

# THE METHODOLOGY OF CARRYING OUT STRATEGIC CONTROL OVER THE COMPANY INTERGRATED MARKETING COMMUNICATIONS MANAGEMENT

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In the process of adapting the principles of entrepreneurship to the information society a special place is given to the development of new principles, methods and models of management of marketing communications. The main preconditions for the implementation of strategic management of integrated marketing communications have been described. The basic concepts and components of integrated marketing communications have been reviewed. The place of strategic control in the integrated marketing communications management system has been defined. A conceptual model for integrated marketing communications has been presented. Strategic management of marketing communications has been regarded as a dynamic aggregate of five interconnected stages of the managerial process. The following main stages of the process of carrying out strategic control over integrated marketing communications have been developed: strategic control over management of integrated marketing communications at the corporate level; strategic control over management of integrated marketing communications at the business level; strategic control over management of integrated marketing communications at the functional level. A model of assessing a possibility of achieving strategic goals in the sphere of managing integrated marketing communications and a model of assessing the efficiency of managerial strategies of integrated marketing communications have been offered. Advertising goals have been characterized based on the company development strategies. A matrix of the marketing communication policy efficiency has been constructed. Marketing communication strategies and integrated marketing communication strategies have been proposed depending on the product life cycle.

*Keywords:* integrated marketing communications, strategic planning, strategic control, strategic goals.

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**МЕТОДОЛОГІЯ ПРОВЕДЕННЯ СТРАТЕГІЧНОГО КОНТРОЛЮ ЗА УПРАВЛІННЯМ  
ІНТЕГРОВАНИМИ МАРКЕТИНГОВИМИ КОМУНІКАЦІЯМИ ПІДПРИЄМСТВ**

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У процесі адаптації принципів ведення підприємницької діяльності до умов інформаційного суспільства особливе місце посідає розроблення нових принципів, методів і моделей управління маркетинговими комунікаціями. Охарактеризовано основні передумови впровадження стратегічного управління інтегрованими маркетинговими комунікаціями. Розглянуто основні поняття та складові частини інтегрованих маркетингових комунікацій. Визначено місце стратегічного контролю в системі управління інтегрованими маркетинговими комунікаціями. Подано концептуальну модель інтегрованих маркетингових комунікацій. Стратегічне управління маркетинговими комунікаціями розглянуто як динамічну сукупність п'яти взаємопов'язаних етапів управлінського процесу. Розроблено такі основні етапи процесу проведення стратегічного контролю за управлінням інтегрованими маркетинговими комунікаціями: стратегічний контроль за управлінням інтегрованими маркетинговими комунікаціями на корпоративному рівні; стратегічний контроль за управлінням інтегрованими маркетинговими комунікаціями на бізнес-рівні; стратегічний контроль за управлінням інтегрованими маркетинговими комунікаціями на функціональному рівні. Рекомендовано модель оцінювання можливості досягнення стратегічних цілей у сфері управління інтегрованими маркетинговими комунікаціями й модель оцінювання дієвості стратегій управління інтегрованими маркетинговими комунікаціями. Охарактеризовано цілі рекламної діяльності, залежно від стратегій розвитку підприємств. Побудовано матрицю ефективності маркетингової комунікаційної політики та на цій основі рекомендовано маркетингові комунікаційні стратегії та стратегії інтегрованих маркетингових комунікацій, залежно від життєвого циклу товару.

*Ключові слова:* інтегровані маркетингові комунікації; стратегічне планування; стратегічний контроль; стратегічні цілі.

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## **МЕТОДОЛОГИЯ ПРОВЕДЕНИЯ СТРАТЕГИЧЕСКОГО КОНТРОЛЯ УПРАВЛЕНИЯ ИНТЕГРИРОВАННЫМИ МАРКЕТИНГОВЫМИ КОММУНИКАЦИЯМИ ПРЕДПРИЯТИЙ**

