TRANSFORMATION OF ENTREPRENEURIAL STRUCTURES MANAGEMENT BASED ON APPLICATION OF INTEGRATED MARKETING APPROACH

INTRODUCTION

In a modern market economy, the vast majority of various business processes are based on the marketing system, and the management process is carried out through the use of various marketing methodologies. Changes in conjunction indicators in industry markets inevitably caused a response from business structures, which launched the process of their transformation. In the event of a company’s crisis, the transformation process will allow it not only to maintain its current competitiveness, but in the case when successful companies/enterprises undergo transformations; it will significantly strengthen their market positions and competitive advantages (EFREMOVA, 2020).

Modern Russian business practice, when carrying out transformation processes, as a rule, encounters quite serious challenges and problems. The first problem is that the process of market reform of the Russian economy has not been fully completed, and there is still an acute shortage of experience in the competent and effective use of the marketing methodology tools, including in the organization of management of the transformation of entrepreneurial structures. This circumstance led to a decrease in interest, a fragmentary and sometimes distorted use of marketing approaches and methodology in terms of organizing management of the transformation of entrepreneurial structures. The severe disruption of economic ties in the Russian economy over the past decades has become the second significant problem.

The range of opportunities that modern marketing possesses, in the aspect of organizing the management of the transformation of various entrepreneurial structures, is manifested to a very limited extent. The existing isolation from the world economic system has a slowing effect on the development of marketing and its methodology in organizing the management of the transformation of business structures, which ultimately does not make it possible to use the rich foreign experience and adapt it to the economic realities of Russia. The development of digital technologies and the economy has become a rather serious challenge for Russia.

The development of digital technologies actively contributes to the emergence of new innovative marketing tools, such as marketing in various social networks, marketing decisions based on intelligent technologies, the practice of which provides a unique opportunity to qualitatively improve the efficiency of marketing activities. In this regard, it is undoubtedly necessary to use search to determine the main tools of (digital) marketing, which can be a marketing approach to the transformation of entrepreneurial structures (WINTER, 2003).

The above problems and challenges impede the full implementation of the marketing approach to the transformation of entrepreneurial structures, so at the microeconomic level this means a transformation that leads to a decrease in market indicators that determine the level of efficiency of functioning and the degree of development of entrepreneurial structures, for example, loss of occupied market share. As a result, there is a decrease in the indicators of the competitiveness of the Russian economy, which means that the opportunity to enter the trajectory of sustainable development is lost. Consequently, the existing marketing approaches in the field of organizing the management of the transformation of entrepreneurial structures need updating. It is a relevant topic for research that will be in demand by Russian science.
LITERATURE REVIEW

The transformation of entrepreneurial structures is now quite firmly and confidently entering the scientific turnover and certainly becomes an important part of work process of various economic systems. The transformation processes have become fairly widespread in practice, but unified mechanisms are still lacking. External factors in a turbulent economy had a major impact on the work of entrepreneurial structures, which inevitably activated their mechanisms of adaptive protection (AKEL, 2021). Marketing in these conditions becomes reliable adaptation mechanism that allows transformation of entrepreneurial structures on a qualitatively different basis. Experts and specialists paid a lot of attention to the study of the methodological foundations of the use of marketing technologies/tools for the transformation of entrepreneurial structures in view of the fact that numerous management decisions in this matter have shown their insolvency and low efficiency.

The purpose of the research carried out in the article is to simulate the work of the transformation management process of entrepreneurial structures based on the use of various marketing approaches to develop a conceptual algorithm that could be applied by practitioners. The tools for creating the algorithm were methods aimed at studying causal relations, methods of strategic analysis and formalization.

