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**МЕХАНІЗМ ВИМІРЮВАННЯ РЕЗУЛЬТАТИВНОСТІ
МАРКЕТИНГОВОЇ ВЗАЄМОДІЇ ПІДПРИЄМСТВ НА ОСНОВІ
КОНЦЕПЦІЇ СИНЕРГІЗМУ**

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НА ОСНОВЕ КОНЦЕПЦИИ СИНЕРГИЗМА**

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**PERFORMANCE MEASUREMENT MECHANISM OF ENTERPRISE MAR-
KETING INTERACTION BASED ON SYNERGISM CONCEPTION**

Structural abstract

Purpose of the articles lies in formation of the performance measurement mechanism of enterprise marketing interaction based on the conception of synergism.

Methodology. Methodological ground of the research became: structural-logical and semantic analysis (for substantiation of a categorial apparatus), systemic and complex analysis (when investigation of the system of marketing interaction of enterprises and

its separate details), export evaluation method (for evaluation of synergic performance of marketing interaction of enterprises).

Findings. On the grounds of the carried out investigation it was established that provision of general performance of marketing interaction of enterprises subject to achievement of certain results from realization of marketing relations of an enterprise under different levels of interaction determines necessity of a synergic approach use to its measurement.

Originality. The scientific-methodological approach to the performance evaluation of marketing interactions on the basis of the synergic approach based on synergic performance measurement of marketing interaction as an integrated feature of qualitative and synergic effects in the system of marketing interaction and value of the whole aggregate of marketing relations of an enterprise was firstly developed and proved theoretically, that will allow enterprises to evaluate effectiveness of marketing interaction system management in general.

Practical value. The obtained results are direct to optimisation of a trading enterprise competitiveness.

Keywords: interaction marketing, synergic effects, synergic performance of marketing interaction.

Problem statement in general terms and connection with important scientific and practical tasks. The effective marketing relations of an enterprise become the major resource of marketing potential of an enterprise success. Along with that interaction marketing of enterprise is the most difficult for the sphere of activity management. Necessity of solution not only current issues but also carrying out of preventive information analysis about purchasers, business-partners and competitors, strengthening of control over their behaviour and provision of operative regulation to market changes precondition presence of many-sided market relations. Therefore the system of marketing interaction management should be many-sided that ensures complex evaluation and analysis of the factors which have influence on marketing relations performance and simultaneously flexible and able to coordinate increasing requirements of buyers, interests of business-partners and complaint tasks of an enterprise. Multigate policy of performance management of marketing interaction of enterprises based on the above principals from our point of view can be realized on the basis of the conception synergic performance of the functioning of the whole system of marketing interaction of an enterprise.

Analysis of the latest research studies and publications. In the theory of interaction marketing there were grounded a lot of methodological approaches to evaluation of marketing relations performance based on various parameters of evaluation, such as: «degree of risk associated with business dealing with a partner – value added due to interaction with a partner» [1], «clients' contribution into activity of

the company of the supplier and degree of integration» [2], «customer's contribution in relation of direct functions of interactions - customer's contribution in relation of indirect functions of interactions» [3] etc. Thought a set of questions in the sphere of revelation of necessary and sufficient suppositions of the provision of marketing relations performance of an enterprise from the perspective of synergism conception rely in abeyance. Provision of general performance of marketing interaction of an enterprise is possible subject to achievement of certain results from realization of marketing relations under various levels of interaction. Such capabilities are opened by synergism conception based on a system-synergic approach developed by I. Pryhozhyn, G. Haken [4, 5], and principals of harmonic production offered by A.I. Klevlin and N.K. Moiseieva [6], which are based on the following postulates: production harmony and environmental sphere; stability and changes; quality and cost of elements and processes (flows); functions, structure and contacts; interests and stimulus.

Formation of the article purposes. On the assumption of the mentioned above we deem it advisable within the limits of this article to set and settle the task to develop a performance measurement mechanism of enterprise marketing interaction based on the synergism conception.

Statement of the principal material of research study. The synergy law is one of the important law of the functioning of any organisation in relation to which the properties and capabilities of organization as an organic whole exceeds an amount of properties and capabilities of its separate elements that is conditioned by complementarity, mutual support and mutual influence.

The attention to synchronism as to the economic phenomenon was firstly directed by I. Ansoff «Corporative strategy», where he showed that strategy established on use of the effect of synchronism can be considered as a core of the diversification process admitting a market subject to use current advantages in new strategical zones of economic management [7].

Theory of synergism is referred to a relatively new scientific direction «synergetics» that studies connection between elements of the structure which is considered as an integration. As determined by E. N. Kniazev and S.P. Kurdiumov, synergic overview admits to approach the problem of effective management of complex systems development in a new light (socio-natural, ecological and economical) [8, p.160]. T.M. Pechenievskaya operates for the notion of «synergic economics» emphasizing its special meaning for solution to the problem of economic evolutions [9, p.641].

In the work of V.Ye. Nikolaiev «Synergetic management of quality» is determined as «synergism, synergy – joint consensual interaction of two or some factors in some one direction» [10, p.67].