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В процессе адаптации принципов ведения предпринимательской деятельности в условиях информационного общества особое место занимает разработка новых принципов, методов и моделей управления маркетинговыми коммуникациями. Охарактеризованы основные предпосылки внедрения стратегического управления интегрированными маркетинговыми коммуникациями. Рассмотрены основные понятия и составляющие интегрированных маркетинговых коммуникаций. Определено место стратегического контроля в системе управления интегрированными маркетинговыми коммуникациями. Представлена концептуальная модель интегрированных маркетинговых коммуникаций. Стратегическое управление маркетинговыми коммуникациями рассмотрено как динамическая совокупность пяти взаимосвязанных этапов управленческого процесса. Разработаны следующие основные этапы процесса проведения стратегического контроля управления интегрированными маркетинговыми коммуникациями: стратегический контроль управления интегрированными маркетинговыми коммуникациями на корпоративном уровне; стратегический контроль управления интегрированными маркетинговыми коммуникациями на бизнес-уровне; стратегический контроль управления интегри-

рованными маркетинговыми коммуникациями на функциональном уровне. Рекомендована модель оценки возможности достижения стратегических целей в области управления интегрированными маркетинговыми коммуникациями и модель оценки действенности стратегий управления интегрированными маркетинговыми коммуникациями. Охарактеризованы цели рекламной деятельности в зависимости от стратегий развития предприятий. Построена матрица эффективности маркетинговой коммуникационной политики и на этой основе рекомендованы маркетинговые коммуникационные стратегии и стратегии интегрированных маркетинговых коммуникаций в зависимости от жизненного цикла товара.

**Ключевые слова:** интегрированные маркетинговые коммуникации, стратегическое планирование, стратегический контроль, стратегические цели.

Under the conditions of the saturated market it is insufficient to design new goods of high quality, establish optimal prices for them and choose effective distribution channels. Such constituent of the marketing complex as integrated marketing communications has been acquiring more weight in company management; the system of the integrated marketing communications is aimed at informing, convincing, reminding the consumers about the company, its products as well as at creating its positive reputation.

Some special aspects of the strategic approach to the formation and development of integrated marketing communications have been studied in the works of such national authors as L. V. Balabanova, A. F. Pavlenko, A. V. Vovchak, etc.

Separate problems of developing integrated marketing communications have been researched by the following foreign economic scientists: J. Bernet, P. Doyle, S. Moriarti, etc. Regardless of this fact, many problems related directly to the strategic control of integrated marketing communications have not received sufficient enlightenment in the national literature, which makes the chosen topic actual.

The goal of the research is to develop methodical recommendations as to the enhancement of the process of holding strategic control over integrated marketing communications management in companies.

Modern scientific, methodical, monographic literature on marketing management, legislative and regulative acts of Ukraine, as well as statistic reporting of the national companies have served as the information base for the research. The general scientific methods, social research methods (survey, observations), analytical methods (comparison, grouping, content analysis, tables), prognostic methods (expert opinions), matrix methods, etc., have been applied in the research.

The Ukrainian market of information and communication technology is currently in the state of active establishing, and under certain conditions, it can become a foundation for developing information society in Ukraine. Although, the pace of developing information society in Ukraine lags behind as compared to global trends. But at the same time, current circumstances demand acceleration in developing information society in Ukraine.

The main strategic goals of developing information society in Ukraine have been established by the law of Ukraine

"On the main principles of development of information society in Ukraine for the years 2010 – 2020" (Fig. 1).

In the current circumstances of establishing market relations, such constituent of the marketing complex as communication, becomes more important in company management. This is why search of mechanisms and methods for more efficient communication activity of the company, enforcing its marketing orientation, is extremely actual.

