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МАРКЕТИНГОВА КОМПЕТЕНТНІСТЬ ЯК ІНВЕСТИЦІЙНИЙ ЧИННИК В УПРАВЛІННІ РОЗВИТКОМ РЕСУРСНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ ТА ТЕРИТОРІАЛЬНИХ ГРОМАД

Актуальність. Актуальність дослідження маркетингової компетентності як інвестиційного чинника в управлінні розвитком ресурсного потенціалу підприємств та територіальних громад зумовлюється нагальністю відновлення зруйнованих війною об'єктів для підвищення якості життя населення, посилення конкуренції за інвестиції, потребою забезпечити сталий розвиток галузей та регіонів. Дослідження маркетингової компетентності як інвестиційного чинника відкриває можливості для переосмислення підходів до управління розвитком ресурсного потенціалу, створюючи підґрунтя для економічного зростання підприємств і територіальних громад.

Мета та завдання. Метою статті є обґрунтування теоретико-методичних положень та розробка прикладних рекомендацій щодо використання маркетингової компетентності як інвестиційного чинника в управлінні розвитком ресурсного потенціалу підприємств та територіальних громад.

Матеріали і методи. Матеріалами дослідження виступають наукові напрацювання вчених з маркетингової діяльності, управління, інвестування розвитку ресурсного потенціалу підприємств та територіальних громад, а також статистичні матеріали щодо обсягів та структури інвестування економічних суб'єктів. В дослідженні використані наукові методи: монографічний, ідентифікації, вимірювання, аналізу, синтезу, системний, абстрагування, узагальнення.

Результати. Встановлено, що маркетингова компетентність є ключовим інвестиційним чинником управління розвитком ресурсного потенціалу підприємств і територіальних громад завдяки здатності економічних суб'єктів генерувати, залучати та ефективно використовувати інвестиційні ресурси різної природи – фінансові, людські, матеріально-технічні, інтелектуальні, інформаційні та соціальні. Доведено домінування власних коштів підприємств в якості джерела фінансування капітальних інвестицій, що актуалізує розвиток маркетингових компетенцій як механізму підвищення інвестиційної привабливості. Обґрунтовано, що маркетингова компетентність виступає системоутворюючою ланкою інвестиційної політики підприємств та

територіальних громад, бо визначає напрями оптимізації ресурсного забезпечення та формує механізми сталого соціально-економічного розвитку.

Висновки. Маркетингова компетентність як інвестиційний чинник в управлінні розвитком ресурсного потенціалу підприємств та територіальних громад являє собою інтегровану характеристику здатності суб'єктів господарювання та органів місцевого самоврядування формувати та ефективно використовувати систему маркетингових знань, навичок, інституційних практик задля забезпечення стратегічного інвестування у людський, матеріально-технічний, інформаційний ресурси. Вона відображає рівень спроможності підприємств і територіальних громад генерувати та залучати нову цінність шляхом ринкової орієнтації, розвитку інновацій, диверсифікації джерел інвестицій та нарощування людського капіталу.

Ключові слова: маркетингова компетентність, управління, інвестування, ресурсний потенціал, підприємства, територіальні громади.

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MARKETING COMPETENCE AS AN INVESTMENT FACTOR IN MANAGING THE DEVELOPMENT OF THE RESOURCE POTENTIAL OF ENTERPRISES AND TERRITORIAL COMMUNITIES

Topicality The relevance of studying marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities is determined by the urgent need to restore war-damaged facilities to improve the population's quality of life, the intensification of competition for investments, and the necessity to ensure sustainable development of sectors and regions. Research on marketing competence as an investment factor opens opportunities for rethinking approaches to managing resource potential development, forming a foundation for the economic growth of enterprises and territorial communities.

Aim and tasks. The purpose of the article is to justify theoretical and methodological provisions and to develop applied recommendations for using marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities.

Materials and methods. The research materials include academic studies on marketing activities, management, investment in the development of the resource potential of enterprises and territorial communities, as well as statistical data on the volume and structure of investment of economic entities. The study applies the following scientific methods: monographic, identification, measurement, analysis, synthesis, systemic approach, abstraction, and generalization.

