

DEVELOPMENT OF MARKETING COMPETENCIES OF THE PROJECT TEAM: THE RUSSIAN EXPERIENCE*

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Abstract

The use of project techniques allows to significantly improve the efficiency of the organization management. Project staff should carry out a set of complex functions, among which marketing functions are becoming increasingly important. These functions are marketing support of the process and result of project activities, as well as strengthening through marketing of organization's competitive position in the market as a result of project implementation.

The complexity of these functions causes the need to form a project team's marketing competences, which are understood as a system of knowledge, skills, motivation and abilities, the presence of which can effectively achieve marketing goals and execute marketing activities.

The authors of this paper conducted a study which purpose was to justify a set of marketing competencies of the project team on the basis of studying the characteristics of marketing activities in projects and offer these competencies formation technology. Research methods: expert assessments, document analysis, empirical observation in Russian organizations. The study covered 45 project-oriented organizations. The obtained results of the study: a set of marketing competencies of the project team, the classification of competencies based on current marketing tasks, methods and technologies of system building and marketing skills.

Key words: project team, project marketing, marketing competencies.

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Introduction

In conditions of active dissemination of project technologies in the management of modern organizations greater demands are submitted directly to the project teams. Representatives of the project team implementing a variety of different functions associated with the management of risk, schedule, cost, quality and project staff. The importance of these functional areas is not in doubt. Main technologies to manage them are sufficiently studied.

Generated requirements for the level of competence of the subjects of project management in these areas, there are various methods aimed at developing of these competencies.

One of new, slowly developing part – is the marketing part of project management. In conditions of constantly growing competition in most of spheres of economic activities, the marketing instruments are the one of the truly available tools of developing on the market. Marketing support allows programming the achieving of success of each project at the expense of professional project result creation process management. The core of marketing approach is in the process of searching ways of achieving own proposes in satisfaction of demand of all the interested stakeholders of the project. With the help of marketing instruments, each company is able to use the positive result of implementation both isolated and interconnected projects for the formation of the successful player image in a particular market.

The relevance of marketing approach and corresponding functions in the project management attaches high significance level to marketing professional competences of project teams' participants. Not only the project's result, which we see as a concrete product, but also the level of satisfaction of other project's participants activities, which assumes the possibility of following interaction during other projects and the quality of the positive information diffused to the external environment about the mother project company, are depend on the marketing professionalism of each team player (not only management, but also executive functions).

The contemporary team participant has to attain of clear system knowledge, skill, motivation and capabilities, which are directed to successful and effective exploitation of marketing instruments in different project activities.

Used in this investigation competence approach towards the staff management was deeply investigated such authors as R. Williams, R. Bpyazis, D. Raven, R. Rendel, R. Dolzhenko, V. Konovalova (Polovinko&Sazonova, 2008), S.N. Apenko (2013), McIver (2013) and others. Different aspects of project management is in the ceter of attention of R. Archibald (2013), P. Nutt (1983), M. Razu, A. Tovb and G. Cipes, V. Voropaev (2008), K. Weinkauf (2002) and other well-known scientists. Only minor proup of authors investigates the question of project marketing: I. Mazur and V. Shapiro (2009), N. Olderogge, G. Chernobaeva (2012, 2013). Less of investigations are dedicated to the process of staff competencies development. The question of marketing competencies in science and practice is open.

In frames of current project authors set the propose to prove the combination of marketing team competencies on the basis of characteristics examining of marketing activities in projects and offer methods of forming this competencies. For results achieving were used following methods: expert assessment, documents analysis, empirical observation in Russian organizations.

1 The meaning of competency approach in the process of team participants marketing skills forming

Successful implementation of the project depends on the quality of involved in the project team (Borg & Söderlund, 2013; Senaratne, S., & Samaraweera, A., 2015). One of the contemporary concepts, which develop the theory of workforce quality, is the competency approach.

The team participants are has to obtain the large set of competencies, which are defined by project object orientation. Recently, it is possible to find more and more information about the need of forming the marketing competencies and projects. The professional approach to the forming of the marketing concept on the first stages of the project implementation helps to achieve the success not only the separate project, but also the further organization existence in the whole. Implementing the planning functions, the team accounts, and often put in order, the features of marketing organization, pricing and promotion of project's results. Following activities are impossible to implement without advanced marketing competencies.

In particular, competency approach allows forming team players value-regulatory level that is mostly urgent for technologies, which are used among outside- and inside-oriented communications. Firstly, because marketing assumes the active interference into real process of human activities, organizations, social groups and even into society in the whole. Secondly, exactly inside this sphere, very effective ways of influence upon the personality and exist direct dependence of result on world outlook and morality of the specialist are worked out carefully.

Thus marketing competencies of the team we consider as the definite level of functional competence, like a system of knowledge, experience, abilities, experience in marketing sphere, and personal responsibility for forming with the help of external and internal marketing instruments for the representatives of all subjective project groups of needed satisfaction level of process and the result of project's activity; responsibility for

support and strengthening in the project realization process of competitive position of the company in the whole.

