

oriented, integrated, and innovative marketing enables enterprises to adapt to changes in the market environment, enhance the effectiveness of engineering project implementation, and establish long-term competitive advantages in the digital economy.

Effective management of the competitiveness of engineering enterprises requires a systematic approach to marketing activities that integrates market analysis, strategic planning, digital promotion tools, customer relationship management, and assessment of marketing effectiveness. This approach not only allows enterprises to respond promptly to changes in the market environment but also ensures the formation of sustainable competitive advantages.

To illustrate and systematize the main components of marketing management, it is useful to present them in a structured form, as shown in Table 1, where each element defines specific tasks, implementation methods, and expected outcomes. Such organization of information facilitates a clearer understanding of the system's operational logic and the sequence of actions necessary to enhance the competitiveness of engineering companies.

Table 1

Key Elements of the Marketing Management System for Competitiveness

№	Key Element	Task	Tools / Methods	Expected Result
1	Market and Competitor Analysis	Identifying market trends, evaluating competitor positions, determining market niches	SWOT analysis, PESTEL analysis, competitor analysis, big data analytics	Clear understanding of market situation and competitive threats
2	Development of Innovative Marketing Strategy	Designing positioning strategy, selecting target segments and value propositions	Strategic planning, scenario modeling, digital platforms	Strategy ensuring long-term competitive advantages
3	Use of Digital Promotion Technologies	Attracting new clients, enhancing communication efficiency	CRM systems, content marketing, social media, SEO, email marketing	Increased brand visibility and engagement of target audience
4	Customer Relationship Management	Building long-term partnerships, enhancing client loyalty	Customer experience management (CX) systems, service personalization, loyalty programs	Increased customer satisfaction and repeat sales
5	Evaluation of Marketing Effectiveness	Monitoring the efficiency of marketing tools and strategies	KPIs, Balanced Scorecard, sales analytics, marketing dashboards	Identification of weaknesses and optimization of marketing activities

Source: author's development based on [1, 2, 4, 6, 8–10, 12].

Table 1 illustrates the main components of the marketing management system for the competitiveness of engineering enterprises, demonstrating the logic of the interrelation between its elements and the ways of their practical implementation. It allows the systematization of key areas of activity and the determination of the sequence of actions aimed at improving the effectiveness of marketing management.

The analysis of the market environment and competitors provides the enterprise with information about current trends, competitors' positions, and potential market niches. Conducting SWOT and PESTEL analyses, competitive analysis, and the use of big data analytics help form a comprehensive understanding of market conditions and enable timely responses to changes. Such

an approach creates a reliable basis for strategic planning and informed managerial decision-making.

The development of an innovative marketing strategy involves identifying target market segments and designing key value propositions for clients. The integration of innovative approaches, the use of strategic planning, and digital platforms enable enterprises to effectively combine marketing activities with the development of new products and services, thereby contributing to the creation of long-term competitive advantages [3].

The application of digital technologies in service promotion makes it possible to increase communication efficiency and attract new customers. The use of CRM systems, content marketing, social media, and electronic communications enhances brand awareness, allows enterprises to effectively reach their target audience, and ensures interactive dialogue with consumers.

Customer relationship management is aimed at building long-term partnerships and increasing customer loyalty. Service personalization, loyalty programs, and customer experience management systems help maintain a high level of customer satisfaction and stimulate repeat purchases, which directly affects the stability of the company's market position.

The evaluation of marketing performance is the final stage of the competitiveness management system of engineering companies, as it ensures control over the effectiveness of the entire system and allows timely adjustments of the strategy. The use of key performance indicators (KPI), the Balanced Scorecard, and analytical dashboards makes it possible to identify weaknesses, optimize processes, and improve the overall effectiveness of marketing activities.

Thus, as shown in Table 1, competitiveness management is implemented through an integrated system of marketing measures, where each element is logically connected with others, ensuring a comprehensive approach to the formation of sustainable competitive advantages of the enterprise.

