

## PROJECT APPROACH AS A TOOL FOR IMPROVING MARKETING MANAGEMENT EFFICIENCY

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**Abstract:** *This article examines the potential for applying a project-based approach within a company's marketing management system. The topic's relevance stems from the growing dynamism of the market environment, the digitalization of business, and the need to enhance the flexibility of marketing decisions. The traditional functional approach to organizing marketing is often insufficient for implementing complex initiatives that require cross-functional collaboration, adherence to deadlines, and resource control. The aim of the study is to develop a conceptual model of project-oriented marketing management and to justify its impact on improving marketing performance. The research employs methods of systems analysis, comparative analysis, structural modelling, and case study analysis. The author proposes a Project-Oriented Marketing Management (POMM) model, which includes operational, project, and portfolio levels of marketing management. A five-stage mechanism for implementing the model within a company has also been developed.*

**Keywords:** *marketing, project approach, marketing management, efficiency, project management, POMM, marketing projects*

**JEL:** M10, M15, M31, O32

### Introduction

In the context of intense competition, accelerated digital transformation, and continuously evolving consumer behavior, companies need to adapt their marketing activities rapidly to changing market conditions. The traditional functional approach to marketing management, based on a stable distribution of responsibilities among departments, often proves insufficiently flexible for implementing complex marketing initiatives that require cross-functional collaboration, adherence to deadlines, budget control, and measurable results.

This is particularly evident in tasks such as launching new products, implementing integrated advertising campaigns, rebranding, entering new market segments, and introducing CRM systems and digital promotion channels. Such initiatives exhibit the key characteristics of projects: they are time-bound, aimed at delivering unique results, resource-constrained, and require coordination among multiple stakeholders. In this context, the importance of the project approach as a managerial tool is increasing, as it enables companies to improve the effectiveness of marketing activities, reduce the time required to implement initiatives, enhance process transparency, and ensure the achievement of strategic marketing objectives.

Despite growing practical interest in this topic, the issue of systematically integrating project management methods into marketing activities remains underexplored, underscoring the relevance of this study.

The aim of the research is to develop theoretical and practical foundations for applying the project approach within a company's marketing management system and to substantiate its impact on marketing performance.

The main hypothesis is that applying the project approach in marketing management enhances marketing effectiveness by improving process coordination, reducing implementation time, and increasing the performance of marketing initiatives.

The scientific novelty of the research lies in advancing approaches to marketing management through the integration of project management principles and in developing a model for the project-oriented organization of marketing activities.

### **Basic content**

#### Theoretical Background of the Study

The theoretical framework of the study is grounded at the intersection of three areas of management science: marketing management theory, project management concepts, and modern approaches to organizational agility.

In contemporary research, marketing is viewed as a system for managing value creation for customers, shaping a company's market behavior, and developing long-term customer relationships. Significant contributions to this concept have been made by Philip Kotler, Kevin Lane Keller, and Christian Grönroos, who regard marketing as a strategic function of the company (Kotler & Keller, 2016; Grönroos, 2007).

Project management theory holds that a project is a temporary endeavour aimed at creating a unique product, service, or result. The Project Management Institute systematises this approach in the PMBOK Guide, which emphasises constraints related to time, cost, quality, and resources (PMI, 2021). In the digital economy, there is growing interest in flexible management approaches. Research on agile management shows that organisations increasingly rely on cross-functional teams, short execution cycles, and rapid hypothesis testing (Rigby, Sutherland & Takeuchi, 2016). Additionally, recent studies on digital transformation highlight that effective management requires integrating strategic, project, and operational approaches, as well as a high level of organisational adaptability (Verhoef et al., 2021).

The application of the project approach to marketing activities is addressed in the academic literature in a fragmented manner. Most studies focus either on general marketing management issues or on specific aspects of implementing marketing projects. Classical marketing research indicates that the effectiveness of the marketing function depends on a company's ability to adapt to changes in consumer demand, competition, and technology (Kotler & Keller, 2016). However, the traditional functional structure of marketing management does not always provide sufficient responsiveness to changes in the external environment.