Research results. It has been established that marketing competence is a key investment factor in managing the development of the resource potential of enterprises and territorial communities due to the ability of economic entities to

generate, attract, and efficiently use investment resources of various types — financial, human, material-technical, intellectual, informational, and social. It has been proven that enterprises' own funds dominate as the main source of capital investment financing, which emphasizes the importance of developing marketing competences as a mechanism for increasing investment attractiveness. It is substantiated that marketing competence represents a system-forming component of the investment policy of enterprises and territorial communities, as it determines the directions for optimizing resource support and forms mechanisms for sustainable socio-economic development.

Conclusion. Marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities is an integrated characteristic of the ability of economic actors and local self-government authorities to form and effectively utilize a system of marketing knowledge, skills, and institutional practices aimed at ensuring strategic investment in human, material-technical, and informational resources. It reflects the level of capacity of enterprises and territorial communities to generate and attract new value through market orientation, innovation development, diversification of investment sources, and the expansion of human capital.

Keywords: marketing competence, management, investment, resource potential, enterprises, territorial communities.

Problem statement and its connection with important scientific and practical tasks. In the context of the transformational dynamics of economic systems, the issue of investing in the development of the resource potential of enterprises and territorial communities is gaining particular importance. Among the key categories that are gradually being integrated into the scientific and applied dimension of development management is the marketing component— a generalized parameter that reflects stable, relatively invariant, and at the same time strategically significant characteristics of the interaction between an economic entity and the market environment. Therefore, the conceptualization and practical integration of marketing competence into the management of the development of the resource potential of enterprises and territorial communities through their reliable investment support emerges as an important scientific and applied problem that requires systematic scholarly guidance.

The research was carried out in accordance with the research plans of both the Odesa State Academy of Civil Engineering and Architecture under the project “Innovative Components of Marketing and Management Development at Construction Sector Enterprises” (state registration number 0121U111318), and the Odesa State Agrarian University under the project “Ensuring the Socio-Ecological-Economic Development of Agro-Industrial Production and Rural Areas Based on the Principles of Innovative Management and Marketing” (state registration number 0121U109628).

Analysis of recent publications on the problem. Scientific and applied issues of marketing activities, investment, management of the development of enterprises' resource potential, and the functioning of territorial communities are widely covered in numerous scholarly works. For example, Abramovych, I. A., & Volovyk, D. V. (2020, pp. 52–56) focus their research on the marketing activities of enterprises; Nikishyna, O. V., & Shcherbak, A. V. (2023, pp. 76–96) examine

selective regulation of retail trade in the country in the context of the European Union's experience; Laiko, O. I. (2014) investigates transformational processes in the investment system of Ukraine's economy; Stefaniv, I. (2023, pp. 175–181) analyzes the investment policy of enterprises; Sakhatskyi, M. P., Zapsha, H. M., Starchykov, A. S., & Hanenko, O. P. (2025, pp. 154–163) study the economic mechanism for managing investment attraction in the development of enterprises within territorial communities; Stepanov, V. M. (2020) explores the implementation of nonlinear management principles in the system of greening the economy; Smolych, D. V., & Tymoshuk, I. V. (2020, pp. 75–82) focus on managing the development of the resource potential of enterprises under current economic conditions; and Horiachuk, V. F., & Osypov, V. M. (2022, pp. 5–13) evaluate entrepreneurial development within territorial-economic systems.

The aforementioned scholars, along with other domestic and foreign researchers, have developed a solid theoretical, methodological, and methodological foundation for the applied use of these scientific achievements by economic entities and territorial communities.

Allocation of previously unsolved parts of the general problem. Despite the availability of numerous professional scientific publications, problematic issues remain unresolved regarding the recognition of marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities. In today's real economic environment, it functions as an integrated market phenomenon and is reflected as a distinct economic and social category.