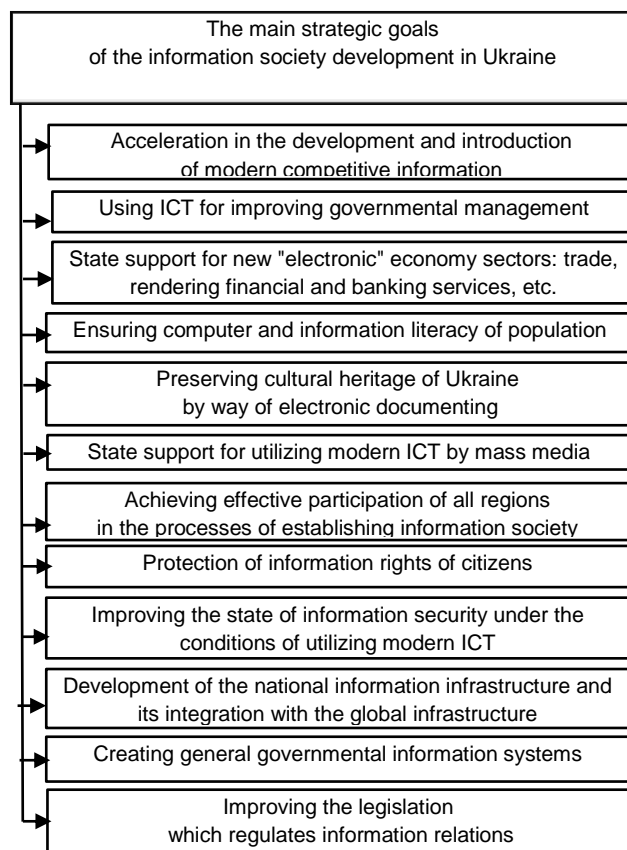


Fig. 1. The main strategic goals for developing information society in Ukraine

Increased dynamics of the marketing environment, an indefinite perspective of today's company activity demand carrying out regular inspections to find out if the strategic goals, the chosen strategy in the sphere of strategic management of integrated marketing communications align with marketing capacities – the available and forecast ones. This testifies to the necessity for carrying out strategic control over integrated marketing communications management and coordination of strategic solutions and actions.

Strategic control over integrated marketing communications management is aimed at assessing the stage and effectiveness of using the available capacities, identification of key competences in the sphere of integrated marketing communications management and development of recommendations as to increasing the efficiency of strategic marketing management of the company integrated marketing communications.

The definition of the notion "strategic control over integrated marketing communications management" is based upon such notions as "integrated marketing communications" and "strategic control".

According to the definition given by the American Association of Advertising Agencies [1], "integrated marketing communications" is the concept for planning marketing communications which acknowledges a higher value of the complex approach.

Integrated marketing communications represent a bilateral process, which on the one hand suggests influencing the purpose-oriented and other audiences, and on the other hand helps receive feedback from this audience to the influence exercised by the company.

Integrated marketing communications help in creating synergy through coordination of all types of communicative activity in the formation of approved marketing messages which are taken in a more reliable and effective way to be better remembered by the purpose-oriented audience.

Before referring to separate constituents of the system of marketing communications it is necessary to systematize the tools of marketing communications taking into consideration such classification features as: traditional and new tools; ATL, BTL, TTL-communications; hi-tech and hi-hume technology (Table 1).

Table 1

**Tools for marketing communications depending on classification features**

Communications type		Tools	Definition
1		2	3
<b>Modern communication tools</b>			
Hi-tech communications	ATL	Internet advertising on the website as a communication tool	Information related to physical or legal persons, goods, ideas, start-ups transferred by means of the Internet, oriented to an indefinite group of people and aiming to cause their interest
		Advertising by e-mail	Advertisements transferred by e-mail with or without the agreement of the recipient at a remote computer
		Mobile marketing	Advertisements transferred in the form of mobile content or via sms