From a project management perspective, many marketing initiatives exhibit all the characteristics of projects: they are time-bound, have a unique objective, require a defined budget, and involve the coordination of resources. This applies to product launches, advertising campaigns, rebranding efforts, market entry strategies, and digital transformation initiatives (PMI, 2021).

The concept of projectification, which reflects the growing role of projects in organizational activities, is increasingly discussed in the literature. According to Rolf A. Lundin and co-authors, modern organizations are progressively shifting from functional structures to project-oriented forms of work organization (Midler, 1995; Lundin et al., 2015). This is particularly relevant to marketing, where a significant portion of activities is carried out through temporary initiatives.

A number of studies focus on agile marketing as a related field. Darrell Rigby and co-authors argue that agile management practices enhance decision-making speed and improve cross-functional collaboration (Rigby et al., 2016). In marketing, this translates into faster testing of advertising hypotheses, rapid campaign adjustments, and improved accuracy of customer-focused decisions. However, the literature indicates that the systematic integration of the project approach into marketing management remains underdeveloped. Most authors examine individual projects rather than considering the marketing system as a whole as an object of project-based management.

Recent studies confirm the growing interest in integrating project management and marketing. For instance, Obradović et al. note that traditional project management does not sufficiently account for marketing orientation and customer value. Agile approaches are viewed as a mechanism for increasing organizational adaptability (Rigby et al., 2016), while recent research demonstrates the expansion of agile project management beyond the IT sector (Dong et al., 2024). Furthermore, Arne Naudé and Werner Wirtz emphasize that in the context of digitalization, marketing increasingly requires the integration of various management approaches, including project-based and process-based models, to enhance flexibility and efficiency (Wirtz & Daiser, 2018).

In this study, the project approach is proposed to be considered not only as a method for implementing individual marketing campaigns but also as a managerial model for organising marketing activities through a system of projects, programmes, and portfolios aligned with the company's strategic objectives.

### **Project-Oriented Marketing Management**

Marketing should be viewed not only as a set of ongoing functions but also as an integrated system that combines two types of activities: regular processes and temporary projects. Dave Chaffey and Fiona Ellis-Chadwick note that digital marketing includes "ongoing, always-on communications and campaign-based activities," meaning it combines continuous processes with discrete projects (Chaffey & Ellis-Chadwick, 2022).