For enterprises, the marketing component sets the boundaries of optimal alignment between their resource capabilities and market challenges, promotes the development of adaptive mechanisms, and minimizes the risks associated with instability in investment flows. For territorial communities, it serves as an institutional guideline that ensures the

predictability of investment policy, supports the formation of local investment attractiveness, and strengthens the foundations of balanced resource development.

Formulation of research objectives (problem statement). The aim of this study is to identify the economic and social category of “marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities.” It seeks to analyze the factors influencing the volume and structure of investment in enterprises and territorial communities, and to substantiate scientific and applied recommendations on the use of marketing competence as an investment factor in managing the development of their resource potential.

Materials and methods. The materials for this study included previous scientific publications by economists on the given issue, as well as official statistical data on the volume and structure of investment in enterprises and territorial communities. The research employed the following methods: monographic, identification, measurement, analysis, synthesis, systemic approach, abstraction, and generalization.

An outline of the main results and their justification.

The study shows that marketing competence, as an investment factor in managing the development of the resource potential of enterprises and territorial communities, represents an integrated characteristic of the ability of economic entities and local self-government bodies to generate, accumulate, and effectively use a system of marketing knowledge, skills, institutional practices, and digital technologies to ensure strategic investment in human, land, intellectual, material and technical, informational, and social resources. It reflects the capacity of enterprises and territorial communities to generate and attract new value through market orientation, innovation development, enhanced competitiveness, diversification of investment sources, strengthened partnership networks, and the accumulation of human capital.

The key properties of this category are as follows:

- duality, manifested through the economic and social nature of marketing competence, which ensures, on the one hand, economic outcomes (income, profit, profitability, market positions, investment attractiveness), and on the other—social effects (satisfaction of human needs, human-centrism, trust, community participation in governance, reputational capital, stakeholder engagement);

- multiplicative orientation, which arises from the growth of marketing competence that requires investment inputs (financial, informational, human) and simultaneously generates a multiplicative effect in the form of strengthened resource potential of enterprises and territorial communities;

- convertibility, since marketing competence transforms available resources (labor, material, informational, intellectual, digital) into market value, competitiveness, and innovation activity;

- synergy, emerging from marketing competence, which ensures the mutual complementarity of resources (brand – markets – trust growth – investment attraction – innovation), thus amplifying their combined effect;

- strategic nature, as management decisions rely on long-term benchmarks such as market strategies, investment policy, innovation activity, product portfolio formation, cost structure, and priority areas of resource development;

- institutional dependence, since the effectiveness of marketing competence is largely determined by the institutional environment, which includes state policy, market mechanisms, digitalization, environmental standards, European integration, and decentralization in community governance;

- intellectual character, because the human-resource nature of marketing competence manifests as an intangible asset based on personnel knowledge, creative abilities, digital skills, analytical thinking, and organizational management culture;

- digital adaptability, since the development of marketing competence requires proficiency in digital tools such as CRM systems, Big Data, online sales, e-marketing, targeted advertising, and behavioral analytics technologies;

- social communicativeness, because marketing competence forms mechanisms for interaction with contact audiences, such as local residents, consumers, investors, partners, stakeholders, local government bodies, public organizations, social networks, and the Internet;

- brand presence, which is strengthened by marketing competence through positive reputation, stable economic growth, reduced market risks, increased resilience of enterprises and communities to crises, and enhanced investment attractiveness.

In its substantive dimension, marketing competence acts as a lever of investment influence, since it determines the ability of economic actors to:

- forecast and shape demand in markets for goods, services, and labor resources;

- identify priority investment directions for improving resource potential;

- adapt business processes and local economic policy to institutional transformations, risks, and challenges;

- ensure targeted use of investment resources aimed at sustainable socio-economic outcomes.

Thus, marketing competence as an investment factor becomes a system-forming element in managing the development of the resource potential of enterprises and territorial communities, ensuring the synergy of economic interests of business, population, and local institutions, increasing the investment attractiveness of economic entities and territories, and promoting sustainable socio-economic development.