A significant contribution to the development of theoretical and methodological aspects of marketing was made by such scientists as T. Ambler, G.L. Bagiev, S.G. Bozhuk, V.A. Bondarenko, T.A. Burtseva, T.B. Erokhina, E.N. Golubkov, F. Kotler, V.A. Osotsvsev, A.P. Pankrukhin, M. Porter, R.A. Fatkhutdinov, P. Cheverton, etc., which formed the basis for the subsequent implementation of applied and methodological research in the field of marketing, including during the transformation of entrepreneurial structures. Conceptual approaches aimed at studying marketing activities in the transformation of entrepreneurial structures were presented in the works of such scientists as M.V. Bikeeva, B. Bolormaa, B.S. Borisov, A.V. Vodopyanov, V. Dalela, M.P. Golubev, Yu.A. Zhuchikova, A.E. Ivanov, T.S. Kisling, Yu.A. Kovalchuk, T.L. Korotkova, A.S. Lebedev, Sh.M. Magomedov, E. D. Mironova, S.A. Mirosevi, R.G. Richie, I.A. Makerova, T.I. Ovchinnikova, A.M. Stepanov, etc. (ORLOVA, 2018).

The main goal of marketing activities in the process of managing the transformation of entrepreneurial structures is to create business value based on market indicators, i.e. maximizing metrics such as value and profitability. Marketing technology is responsible for the process of managing the transformation of entrepreneurial activity and is the process of comparing their market value before and after the transformation and the subsequent need for its implementation. In the course of the study, it was found that on the basis of the criterion of creating market value, it is possible to single out only four main marketing models that transform entrepreneurial structures, while each model implies the use of only the technologies and marketing mechanisms corresponding to it (Table 1).

| Model and its author | Mode of application | Short description |
|----------------------|---------------------|-------------------|
| Integration (Zhaklevits M.K.) | Market share analysis and assessment | Market positions of the company are strengthened, company’s share in the target market is increasing |
| Competitive (Krum R.L.) | Based on competitive advantages | Competitive potential of the firm, the enterprise is maximized, maintaining the required level of its competitive advantage |
| Counterparty (Porter M.E.) | Organization of the sales and supply management process | Process of optimizing the value-added chain is taking place, the market influence of the enterprise within its boundaries is increasing. |
| Cost (Rappoport A.) | Business value calculation dictated by the market | Value of firm, an enterprise in the market is maximized, which entails an increase in the value of business and the shares of enterprise |

Source: Search data.

Classic models represent a different set of theoretical concepts, which over the past years have been supplemented with practical marketing approaches and methods, which means that the marketing tools/technologies used within these models in the field of organizing the
transformation of entrepreneurial management structures are certainly relevant (SAZONOV, SAZONOVA, 2021). Developed by M.K. Zhaklewitz the model of integrated marketing activities used to transform management structures, was able to create the necessary basis for organizing the assessment and subsequent calculation of the cost of one or more business structures. The structural basis of this model is a synergistic approach that is used to study social and economic systems (Figure 1).

**Figure 1. Structural content of integration model**

Source: Search data.

The main goal of the integration model and its main parameter for assessing the results of marketing activities when carrying out transformational processes of managing entrepreneurial structures is the growth of the occupied market share in the industry market (ZAHAY et al., 2021). The competitive model developed by R.L. Kram and I.Goldberg allows assessing the viability of the enterprise and the implementation of marketing activities during transformation (Table 2).

**Table 2. Presentation of a competitive model for managing the transformation of entrepreneurial structures**

| Level of sustainability of indicators for competitive advantages | Assessment of competitive potential level |
|---------------------------------------------------------------|------------------------------------------|
|                                                              | High rate | Average rate | Low rate |
| High rate of sustainability | A          | B            | C         |
| Average rate of sustainability      | D          | E            | F         |
| Low rate of sustainability          | G          | H            | I         |

Source: Search data.

According to the Table 2, after the assessment of the level of competitive potential and sustainability of competitive advantages has been made, it is necessary to determine the place of the obtained result in the matrix. The strategic vision for transformation differs to some extent based on existing challenges and also depends on the strengths/weaknesses of the enterprise. As a result, the pursued goal is to move the enterprise to the upper left cell, which is characterized by a high level of competitive potential, and also has a sufficiently strong sustainability of its specific advantages. Developed by M.E. Porter’s model of counterparty activity in the field of marketing transformation of entrepreneurial structures assumes that the level of profitability has a direct degree of dependence on the structure of the industry market in which the enterprise operates, as well as its choice of its development strategy and positioning in a particular industry (NOVIKOV, SAZONOV, 2020). Any enterprise is in this case a set of certain activities, the implementation of which will allow for scientific development, production and sales and promotion of products in a specific market (Figure 2).
Figure 2. Structural content of counterparty model

Source: Search data.