Hi-hume communications	BTL	Informal ideas	Using either experience or impressions from consuming products/services or information about them during communication between the company clients (including potential ones) for the purpose of confirming the emotional constituent of the experience
		Built-in groups: indirect advertising built into works of art, language, body, worldview through archetypes, through beauty built into the situation through involving prominent sportsmen, their clothes and accessories, involving in outer events	Ensuring connection between business and market by means of introducing ads into the structure of works of art, language, body, clothes of the consumer, their lifestyle, system of values and the very vision of the order of things of the surrounding world
<b>Traditional communication tools</b>			

<b>ATL</b>	Advertisements on TV, in mass media, external advertising, advertisements on the radio	Information related to physical or legal persons, goods, ideas, start-ups which is transferred in any form by any means oriented to an indefinite group of people and aiming to cause their interest for the purpose of facilitating the sale of goods, ideas, etc.
<b>BTL</b>	Direct marketing	An interactive marketing system where one or more communication means are used (post, telephone, fax, e-mail, and other means of communication) in order to receive certain feedback and/or conduct a transaction in any region
	Distribution by post	Sending various proposals, reminding or other information by post to a person living at a particular address
	Stimulating buyers	Encouraging events aiming to stimulate buyers to buy products and/or services
<b>BTL</b>	Stimulating sellers	Encouraging events aiming to stimulate sellers to sell products and/or services
	A secret buyer method	A method of negative stimulation of the selling personnel by means of notifying them that among the usual buyers there are people who assess their work and quality of servicing
	Promotional events	Measures restricted in time and space, scenarios, happenings and performances held in social and cultural or physical environment and aimed at the modification of the purpose-oriented audience behavior
	Advertisement materials in the selling places	Direct contact of the market participant and potential consumer with the aim of immediate selling and/or reselling
	Personal selling	A collection of advertising and information materials about a product and/or service which is located in the selling area
	Packing	Adjustments (or measures) which ensure preserving the functionality of goods and/or services at a high consuming level, prescribing the time and environmental limits
	PR, corporate culture, media ties, relations with contact and purpose-oriented groups, lobbying	A management function which consists in establishing and supporting communication between the company and the environment, based on consciousness.  The purpose of PR is to establish trustful relations between the company and the environment