In marketing as specified by Ye.P. Holubkov "potential synergism is determined by possibilities of use of general trade marks, share participating in realization of Research and Advanced Development, joint creation of the systems of merchandise distribution and logistic, coordinated realization of marketing communications" [11, p.15].

Synergic effect shall be understood to be increase of activity efficiency as a result of connection, integration, confluence of separate parts in the unified system due

to so-called positive system effect (emergence effect), where an effect from interaction of participants of association inside integrated enterprise exceeds amount of effects of activity of every participant separately, that acts autonomically [12, p.13].

Thus, it is fair to say that the basic source of initiation of marketing competitive advantages is synergistic interaction of component elements of the system of marketing interaction that results in their orderliness and maximal positive results.

The process of measuring of results of enterprise marketing interaction on the basis of synergistic approach should be based on such basic principles:

- Formation of the ethics of high effectiveness— organizational context, culture of an enterprise within which an enterprise aspires to achieve this or another results.

- Creation of the integrated data bank on the objects of marketing interactions - as a base for all-round measurement of the results after achievement of the fixed targets.

- Use of the system of key indicators as an instrument of development of the management strategy of a target market. Consideration of “synergic effectiveness of marketing interaction” category should be started with determination of the essence of such notion as “synergic effect”. Synergic effect in the system marketing interaction appears when each from its components in the connection with other realises its capabilities at most.

In the system of marketing interaction the qualitative and quantitative synergic effects should be separated.

To the qualitative synergetic effects are:

- intrasystem which is represented by increase of effectiveness of marketing interaction in the result of integrated and complex use of all elements of the system of marketing interaction. A high level of integration in the sytem of marketing interaction means existence of exact notions about general interests and desire to cooperate for achievement of its purposes, easiness of communication between subjects of interaction whose efforts should be coordinated, creation of motivation climate for general efforts realization.

- over-sytem which are expressed in increase of image of an enterprise its competitive status due to integration of the potential and competencies of the subjects of marketing interaction.

Economic synergic effects are expressed in improvement of the effectiveness as a result of realisation of marketing relations. Economic effectiveness of marketing interaction defines an indicator of the value of marketing relations.

It should be noted that a lot of scientists investigating different branches of economics insist on the importance of research carrying out of the value of relations as the most significant metrics of the evaluation of marketing interaction success rate [13]. [14], [15].

Thus without regard to the presence of researches in this sphere there is a large space for development of scientific and practical part of this question, in particular ground of the methodical approach to estimation of marketing relations value.

An indicator of marketing relations value which represents economic efficiency of marketing interaction can be defined by correlation of an aggregate of the obtained benefits from mutual relations and cost of marketing efforts necessary for their realization:

$$U_{\text{MG}} = \frac{\sum_{i=1}^n B_i}{\sum_{j=1}^m 3_j^{\text{MG}}}, \quad (1)$$

where: U_{MG} – marketing relations value; B_i – evaluation i - benefits from interaction in points; n – number of benefits from interaction; 3_j^{MG} – evaluation j -marketing effort required for realization of marketing relations in points; m – number of marketing efforts required for realization of marketing relations.

Basic benefits from realization of marketing relations and marketing efforts in relation to their realization were determined in the process of evaluation of marketing relations value of the investigated enterprises (table. 1).

Formation of marketing relations having an appreciated value as for an enterprise as well as for its business-partners assists providing of synergistic performance of marketing interaction and stable competitive advantages. Based on the above stated it should be noted that synergistic performance of marketing interaction can be calculated according to the formula:

$$P_c = K_e * \left(\sum_{i=1}^n U_{\text{MG}_i}^c + \sum_{j=1}^m U_{\text{MG}_j}^{\delta-n} + \sum_{k=1}^k U_{\text{MG}_f}^k \right) \quad (2)$$

where P_c – synergistic performance of marketing interaction; K_e – emergence coefficient which represents quantitative evaluation of qualitative synergic effects in the system of marketing interaction; $U_{\text{MG}_i}^n$ – value of marketing relations with i - consumer (with a segment) of a target market, in points; n – a number of consumers (segments) of a target market; $U_{\text{MG}_j}^{\delta-n}$ – value of marketing relations with j - business-partner (with a supplier and /or with an intermediary) of enterprise in points; m – a number of business-partners; $U_{\text{MG}_f}^k$ – value of marketing relations with f - competitor of an enterprise in points; k – number of competitors of an enterprise involved in marketing interaction.

The evaluation of synergism shall be made for a current situation as well as for perspective as influence of different factors – sources of synergism will depend on strategic changes made by an enterprise in the system of marketing interaction.