Structural content of the counterparty model presented in the Figure 2 suggests that the marketing efforts of an enterprise in terms of value creation should be divided into two broad groups: auxiliary and main activities of the enterprise (HUIPING, YUXIN, 2021). The cost model of marketing activity for the transformation of the management of entrepreneurial structures A. Rappaport was able to create the necessary structural basis for the analysis of the cost of creation. The cost of creation in this model is indicated as the market value of the business (Figure 3).

Figure 3. Structural content of the value model

Source: Search data.

The main indicators that actively contributed to the creation of added market value for the business in the process of transformation of business structures based on organized marketing goodwill management are:

- marketing in the field of innovations;
- marketing in the field of personnel management;
- marketing in the production area;
- branding.

The modern scientific view on the structure of transformation process mechanism of entrepreneurial structures and work of the management model, focuses on the results in the marketing sphere. It is assumed that the transformation management process should be carried out with the involvement of technologies that is outside the marketing sphere, in particular in the financial and production area (SAURA et al., 2021). The stages of marketing activity considered in the course of the research carried out in the article during the transformation of business management structures are supplemented with appropriate tools and technologies in the field of marketing, with the aim of effective operation of this process, which in turn determines a new perspective for identifying the process of reorganizing business structures.
MATERIALS AND RESEARCH METHODS

The main stages of the transformation of entrepreneurial structures, complementing the structural aspects of marketing activities, including the main tools and types of technologies, are presented in the Table 3.

| Stage name | Stage content | Basic toolkit |
|------------|---------------|---------------|
| Market diagnostics | Determination of goals in the field of marketing transformation, priorities, tasks, degree of coverage, from a commercial point of view | Application of benchmarking, marketing intelligence and various marketing research |
| Formation of components included in the marketing transformation strategy | Marketing goals must be clearly defined, range of tools necessary for their effective achievement is determined | Application of the concept (4P) marketing mix |
| Elaboration of mechanisms for the implementation of marketing activities within the boundaries of the chosen strategy | Development of mechanisms to increase market share, optimization of sales and supplies, growth of market valuation of the business, strengthening of previously achieved competitive advantages | Marketing in the areas of staff, production, price, quality, innovation, management, PR and branding |
| Organization of monitoring the results of the chosen strategy from a marketing position | There is a dependence on the marketing activities carried out and the end results | Planned and actual analysis to identify indicators of the effectiveness of applied measures in the field of marketing, drawing up a matrix of stakeholders |

Source: Search data.

Stage 1. Carrying out a diagnostic survey of the market. At this stage, it is planned to set goals in the field of marketing, transformation, determine its level and scale, set certain priorities for reorganizing the business from marketing positions. Studying the market characteristics of the business being transformed, analyzing and evaluating the resources at the disposal of the enterprise, which are necessary for the transformation. The result of this stage is an assessment of the opportunities, sources and nature of market problems associated with the transformation (KURTZKE, SETKUTE, 2021).

Stage 2. Development of the content of the marketing strategy in the field of transformation. The marketing goals set at the first stage are subject to a certain level of detail, which determines the methods and mechanisms for achieving them through the use of marketing technologies. The transformation of entrepreneurial structures at this stage is due to the application of 4P concept (marketing mix).

Stage 3. Implementation of the developed marketing activities within the boundaries of the strategy being implemented. This stage is necessary to orient the tasks and goals of enterprises associated with increasing their market share in their presence, the previously achieved competitive advantages are being strengthened, the supply/sales chain is being optimized, i.e. there is a process of extracting various benefits (from a marketing standpoint) from the process of transformation of entrepreneurial structures. The main tools at this stage are: marketing in the field of personnel work, production, finance, innovation, digitalization, pricing policy and supply/sales management (VEAS INIESTA, ESTAY SEPÚLVEDA, 2021).

Stage 4. Organization of monitoring the results of the chosen strategy from a marketing position. Comparison of the results between the performed activities in the field of marketing and the results of transformation. This stage includes various activities such as: analyzing and assessing the causal relations of changes in income and profitability indicators, conducting a review of markets and existing channels for selling products manufactured by the enterprise, studying the reaction of stakeholders to the changes that have been made.