Table 1 (the end)

1	2	3
	Sponsorship	A contribution (in the form of property, intellectual activity results, rendering services, performing works) made by a physical or legal person (sponsor) into the activity of other physical or legal persons on the condition of spreading the advertisement for the sponsor and their products
	A strategy of marketing communications called "virus marketing"	A set of informal technologies contributing to the popularization of goods and services in consumer environment and promoting them to the market. The purpose is to develop horizontal communication between people based on consumer demand interests
	Charity	A voluntary act aimed at social benefit
	Exhibitions	Any show regardless of its name, the purpose of which is to inform the public by demonstrating the means available to people in order to satisfy their needs, as well as to achieve progress in one or more spheres

<b>TTL</b>	Corporate and media events	Events, restricted in time and space, scenarios, happenings and performances carried out in social, cultural or physical space and aimed at modifying public perception, the perception of a purpose-oriented or contact audience, as well attracting the attention of mass media
	A corporate identification system	A set of visual, audial, logic, language, tactile and olfactory signs which ensure distinction of the company and its products in the context of environment and their distinctive identification

Fig. 2 represents a conceptual model of integrated marketing communications [2, p. 38].

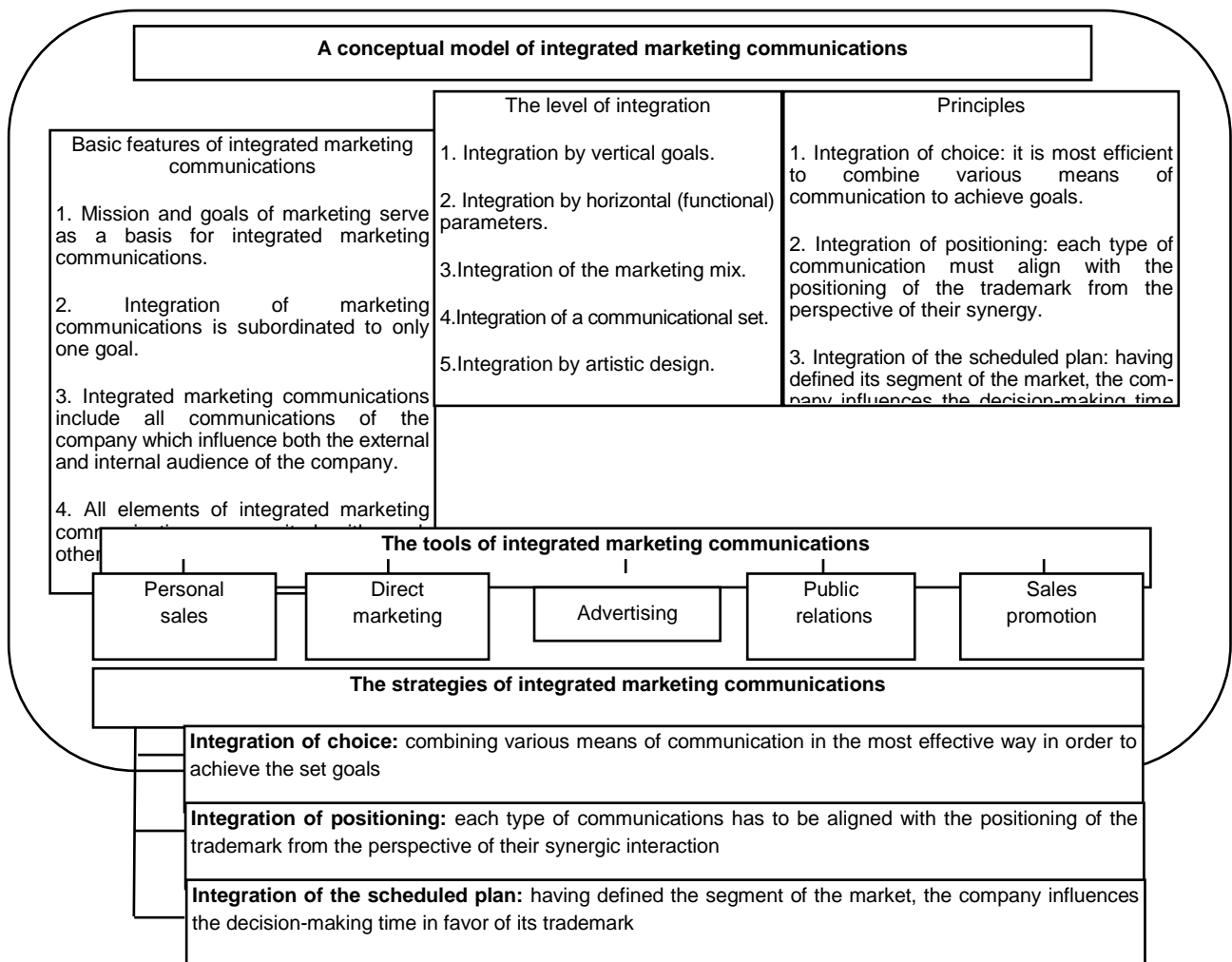


Fig. 2. A conceptual model of integrated marketing communications

Applying the integrated approach changes the trends in using marketing communications: instead of one direction of providing information about the company and its products (services) to the purpose-oriented audience, the integrated marketing communications system uses all elements which may contribute to achieving the goals of communication. This kind of approach increases the possibility of receiving a synergetic effect.

Strategic management of marketing communications represents management based on the communicational potential of the company, directs its communicational policy to forming consumer loyalty, flexibly reacts to the changing marketing environment and ensures the company a reputation of being attractive to consumers in the long-term perspective, ensuring the achievement of strategic competitive goals.

Strategic management of marketing communications allows using strong companies as well as neutralizing or eliminating weak ones (Fig. 3) [3, p. 44].