The development of resource potential requires the availability of investment and its rational structuring according to priorities, which is

manifested through marketing competence by forming stable demand, identifying consistent market benchmarks, the ability to foresee competitive behavior, and defining institutional conditions. Therefore, marketing competence as an investment factor serves as an integrative link between market parameters, the behavior of economic agents, and mechanisms for managing resource development. This applies to existing economic entities (1913257 units) and territorial communities (1469 units), as reported by the State Statistics Service of Ukraine.

The importance of marketing competence as an investment factor in managing the development of the resource potential of enterprises and territorial communities is confirmed by the value and structure of capital investment by sources of financing (Table 1).

Table 1

Value and Structure of Capital Investment by Sources of Financing in 2024

Financing Sources	Value, UAH	Share, %	Rank
Total, including:	534417067	100,0	X
- State budget funds	58178260	10,9	2
- Local community funds	30666217	5,7	4
- Own funds of enterprises	379613390	71,0	1
- Bank loans and other borrowings	20473871	3,8	5
- Funds of non-resident investors	240775	0,1	7
- Household funds for housing construction	32666593	6,1	3
- Other financing sources	12577961	2,4	6

Source: Author's calculations based on data from the State Statistics Service of Ukraine.
https://www.ukrstat.gov.ua/operativ/operativ2021/ibd/kindj/kindj_2024.xls

The analysis of the presented data shows a significant dependence of enterprises and territorial communities on their own financial resources, which traditionally constitute the key source of investment financing. Their share is dominant and covers the largest segment of investment inflows, objectively emphasizing the importance of marketing competence as a determinant of enterprise income and, accordingly, capital investment financing.

State budget funds hold the second position, although they significantly lag behind own financing. Overall, state and local budgets remain important but limited instruments for supporting investment projects. Their share is insufficient to ensure systemic modernization of production facilities. Budget increases primarily occur in defense, socio-economic development, and infrastructure.

Household funds for housing construction rank third. The dominance of household financing in Ukraine results from historically rooted distrust of financial institutions, high cost and limited accessibility of mortgage lending, the significant

role of the shadow economy and remittances from labor migrants, and the perception of housing as a primary capital preservation tool and key element of household security. War-related destruction of housing and infrastructure requires local authorities to facilitate investor access to land for construction and develop marketing competencies among community leadership.

Bank loans and other borrowings amount to only 3.8% of capital investments due to cautious bank lending policies under macroeconomic instability. Prospects for strengthening banks' marketing competencies depend on stable peace, business credit programs, support for housing and infrastructure development, and risk absorption for long-term investment.

Other sources (targeted enterprise funds, depreciation funds, international grants) hold a small share but reflect financial diversification and the growing role of alternative investment mechanisms. Foreign investments form the smallest share, due to geopolitical risks, war conditions, business environment instability, and insufficient investor protection. However, even small volumes

remain important due to accompanying technology transfer and managerial innovation.

Thus, marketing competence in the context of resource-potential management serves both as an analytical indicator and a conceptual benchmark defining long-term directions for optimizing resource use, forming competitive advantages, and ensuring economic resilience. As an investment factor, it is a system-forming element in enhancing resource potential. Investments—material, financial, intellectual, and social—create the basis for resource reproduction and performance improvement. Marketing competence ensures strategically balanced investment parameters aligned with internal development needs and external market conditions.

Marketing competence as an investment factor reflects the ability of the economic system to form a predictable investment environment where resources are attracted not sporadically but based on structured, reproducible, and verifiable market signals. It integrates the effects of interaction between marketing strategies, investor expectations, trust levels, and resource-provision potential. In this sense, competence serves both as a characteristic of market behavior and a factor shaping investment stability, capable of structuring processes of managing the development of resource potential.

Scientific understanding of the issue makes it possible to identify patterns in the formation of investment mechanisms within strategic marketing management, determine the role of stable marketing parameters in ensuring effective resource allocation and use, and justify tools that enhance resilience and competitiveness of economic entities. This creates the foundation for improving theoretical models and practical approaches to managing resource-potential development, especially under growing uncertainty and heightened requirements for socio-economic balance across territories.