We consider the main prospects for the growth of indicators of the effectiveness of marketing management of the transformation of entrepreneurial structures through the use of digital solutions and technologies (PINKOVETSKAIA et al., 2020):

- use of digital technologies makes it possible to carry out automation in the field of management processes, which will allow to neutralize the influence of the so-called “human factor” on them, which will make them more rational, which means that the level of their efficiency will increase;
- on the basis of digital technologies, it is possible to carry out a digital reorganization of a business into a digital entrepreneurship format;
due to digital technologies, it becomes possible to update technologies, as well as to optimize existing production processes;

- base of digital technologies allows communication at a different, higher quality level, there is a unique opportunity to organize systemic interaction of the enterprise with its target audience, including high-quality feedback, becomes available “economies of scale” due to mass communications, with a fixed indicator of resource intensity.

The prospects discussed above once again emphasize the need to use digital technologies in the process of transforming the management of entrepreneurial structures. Already now, digital approaches have been developed and are being used in Russia, which make it possible to effectively apply marketing approaches, however, not all of them take into account new digital technologies and the features that the digital economy offers, which means there is a need to develop such an approach (Figure 4). This approach involves the extensive use of a complex of digital technologies and solutions, provided that the marketing approach is used at all four previously indicated stages. The proposed approach shows that the digital economy can represent a very interesting platform for updating the marketing methodology in the field of organizing the management of entrepreneurial structures (VEAS INIESTA, ARBELÁEZ-CAMPILLO, 2021). However, it should be noted that, despite the tempting prospects for increasing the efficiency of this process, the opportunities that digital modernization presents may not be enough to fully solve all the currently pressing problems in the field of marketing management of transformations of entrepreneurial structures.

Figure 4. Digital marketing approach for transformation

Source: Search data.
To date, many approaches to the formation of an assessment showing the effectiveness of the process of managing the transformation of entrepreneurial structures have found an active practical application. The basis of this approach is financial analysis and subsequent comparison of the increase in the book value of the business, or, for example, the value of its shares, with the value of the transaction before the transformation. In this case, the marketing component of the transformation process of entrepreneurial structures is not taken into account, and therefore does not participate in the formation of the final assessment, which will entail its distortion. The authors propose to use their own approach to assessing the effectiveness of the transformation management process of entrepreneurial structures based on the marketing methodology and use the following formula:

\[
E = \frac{(\Delta ICB \times C_{\text{risk}} \times C_{\text{goal}})}{\text{Cost}_{\text{reorg}}},
\]

where \( E \) is the efficiency of managing process indicator of entrepreneurial structures transformation;

\( \Delta ICB \) is the indicator of changes in the market value of a business based on the results of the transformation;

\( C_{\text{risk}} \) is the coefficient that determines the risk, i.e. risk component during transformation;

\( C_{\text{goal}} \) is coefficient that determines the achievement of the goal, i.e. degree of achievement of the set market goal within the transformation;

\( \text{Cost}_{\text{reorg}} \) is indicator of the total costs of entrepreneurial structures associated with the process of their transformation.

The proposed formula supplements the classical assessment formula showing the level of efficiency of the process of managing the transformation of entrepreneurial structures, with such fundamental indicators as risk, the degree of achievement of the intended market goal within the framework of the transformation, i.e. takes into account the range of marketing methodology. The higher the value of the indicator \( E \), the higher the level of efficiency of the process of managing the transformation of entrepreneurial structures. If the indicator of this indicator is \( > 1 \), this means a high level of management efficiency, in other words, the result fully justifies the costs; if \( = 1 \), this indicates zero efficiency and meaninglessness of the transformation, in this case, the result is equal to costs, and under the condition \( < 1 \), means critically low efficiency, i.e. the costs significantly exceed the result, in this case the business is damaged.

We consider in detail the coefficients and indicators that are used in the formula (1). The indicator of the market value of a business is calculated using the formula:

\[
ICB = AV + AP,
\]

where \( AV \) is the indicator of the total asset value of business structures;

\( AP \) is the indicator of the aggregate price of a brand or several brands at the disposal of a business entity.