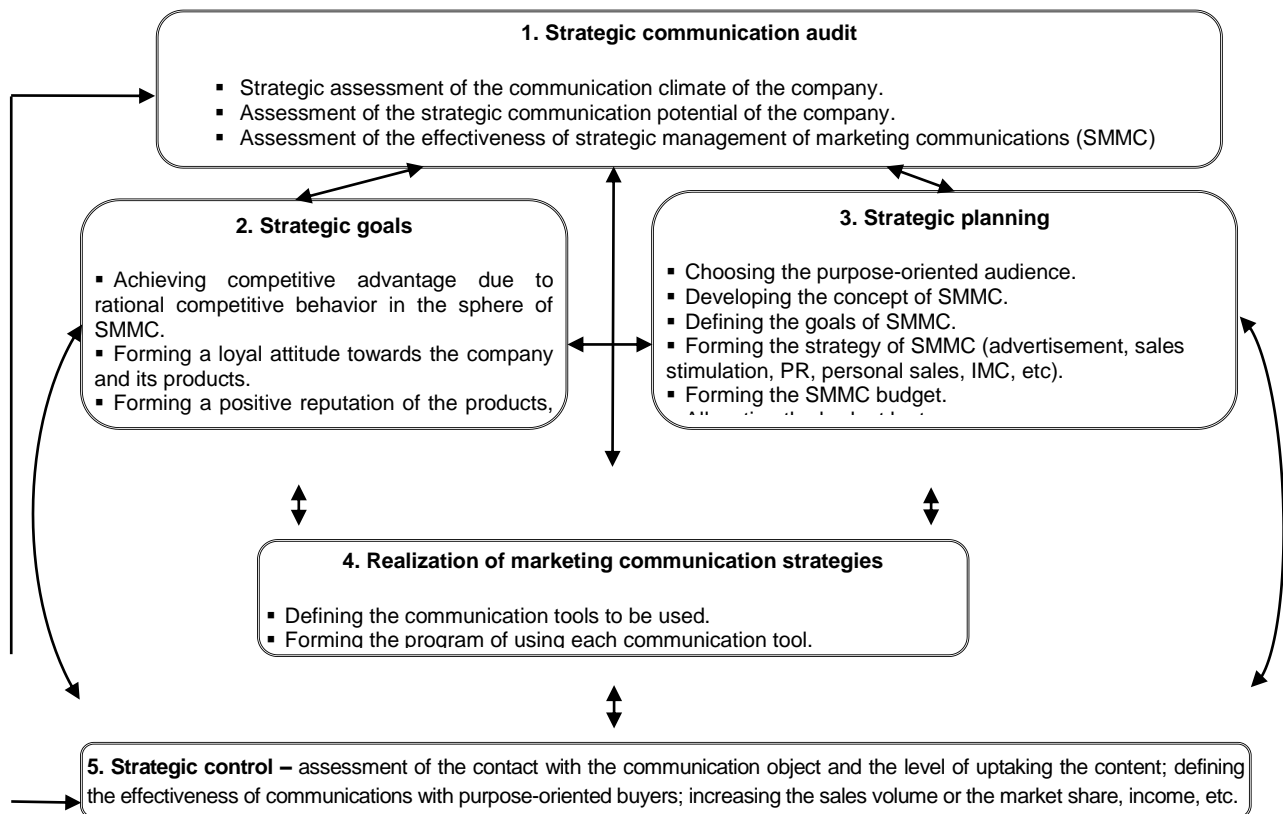


Fig. 3. The model of strategic management of marketing communications

Strategic control is a special type of company management which consists in observing and assessing the flow of the strategic management process, which ensures achieving the set goals and realizing the chosen strategies through establishing a steady feedback. Strategic control consists in defining whether further realization of the strategies is possible and whether their realization leads to achieving the goals.

There is no unified opinion in modern literature as to the methods of holding strategic control over management of integrated marketing communications, and so, we have exercised strategic control over managing integrated business marketing communications on the corporate level, the business level and the functional level.

In order to enhance strategic control over the company management of integrated marketing communications,

a scheme of exercising strategic control over the management of integrated marketing communications has been deve-

loped, which is represented in Fig. 4.



Fig. 4. The recommended stages of the process of exercising strategic control over management of integrated marketing communications

In the course of researching the possibilities for achieving strategic goals in the sphere of management of integrated marketing communications, some problems were identified, among them forming the goals without taking into consideration the changes in the strategic marketing climate.

To facilitate the assessment of the possibilities for achieving strategic goals, the author has developed a model for assessing the possibilities of achieving strategic goals in the sphere of management of integrated marketing communications which is represented in Table 2.

Table 2

**The recommended model of assessing the possibilities of achieving strategic goals in the sphere of management of integrated marketing communications**

Mathematical form	Conventional signs	Notes
$I_{sg} = \sqrt[3]{FSG \cdot AP \cdot S}$	<p><math>I_{sg}</math> is the integral index of the possibility of achieving strategic goals in the sphere of management of integrated marketing;</p> <p>FSG is feasibility of strategic goals (from 1 to 3 points);</p> <p>AP is the awareness of personnel (from 1 to 3 points);</p> <p>S is stimulating (from 1 to 3 points)</p>	<p>If <math>1.0 &lt; I_{sg} &lt; 1,67</math>, then the possibility is low;</p> <p>if <math>1.67 &lt; I_{sg} &lt; 2.33</math>, then the possibility is moderate;</p> <p>if <math>2.33 &lt; I_{sg} &lt; 3.0</math>, then the possibility is high</p>

Defining the general goals and choosing the general development strategy will enable the company to justify the purposes of advertising (Table 3).