2 A combination of core marketing competencies of the team depending on marketing objectives in project activity of Russian enterprises

Determining the set of project team marketing competencies, we address to National requirements to the project team competencies in the sphere of project management. Current requirements that are based on the international standard IPMA, there four blocks of competencies: contextual, behavioral, technical and common.

Thus, contextual and common block include competencies, which are connected with understanding of features of project management objects and ability to realize concepts of system methodology inside this objects' management. Technical block contains competencies that determine the success of implementation processes and project management. Behavioral block is comprised of competence, defined by the sets of personal characteristics of specialists in the field of project management, and motivational components of holistic models of behavior.

The set of competencies formed by IPMA (2010) determine common requirements to the specialists of the project team. This set may be specified depending on functional area of project management. We consider marketing as such specified area. Implemented analysis allowed authors to form the list of marketing goals of project team, which has minor significance according experts. According the results of theoretical and empirical investigations was created the list of marketing goals, which has to be decided by the project team. Mentioned above list includes 81 tasks and divided for 5 gropes according the stages of the project management process, was offered to experts for the valuation of importance of each task in team's activity. The experts had the opportunity to rate the importance of several tasks as equal. On this stage (01-04.2013), 112 representatives of team's project took part in investigation (including 43 project managers), 45 project-oriented ventures of Russian Federation (Moscow, Omsk, Novosibirsk, Chelyabinsk). The significance of the task was assessed on a 10-point scale, where 1 is the index of the smallest importance.

Interim results of the study showed that the typical member of the project team spends on the implementation of the marketing functions 15.3% of the time, the project manager - 21%. While 82% of respondents do not identify realized functions as marketing functions and do not purposefully develop their marketing competencies.

During the 2013-2014 year for project managers of investigated ventures were realized different forms of educational actions, which were directed to forming of readiness for the realization of marketing functions of project management. After the finishing of these educational activities, project managers valued again the significance of marketing goals (the second phase of research). Table 1 presents a list of the important tasks of the second phase of the study compared to the first estimate. For each type of significant goals were determined major marketing competencies, which require efforts for forming.

Tab. 1: Basic marketing competencies of the project staff according the groups of significant goals

№	Main marketing competencies	Marketing goals of project team	Evaluation of goal's significance	
			2013	2015
1	Skills and experience of strategic marketing analysis and planning	Forming of marketing strategies of creation and promotion of project results	7,0	9,7
2	Skills and experience of usage of marketing product modeling. Creativeness	Determination of commercial and noncommercial characteristics of project's product	1,7	7,8
3	Skills and experience of forming of tasks on marketing research	Marketing evaluation of potential success of project result	9,2	9,2
4	Commercial thinking. Group of motivate and adaptive competencies. Skills of effective communications.	Involvement into the project of investors, sponsors and other invest – significant subjects.	5,1	8,2
5	Ability to reveal demands of project subjects and to form systems of marketing stimulating on its basis	The use of marketing incentives to generate interest in the success of the project of all subject groups	6,8	8,0
6	Marketing thinking. Knowledge and understanding of principles of position forming of the venture on the market.	Forming of undirected marketing project effects (does not connected directly with the project product), directed to straightening of competitive positions of the company on the market.	0,9	6,9
7	Skills and experience of usage of marketing instruments in staff management. Group of motivate competencies	Usage of marketing staff instruments in organization of interaction of project subjects	5,1	7,1
8	Skills and experience of participation in integration projects. Dynamic of thinking. Ability to achieve strategic aims.	Integration of the program of marketing project accompanying in marketing strategy of the company in the whole	8,3	9,5
9	Ability to reveal the marketing potential of separate instruments of project management. Skills and experience of forming of "unpremeditated" marketing communications.	Forming of marketing effects during the process project's marketing communication realization.	4,0	7,3

Source: Created by author

For each type of significant problems were identified core marketing competencies, requiring efforts to generate. The main method of competencies justification become

functional analysis of the project team participant activities and the search of necessary employee characteristics for the effectiveness of the activity. The validity of the selected competencies confirmed further by the experts. In the future, the authors intend to deepen the study, namely to group marketing tasks and competence appropriate for the types of projects and phases of the project life cycle. However, at this stage, this problem was not set.

During the processing of the resulting research data, we identified significant variability in the importance of different marketing tasks. The authors at this stage deliberately did not use methods of statistical "cleaning" of the results. Understanding of the variability of the results triggered the organization of a new group of search and casual studies aimed at identifying additional bases that determine the sets of formed marketing competencies of the project team members. One of the reasons may be different level of readiness of the project team to implement marketing objectives.

3 The analysis of the development of marketing competencies of the project team on project-oriented enterprises in Russia

Analysis of experience of training, retraining and advanced training of personnel in the field of marketing let us justify the need to assess the level of readiness for the implementation of the marketing functions of the project team specialists as the conditions of selection of effective methods in the development of appropriate competencies.