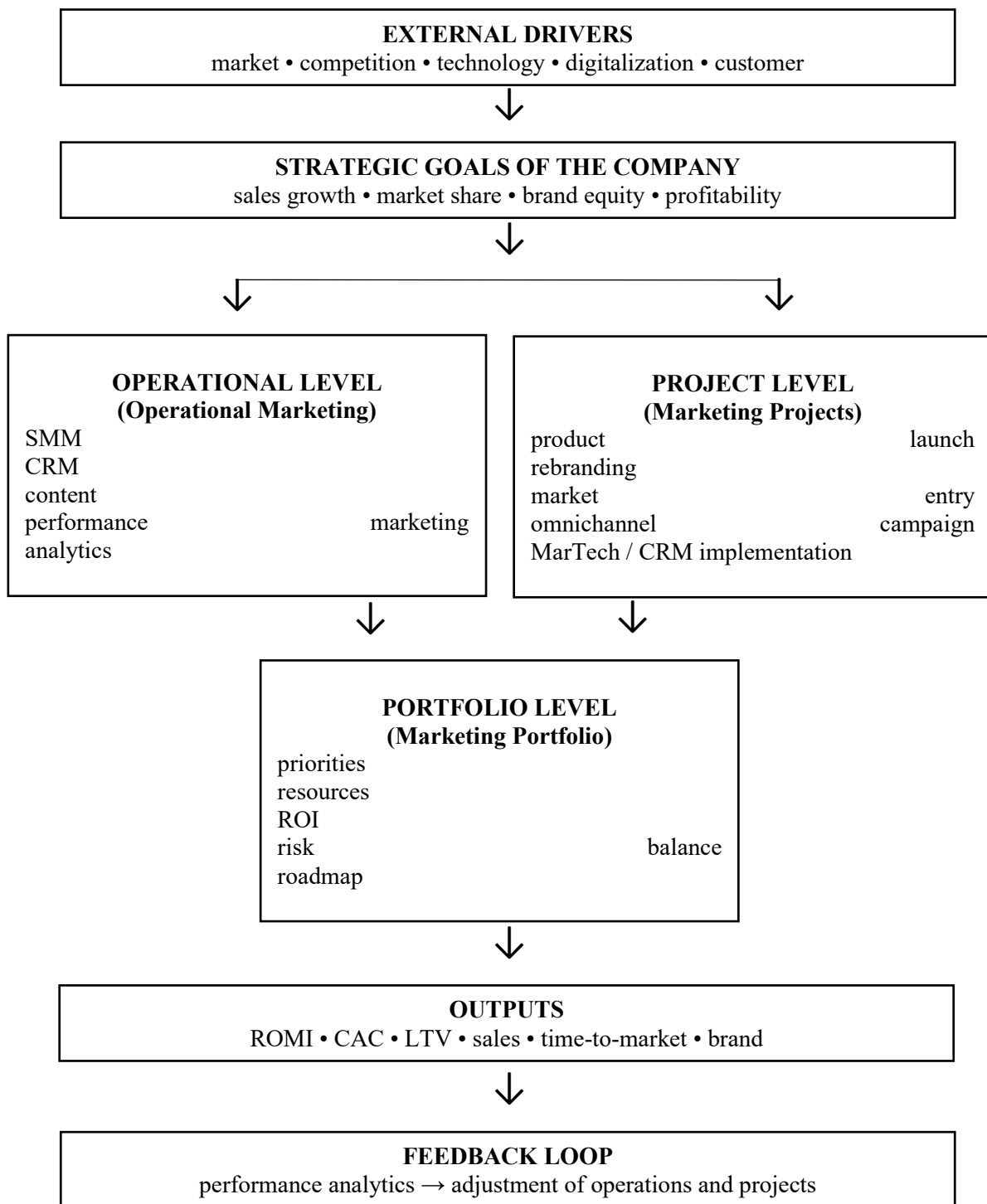
Therefore, the author proposes the Project-Oriented Marketing Management (POMM) model, in which marketing is understood as a system that integrates daily operations, individual project-based initiatives, and strategic management at the portfolio level.

Campaign launches, market entry, the implementation of new tools, and many other marketing activities are temporary and unique. Therefore, managing marketing solely as a continuous function is no longer sufficient—there is a need to combine processes and projects. The operational level includes daily, repetitive activities such as social media management, content creation, email marketing, advertising, analytics, and brand support. This level ensures the company's continuous market presence, customer interaction, and stable performance.

The project level of marketing management focuses on implementing temporary initiatives. These are tasks carried out once with a clearly defined objective, such as launching a new product, entering a new market, rebranding, implementing a CRM system, or executing a large-scale advertising campaign. Such initiatives are characterised by clear goals, time constraints, fixed budgets, dedicated teams, and a system of key performance indicators.

The third aspect of the model concerns managing all marketing projects as a unified system. Its purpose is to align individual projects with the company's strategy, allocate resources efficiently, and identify priority areas for marketing investment. At this level, economic efficiency is assessed (e.g., through ROI), results are monitored, and the project portfolio is revised as market conditions and company objectives change.

In the POMM model (*Figure 1*), the three levels: operational, project, and portfolio do not operate sequentially but are interconnected. Operational activities generate data on customers and the market, which underpin the launch of new projects. In turn, projects transform existing marketing processes and tools. The portfolio level allocates resources between ongoing operations and projects in line with strategic priorities. Market outcomes, such as sales, response rates, and KPIs, provide feedback for the entire system, indicating what works and what requires adjustment.