Table 1 – Possible benefits and marketing efforts in the sphere of interaction marketing

LEVELS OF MARKETING INTERACTION	BENEFITS FROM MARKETING RELATIONS REALISATION	MARKETING EFFORTS IN THE SPHERE OF MARKETING INTERACTION
Marketing relations with consumers	<ul style="list-style-type: none"> • Increase of volume of sales • Increase of enterprise profitability • Increase of market share • Increase of force of consumers loyalty • Increase of profitability of marketing interaction with consumers 	<ul style="list-style-type: none"> • Marketing efforts at formation of awareness of consumers (market segmentation, choice of target market, management of database on consumers). • Marketing efforts at implementation of the measures oriented to attraction of consumers (advertisement, sales promotion, public relations, direct-marketing). • Marketing efforts at sales promotion and direct marketing (demonstrations and tasting in the places of sale, test samples, discounts, bonuses, coupons, lotteries, gifts etc.).
Marketing relations with suppliers	<ul style="list-style-type: none"> • Increase of volume of sale • Increase of enterprise profitability • Increase of market share • Increase of competition force of marketing complex • Increase of commodity circulation • Increase of efficiency of commodity inventories control • Increase of efficiency of goods quality control • Increase of goods competitiveness • Reduction of transaction expenses 	<ul style="list-style-type: none"> • Marketing efforts at establishment of relations with suppliers (conduct of negotiations, entering into contracts). • Marketing efforts at support of marketing relations with suppliers (holding of press-conferences, disputes settlement, co-marketing programs development: joint advertisement, co-branding, joint merchandising, integrated quality management).
Marketing relations with intermediaries	<ul style="list-style-type: none"> • Increase of volume of sale • Increase of enterprise profitability • Increase of market share • Increase of force of intermediaries loyalty • Upgrading of goods positioning at the market • Reduction of debt receivable • Acceleration of capital circulation • Increase of marketing interaction profitability with intermediaries 	<ul style="list-style-type: none"> • Marketing efforts at establishment of relations with intermediaries (advertisement, conduct of negotiations, entering into contracts). • Marketing efforts at marketing relationships support with the intermediaries (holding of press-conferences, disputes settlement, development of co-marketing programs (development joint advertisement, joint merchandising) • Marketing efforts at sales promotion (advertisement indemnification, discounts, bonuses, competitions etc.)
Marketing relations with competitors	<ul style="list-style-type: none"> • Increase of animated image level of key marketing competences • Increase of degree as a competitive differentiation • Increase of enterprise competitiveness 	<ul style="list-style-type: none"> • Marketing efforts at creation of benchmarking alliance • Marketing efforts at co-marketing programs realization (coordination of pricing policy, material and technical collaboration, joint marketing researches, productive alliance etc.)

The evaluation of synergistic performance of marketing interaction was carried out at 79 trading enterprises acting at a food market of Donetsk region. Research findings showed that only 3,9% have a relatively high level of this index (from 96 to 105 points from maximum possible 127,7 points). 62,3% of the investigated enterprises have a high value of relations with consumers (it is generally specialized enterprises); 48 % of the investigated enterprises have high value of relations with business-partner and only 10,3% enterprises have a high value of relations with competitors.

The investigated enterprises should consider the following basic directions of synergistic effects generation in the system of marketing interaction:

1. Balancing of the interests of subjects of marketing interaction including all motivational impulses, provision of informative support of interaction, strengthening of their communicative adaptivity.
2. A choice of optimal combination of marketing relations for all attractive strategic zones of marketing interaction.
3. Formation of the best "potential of marketing interaction - a complex of interaction marketing" relationship. The following can be referred to the basic forms of initiation of such synergism:
 - possibility of integration of this or another processes of marketing interaction (advertising campaigns, programs of loyalty, use of unified sales network for servicing of consumers of different strategic zones of marketing interaction etc.).
 - possibility of integration of separate functions and tasks of marketing relations management (creation of the unified database, use of unitized analytical operations etc.).
4. Provision of optimal "strategy-culture" that assists development of quality strategies of marketing interaction and their effective realization.
5. Rational use of the complex of marketing interaction. In this aspect it is possible to distinguish three levels of appearance and strengthening of synergistic effect of marketing interaction :
 - a synergistic effect is provided by complex use of elements of the complex of interaction marketing;
 - a synergistic effect is consolidated when resources of all elements of complex of interaction marketing are used at all levels of marketing relations;
 - a synergistic effect arises under the influence of structural elements of one complex of marketing interaction on different strategic zones of marketing interaction of an enterprise.

Conclusions from the specified problems and perspectives of further studies in this direction. Thus, it may be concluded that providing of general performance of marketing interactions of enterprises subject to achievement of certain results from realization of marketing relations of enterprise under different levels of interaction determines the necessity of the use of synergistic approach to its measurement. Synergistic effectiveness of enterprise marketing interaction which represent by itself the integrated description of quality effects in the system of marketing interaction and value of all totality of its marketing relations is provided by a high level of system competence of management in the sphere of marketing interaction; by

harmonicity of interrelations and solidary responsibility of all elements of the system for its competitiveness; balancing of social, business and informative exchanges in the channel of marketing interaction; by the mutual orientation of the interests of participants of marketing interaction.

Measures in relation to performance increase of marketing interaction of enterprises must be disclosed in strategies of synergistic influence on a target market, the development process of which requires detailed consideration and is the subject of further research studies in this sphere.

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