The scientific and applied recommendations are based on the presented theoretical and methodological provisions and analytical materials and are structured as a source of real managerial value for enterprises and territorial communities/

Thus, enterprises are recommended to:

- institutionalize marketing competence as a separate component of the organizational and economic mechanism for managing resource potential, with a clear definition of functions related to investment positioning, resource branding, and interaction with investors. The marketing component should be integrated into the system of strategic management and the investment policy of the enterprise through the establishment of a

marketing unit as an independent structural subdivision, with formalized competencies and a clear specification of the relevant powers, duties, and responsibilities of performers in accordance with their job descriptions;

- orient marketing activities toward combining the sales function with investment objectives, in particular the formation of investment attractiveness, substantiation of business models for the development of resource potential, and promotion of the enterprise's investment projects;

- focus the enterprise's strategy on the economic, social, and environmental value of resources (land, labor, intellectual, technical, and technological) used in production and economic activities, as a result of which specific goods and services are created that satisfy customers and address their needs;

- optimize the structure of investment resources based on marketing research information; diversify and balance sources of financing; use marketing analytics to adapt investment proposals to the requirements of banking institutions, international donors, private investors, sustainable development programs, and the European Green Deal;

- enhance human capital and intellectual potential by investing in the development of employees' marketing competencies as a key intangible resource;

- form cross-functional teams that include specialists in marketing, innovation, finance, technology, and engineering for the management of investment projects.

Territorial communities are recommended to:

- engage highly qualified specialists to build the marketing competence of the community;

- develop a marketing strategy for the development of the community's resource potential oriented toward attracting investment;

- implement a system of marketing audit of the community's resource potential (land, labor, infrastructure, social, and environmental);

- conduct investment branding of territories;

- create and promote an investment brand of the community that reflects its unique resource advantages and opportunities;

- use marketing communications to position the community as a reliable partner, reduce information asymmetry for investors, and increase trust in local institutions;

- introduce mechanisms of public-private partnership in which marketing acts as a tool for aligning the interests of producers, consumers, the community, and the environment;

- promote the creation of local clusters (agricultural, processing, logistics) where

marketing competence serves as a shared investment resource;

- include marketing competence among the key factors in the development of post-war recovery programs and policies of sustainable and inclusive growth.

The practical implementation of the proposed recommendations will facilitate the transformation of marketing competence from a supportive managerial function into a system-forming investment factor that ensures increased efficiency in managing the resource potential of enterprises and territorial communities.

Conclusions and perspectives of further research. It has been established that marketing competence is a key investment factor in managing the development of the resource potential of enterprises and territorial communities due to the ability of economic entities to generate, attract, and efficiently utilize investment resources of various types—financial, human, material and technical, intellectual, informational, and social. It has been proven that, as an economic and social category, marketing competence has a systemic character, integrates market, managerial, and institutional mechanisms, and ensures the formation of stable demand, predictable market benchmarks, and increased investment attractiveness of enterprises and territories. A synergistic effect has been demonstrated, according to which the growth of marketing competence generates a multiplicative

expansion of the resource potential of enterprises and communities through improved market positions and the formation of a favorable investment environment. It has been identified that enterprises' own funds dominate as the main source of financing capital investments, which objectively underscores the significance of marketing competence at the enterprise level as a determinant of income generation and, consequently, capital investment financing. At the same time, the low share of foreign investors and bank lending results from high risks and indicates the need to strengthen investment trust, which is directly linked to the level of marketing competence of economic actors. It has been substantiated that marketing competence serves as a system-forming component of the investment policy of enterprises and territorial communities, as it determines the directions for optimizing resource provision and shapes the mechanisms of sustainable socio-economic development through the integration of institutional, market, and managerial instruments.

Future research should focus, first, on developing a system for assessing the investment attractiveness of enterprises and territorial communities based on marketing parameters; second, on improving the tools of enterprise and territorial branding as a mechanism for attracting long-term investment; and third, on elaborating marketing strategies for post-war recovery and modernization of resource potential.

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