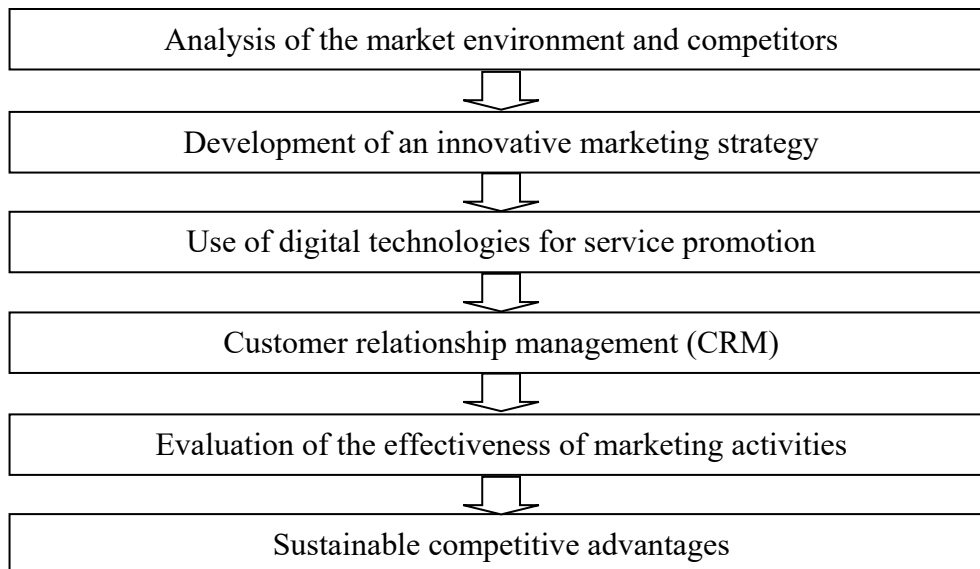
Based on this structured approach, a model of marketing management of competitiveness is formed, reflecting the sequence of key stages and the interrelations between them. The model clearly demonstrates the logic of the system's functioning, shows the interaction of its components, and explains how the results of one stage become the basis for the next. It integrates analytical, strategic, digital, and customer-oriented tools into a single system that contributes to the formation of long-term competitive advantages in the modern digital economy.

The model of competitiveness management of engineering companies is based on five interconnected blocks that form a holistic cycle of strategic marketing management [3]:

- the first stage involves the analysis of the market and competitive environment, which includes identifying opportunities, assessing threats, and forming an analytical basis for strategic decision-making. The tools of this stage include SWOT and PESTEL analyses, competitive analysis, and big data analytics, which provide the enterprise with a comprehensive understanding of market conditions and enable timely responses to changes;
- the second block covers the development of an innovative marketing strategy, which involves creating new products and services simultaneously with planning effective marketing communications. Strategic planning and scenario modeling allow the integration of innovative solutions into company activities and ensure long-term competitive advantages;
- the third stage concerns the use of digital technologies for service promotion, including CRM systems, social networks, big data analytics, content marketing, and marketing process automation, which increase brand recognition and attract new customers;
- the fourth block is aimed at customer relationship management, building long-term partnerships, and increasing loyalty through service personalization, customer experience management systems, and loyalty programs. This stimulates repeat purchases and strengthens the company's position in the market;

- the final stage includes the evaluation of the effectiveness of marketing activities through the use of key performance indicators (KPI), monitoring the implementation of the strategy, and process optimization, which ensures the cyclical improvement of the competitiveness management system.

Figure 1 presents a structural scheme of the model, which clearly demonstrates the sequence of stages and the interconnection between the blocks.



Source: author's development based on [3, 4, 8–13].

Figure 1. Model of competitiveness management of engineering companies

This model demonstrates that each stage directly influences the next one, while the final block ensures cyclical adjustment and continuous improvement of marketing processes. To enhance the effectiveness of the model, modern digital tools such as big data analytics, CRM systems, marketing automation platforms, and online communication tools can be integrated into it. This ensures a comprehensive approach to managing the competitiveness of engineering enterprises in the digital economy.

Conclusions and prospects for further research. The study has shown that in the modern context of globalization and intense competition, engineering companies require the implementation of innovative marketing approaches to effectively manage competitiveness. The use of digital technologies, customer-oriented strategies, and integrated marketing communications enables enterprises to quickly adapt to market changes, improve service quality, and build long-term partnerships with clients. Innovative marketing contributes to the creation of individualized value propositions, the development of new products and services, and the strengthening of a company's market position.

The proposed model of competitiveness management, which combines market analysis, strategic planning, digital tools, customer relationship management, and evaluation of marketing performance, provides a systematic approach and enables enterprises to form sustainable competitive advantages. It demonstrates the sequence of stages and the interconnection between the blocks, where the results of one stage become the basis for the next, ensuring the cyclical improvement of marketing processes.

A particularly important role in increasing the effectiveness of marketing management is played by the integration of digital tools and big data analytics, which make it possible to promptly respond to changes in market conditions and optimize customer interaction processes. This creates

conditions for accurate market segmentation, personalization of offers, and strengthening consumer trust in the company.

In addition, an important aspect is the integration of innovative marketing with internal management processes and the company's development strategy. Such a comprehensive approach promotes synergy between different structural units, increases the efficiency of engineering project implementation, and ensures the long-term growth of the enterprise's competitive advantages.

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