The calculation of the brand value indicator (AP) is carried out by multiplying its book value by a coefficient, which is determined on the basis of the “strength” of the enterprise brand, which is usually considered using the author’s assessment method, taking into account the level of consumer preferences, for the calculation of which the following formula is used:

\[
SB = 5 \times AB + 4 \times IB + 4 \times QP + 1 \times PP + 5 \times L,
\]
where $SB$ is the measure of "strength" that a brand has;
$AB$ is the brand awareness;
$IB$ is the brand image indicator;
$QP$ is the indicator of quality of manufactured products;
$PP$ is the product price indicator;
$L$ is the product loyalty level.

Formula (3) identifies such indicators as the level of brand awareness, its image, quality and price of products, as well as the degree of brand loyalty, since the first four indicators are of a high degree of importance for the buyer, while the latter is very important to the enterprise. The set of attributes and their weight was determined based on the study of scientific letters in the field of measuring brand "strength". In matrix form, this technique can be represented as follows (Figure 5).

**Figure 5.** Matrix representation of the methodology for assessing the "strength" of enterprise brand, followed by integration with consumer preferences: blue - characteristics important to buyers; red - characteristics important to enterprise

| Qualitative assessment parameter | Scales of the resulting calculations of brand "strength" indicators |
|----------------------------------|---------------------------------------------------------------------|
| **Result interpretation**        | \( \leq 5000 \) | \( \leq 5000 < 1000 < 0 \) | \( \leq 10000 < 1500 < 0 \) | \( \leq 15000 \) |
| **Value assigned to the coefficient** | 0.9 | 1 | 1.1 | 1.2 |

**Source:** Search data.

Interpretation of the results obtained is possible using the following scale (Table 4).

**Table 4.** Scale for assessing the results of the "strength" of the enterprise brand

The proposed methodological recommendations aimed at assessing the market value of a business differ from the classical methodology, which involves considering only the parameters of the value of the company’s shares, while the proposed recommendations make it possible to assess the value of a business at a qualitative and quantitative level.
RESULTS
The theoretical and scientific significance of the results obtained in the course of the study is confirmed by the contribution made to the development of the fundamental foundations of the marketing concept, as well as the concept of transformation of entrepreneurial structures. This scientific article has practical value, because offers a set of practical recommendations that can be used as the basis for the transformation processes of entrepreneurial structures, which will significantly increase the level of their efficiency. The scientific significance and novelty of the research is in the developed meaningful tools necessary for phased digital transformation, developed algorithm for digital transformation of entrepreneurial structures, mechanism for implementing marketing activities in the process of transforming management structures, as well as an innovative approach to assessing the effectiveness of the transformation process. Summing up, it can be argued that the process of transformation of management of entrepreneurial structures based on a marketing approach depends on:

- it is necessary to correctly select the necessary tools for managing the transformation of entrepreneurial structures, through the competent use of classification tools, depending on the approach that was used to transform entrepreneurial structures;
- at the disposal of managers there are many management tools, and the process of choosing the most effective tool should depend on the goal of transformation, as well as the methodological culture acting at the enterprise should be determined.

DISCUSSION
In the course of the study, it was proved that the initiated process of enterprise transformation often takes place without considering the component of the marketing activity of the entrepreneurial structure. In the course of the study, it was shown that if the marketing aspects of transformation are ignored, there may be a decrease in the level of adaptation of the tools of the marketing complex, which will not allow entrepreneurs to fully use all the extensive marketing tools necessary for a qualitative transformation of the enterprise. Modern economic conditions assign precisely to marketing, the main role in the transformation of entrepreneurial structures. When transforming any entrepreneurial structure, it is necessary to correctly prioritize, determine the range of tasks that will help in moving towards the intended market goal and will allow the successful development of entrepreneurial structures, which ultimately will lead to maintaining the level of competitiveness and increasing profitability.