**Figure 1. Project-Oriented Marketing Management**

*Source: developed by the author based on the analyzed literature*

The implementation of Project-Oriented Marketing Management (POMM) in a company should be carried out in stages. This approach helps reduce organizational risks, facilitates staff adaptation to new working principles, and preserves the stability of existing marketing processes. A gradual implementation enables a smooth transition from traditional functional marketing management to a more flexible, project-oriented system without disruptive changes.

**At the first stage**, an analysis of the existing marketing management system is conducted. The goal of this stage is to identify the characteristics of current marketing processes and determine key

problems that hinder the effective implementation of marketing initiatives. The analysis includes the organizational structure, existing processes, campaign launch timelines, frequency of budget overruns, quality of interdepartmental interaction, distribution of responsibilities, and the level of achievement of marketing KPIs. As a result, key weaknesses are identified and areas for improvement are defined.

**At the second stage**, the company's marketing activities are classified into two main groups: operational processes and project initiatives. This classification is necessary to build a more transparent and effective management system. Operational processes include regular and repetitive activities such as social media management, content marketing, CRM communications, performance advertising, and ongoing analytics. These tasks are continuous and ensure the day-to-day functioning of marketing. Project initiatives, on the other hand, are temporary tasks with specific goals and defined timeframes, such as launching a new product, rebranding, entering a new market, implementing marketing technologies, or conducting a large-scale advertising campaign. This classification makes it possible to distinguish which activities require continuous management and which should be handled using project management methods.

**At the third stage**, the organizational and methodological infrastructure of project marketing is established. The company defines areas of responsibility, roles, and duties of employees, appoints project managers, and forms cross-functional teams involving marketing, sales, IT, and finance. At the same time, tools for scheduling tasks and resources are introduced, documentation, budgeting, and reporting formats are standardized, and digital management systems such as Asana, Trello, or Jira are implemented. As a result, this stage creates the managerial environment necessary for the effective functioning of the POMM model.

**At the fourth stage**, pilot marketing projects are launched. At this stage, the company tests the new management system on a limited number of initiatives, allowing it to assess the model's effectiveness without significant organizational risks. Pilot projects may include launching a new product line, a seasonal advertising campaign, CRM implementation, or a digital promotion program. This enables testing the model under real conditions. During implementation, factors such as task completion time, budget adherence, KPI achievement, team interaction, and decision-making speed are evaluated. The results help identify the strengths and weaknesses of the model and make necessary adjustments.

**The fifth stage** involves scaling the POMM model across the entire marketing system and transitioning to portfolio management of initiatives. After successful testing, the project approach is extended to all key areas of marketing activity. A unified portfolio of marketing projects is formed, within which initiatives are selected and prioritized in accordance with the company's strategic goals, resources are allocated, and expected returns and overall effectiveness are assessed. In addition, control over results is strengthened, and the overall contribution of projects to business objectives is analyzed. At this stage, the project approach becomes a stable element of the company's marketing management system.

The five-stage implementation of the Project-Oriented Marketing Management model ensures a gradual transformation of the marketing function, combining operational stability with increased flexibility, innovation, and strategic control. Despite the identification of five stages, they should not be viewed as a strictly linear sequence, but rather as an adaptive management cycle. The company may return to previous stages to refine processes, reallocate resources, and improve project mechanisms.

## Conclusion

In the context of rapid market dynamics and digital transformation, the traditional functional approach to marketing management requires the integration of modern organizational tools. One such tool is the project approach, which structures marketing activities through a system of temporary initiatives aimed at achieving specific market outcomes.

This study develops an original Project-Oriented Marketing Management (POMM) model that integrates operational, project, and portfolio levels of marketing management. A five-stage mechanism for implementing the model in companies is proposed. Practical application demonstrates that the use of the project approach reduces the time required to launch marketing initiatives, minimizes budget deviations, and improves overall marketing performance. At the same time, coordination between departments is enhanced, making processes more consistent and manageable. Transparency of task execution increases, decision-making is accelerated, and control over marketing KPIs is strengthened. This allows for a more accurate evaluation of both individual initiatives and overall marketing effectiveness.

Thus, the project approach can be considered an effective tool for improving the marketing management system of a company, ensuring greater flexibility, control, and results orientation.

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