In our study, we assume from the theoretical propositions about the concept of professional readiness (B.G. Anan'ev, M.N. Dyachenko, K.M. Durai-Novakova, L.A. Canadybovich, K.K. Platonov, V.A. Slastenin, N.K. Sergeev, E.I. Shiyanov, etc.) (Polovinko&Sazonova, 2008), which is a primary fundamental to successful performance of the activity system and integrative qualities, properties, knowledge, abilities, skills of personality. We define the willingness of the project team subjects to implement marketing functions in professional project activity as a professional a person's quality that integrate firm-wide and project marketing objectives and includes a set of knowledge, skills, experience, personality, associated with the specifics of the marketing function implementation in the field of project management.

To assess the level of the project team readiness to implement marketing functions we developed matrix presented in table 2. However characteristics of the typology groups by levels of preparedness can be identified only on the basis of benchmarks, which serve as criteria: cognitive (mastering of theoretical knowledge for effective implementation of the

functions of marketing support of project); motivational criterion (the orientation of motivation to enhance the professional activity in manage of marketing tools in the project); operational criteria (steps to mastery, modeling, projecting, comparison, analysis and evaluation of the marketing function); creative criterion (the variability of the marketing function, alternative and creative marketing thinking).

The use of this matrix allowed us to identify the average level of readiness to implement the functions of marketing professionals previously attracted to the study of 45 project-oriented companies in Russia prior to the implementation in 2013-2014 programs of marketing competencies formation. The evaluation results are also shown in table 2.

Tab. 2: Development of components of readiness of the project team to implement marketing functions

Compo nents	Level		
	Low	Medium	High
Cognitive	Not generated knowledge about the actions implementation, that are needed for successful project marketing accompanying 26,7%	Some sensibleness and adoption of basics of activities according the realization of marketing functions, realization, insufficient knowledge usage. 55,6%	Presence of deep, flexible, system knowledge according the realization of marketing functions inside the management system; variety; origin and purposefulness of activities. 17,7%
Motivated	Full absence or very low understanding of the need of learning of new, gaining of needed knowledge, and ability to perfection personal qualities, which determine realization of marketing functions. 46,7%	Origination of the demand and understanding of the importance of realization of marketing functions, as project, also whole organization activities, which become personally significant. 42,2%	Interpersonal readiness, deep perception of the need of effective marketing accompanying of the projects for achieving of the project result and professional competitiveness. 11,1%
Operational	Activities are based on the intuition, professionally not realized. The professional marketing project management, project management, proposes making, attaining of marketing oriented decisions, effective marketing communication are missed. 28,9%	Activities according the realization of marketing functions sufficiently confident, the team of the project is able to solve typical situations, implement modeling of marketing activities in the frames of project. 53,3%	Activities are logical, based, integral; skillfully usage the set of methods according the realization of functions of marketing project, counting common marketing and business proposes of organization; proposes are strictly set and achieved without any difficulties. 17,8%
Creative	Team subjects react reproductive, based on strict patterns. 15,55%	The team project implements towards the projects realization some creative approach, as usual based on intuition and life experience. 68,9%	Creative approach towards the planning, creation of instruments of marketing accompanying has bright innovative character. 15,55%

Source: Created by author

Special attention deserves that 21 (46.6%), the company has demonstrated a low level of motivational readiness component. The obtained results allow determining the orientation of

the first stages of the formation process of marketing competencies of the project team – awareness of the importance of marketing support projects.

4 Directions and methods of formation of marketing competencies of the project team

In dependence of project features, the type of project-oriented organizational structure, used methods of management by concrete project and organization in whole, each market goal, solved by project team, will demand further detailing, that are listed in Table 1 of major competencies.

Determining the basic set of competencies spheres of project team's members in the area of marketing, we distinguish three groups:

- professional (marketing technology);
- management (instruments of making marketing decisions);
- social (adaptation, communications, ability to convince during the process of achieving marketing purpose of the project).

The spreading of specifying competencies for mentioned groups will allow us to develop adequate technologies of its forming during the process of further investigations.

Thus, sets of professional marketing competencies are advisable to form on the basis of created in frames of small educational marketing programs, educational basis with the help of traditional and innovative educational methods. For forming of this group of competencies is possible to use methods of inside outsourcing of marketing staff.

Management competencies of team participants is advisable to form with the help of upgrading of technologies of selection and adaptation of the team's staff based on specified competency marketing oriented model.

Social competencies in the sphere of marketing, as in other functional areas, better to form with the help of methods of individual personnel and communicational management.

Our further investigations will direct on development of concrete technologies of forming marketing competencies of project team. In this case, the authors seem appropriate to consider the level of readiness of project teams of each company to implement marketing functions, as well as the overall level of project competence of all team members.

Conclusion

Summarizing, it is necessary to emphasize the novelty and relevance put forward for discussion the thesis of the importance of marketing competencies of the project team personnel. This is due to the fact that marketing tasks and functions in the project activity are becoming increasingly necessary and challenging, and the success of their implementation depends on the competence of all professionals in the project team. A combination of marketing competencies should be formed on the base of the analysis of marketing problems of project activities. The results of this study suggested in this article. In order to form of marketing competencies is also important to assess the level of their development in representatives of the project teams. Identified by the authors combinations of competencies and set of their level helped to suggest areas and methods of formation of these competencies.

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