The proposed algorithm of marketing activities in the process of transformation of organizational entrepreneurial structures on the basis of marketing approaches makes a significant contribution to the development of the concept of marketing, its fundamental foundations and also develops the provisions of the concept of transformation of structures that manage business activities. The practical aspects of the algorithm proposed by the authors of the article consist in the application of various applied aspects of assessing the quality and level of efficiency of managing the transformation of entrepreneurial structures on the basis of the existing marketing methodology. However, a controversial issue remains the proposed formula used to assess the effectiveness of management of the transformation of entrepreneurial structures, since it has a rather simplified form. This aspect is ambivalent, i.e. on the one hand, it increases its practical use, and on the other hand, the proposed formula is not completely objective. The authors are convinced that the proposed formula does not contain restrictive influences on the transformation process, in other words, it is the entrepreneur themselves who must select those groups of factors that, in his opinion, are advisable to evaluate in the current situation, during the transformation of the entrepreneurial structure, namely: determine how much the market share, the level of competitiveness, the cost of maintaining the marketing service, etc. has changed.

CONCLUSIONS
In conclusion, we note that the presented results of the research carried out by the authors of the article are more generalizing in nature, which is a limiting factor for this research. The practical application of the presented results depends on the specific business structure, its size, organizational and legal form. To study these aspects, it is necessary to conduct further research in this applied field. The authors are confident that further prospects for scientific research should be associated with an assessment of the effectiveness of the tools for
managing the transformation of entrepreneurial structures. Innovative approach proposed by the authors, which can be recommended for use by various entrepreneurial structures in the process of carrying out transformation in order to obtain an assessment of the effectiveness and quality of the adopted and implemented management decisions in the field of transformation, is very important.

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Transformation of entrepreneurial structures management based on application of integrated marketing approach

Resumo
A análise de vários estudos e publicações científicas de especialistas russos e estrangeiros no campo de aplicação da abordagem de marketing para organizar o processo de gestão da transformação das estruturas empresariais, mostrando que já existe uma base científica fundamental bastante sólida, mas as questões de a natureza aplicada e metodológica desse processo não foram suficientemente elaboradas, o que determinou a escolha do tema desta pesquisa. O tema é a análise das relações sociais, econômicas, organizacionais e gerenciais que surgem no processo de utilização da abordagem de marketing para organizar o processo de transformação das estruturas empresariais. É apresentado o algoritmo estrutural e lógico para a implementação do mecanismo de marketing para a gestão da transformação das estruturas empresariais. Os autores desenvolveram uma abordagem baseada em tecnologias digitais para usar a abordagem de marketing para gerenciar a transformação das estruturas empresariais.

Palavras-chave: Reorganização da gestão. Avaliação de marketing. Atividade inovadora. Desequilíbrios no desenvolvimento econômico. Formação de clusters.

Abstract
The analysis of various studies and scientific publications of Russian and foreign experts in the field of application of the marketing approach for organizing the process of managing the transformation of entrepreneurial structures, showing that there is already a fairly solid fundamental scientific basis, but the issues of the applied and methodological nature of this process have not been sufficiently worked out, which determined the choice of the topic of this research. The subject of it is the analysis of social, economic, organizational and managerial relations that arise in the process of using the marketing approach to organize the process of transformation of entrepreneurial structures. The authors have developed an approach based on digital technologies to use the marketing approach to manage the transformation of entrepreneurial structures.

Keywords: Reorganization of management. Marketing evaluation. Innovator activity. Imbalances in economic development. Cluster formation.

Resumen
El análisis de diversos estudios y publicaciones científicas de expertos nacionales y extranjeros en el campo de la aplicación del enfoque de marketing para organizar el proceso de gestión de la transformación de las estructuras empresariales, mostrando que ya existe una base científica fundamental bastante sólida, pero las cuestiones de la naturaleza aplicada y metodológica de este proceso no han sido suficientemente resueltas, lo que determinó la elección del tema de este estudio. El tema del mismo es el análisis de las relaciones sociales, económicas, organizativas y de gestión que surgen en el proceso de utilizar el enfoque de marketing para organizar el proceso de transformación de las estructuras empresariales. Se presenta el algoritmo estructural y lógico para la implementación del mecanismo de marketing para gestionar la transformación de las estructuras empresariales. Los autores han desarrollado un enfoque basado en tecnologías digitales para utilizar el enfoque de marketing para gestionar la transformación de las estructuras empresariales.

Palabras-clave: Reorganización de la gestión. Evaluación de marketing. Actividad innovadora. Desequilibrios en el desarrollo económico. Formación de clústeres.