The goals of advertising depending on the goals and strategies of the company development

Company goals	Development strategies of the company	Advertising goals
Preserving the bridgehead	<i>Extensive development</i>	<ul style="list-style-type: none"> <li>• To inform the consumers about the company and its products;</li> <li>• to support the favorable opinion about the company and its products</li> </ul>
<p>Increasing profitability.</p> <p>Increasing the sales growth rate.</p> <p>Achieving the desired market share.</p> <p>Increasing the sales volumes on the tapped markets</p>	<i>Intensive development</i>	<ul style="list-style-type: none"> <li>• To increase the advertising effect upon forming demand and supply;</li> <li>• to increase the level of consumer awareness of both the products and the company;</li> <li>• to ensure informing the potential buyers about the company, its products or product trademarks;</li> <li>• to create conditions for quick recognition of the product trademarks;</li> <li>• to stimulate making a purchase at the first jet;</li> <li>• to encourage frequent shopping of frequent usage</li> </ul>
Increasing control over the suppliers	<i>Integrated development: vertical integration</i>	<ul style="list-style-type: none"> <li>• To preserve orientation to either suppliers or distribution channels;</li> <li>• to create conditions for quick recognition of the trademark</li> </ul>
Increasing control over the competitors or their merger	<i>Horizontal integration</i>	<ul style="list-style-type: none"> <li>• To ensure orienting advertising at the competitors;</li> <li>• to increase the advertising budget as compared to that of the competitors</li> </ul>
Expanding the assortment of goods through new products of the spheres of activity	<i>Diversified development</i>	<ul style="list-style-type: none"> <li>• To inform the consumers about the useful properties of the equivalent products, their quality; about new products and their customer appeal; about the advantages of already known products and new conditions of their consumption;</li> <li>• to create conditions for quick recognition of products by their packing or trademark;</li> <li>• to ensure personnel motivation with regard to sales, and increasing the servicing quality level</li> </ul>

As to achieving the company competitive advantage in the market, the effectiveness of the marketing strategies for managing integrated marketing communications acquires greater importance. In order to eliminate problems in the sphere

of realization of the strategies and increasing the efficiency level of the strategies portfolio on integrated marketing communications, the author has proposed a model for assessing

the effectiveness of marketing strategies of managing integrated marketing communications, which is represented in Table 4.

The problem of imperfectness of the development status of the marketing communication strategies is no less actual.

Table 4

**The recommended model for assessing the effectiveness of the marketing strategies of managing integrated marketing communications**

Mathematical form	Conventional signs	Notes
1	2	3
$I_{es} = \sqrt[3]{E_{cs} \cdot E_{bs} \cdot E_{fe}}$	$I_{es}$ is the integral index of the effectiveness of marketing strategies of business management	If $1.0 < I_{es} < 1.67$ , then the effectiveness of the strategies is low

Table 4 (the end)

1	2	3
	$E_{cs}$ is the effectiveness index of corporate strategies of managing business (from 1 to 3 points); $E_{bs}$ is the effectiveness index of business strategies of managing business (from 1 to 3 points); $E_{ij}$ the effectiveness index of functional strategies of managing business (from 1 to 3 points)	if $1.67 < I_{es} < 2.33$ , then the effectiveness of the strategies is moderate;  if $2.33 < I_{es} < 3.0$ , then the effectiveness of the strategies is high

Based on the results of calculating the level of communication activeness of the company and the level of customer loyalty, an effectiveness matrix for the marketing policy can be built (Fig. 5).

		Customer loyalty		
		High	Medium	Low
Communicational activeness of the company	high	<i>Justified communicational activeness</i>	<i>Sufficient loyalty</i>	<i>Defense of positions</i>
	medium	<i>Sufficient communicational activeness</i>	<i>The core of communication activeness</i>	<i>Sufficient communicational activeness</i>
	low	<i>Communicational deficit</i>	<i>Sufficient loyalty</i>	<i>Communication lagging</i>

Fig. 5. The effectiveness matrix for the marketing communication policy

Based on the effectiveness matrix for the marketing communication policy and taking into account the level of the marketing communication policy activeness and the customer loyalty level, the following marketing strategies have been developed and recommended for implementation (Table 5).

Table 5

**The recommended marketing communication strategies bases on the effectiveness matrix for the marketing communicational policy**

Matrix field	Recommended strategies
"Justified communication activeness"	<ul style="list-style-type: none"> <li>• The strategy of strengthening and preserving customer loyalty;</li> <li>• the strategy of expanding the industry segment;</li> <li>• access to new market segments</li> </ul>
"Sufficient communicational activeness"	<ul style="list-style-type: none"> <li>• The strategy of preserving customer loyalty;</li> <li>• search of new market segments and activating the marketing communication policy for them</li> </ul>
"The core of communicational activeness"	<ul style="list-style-type: none"> <li>• The strategy of developing customer loyalty;</li> <li>• activating the marketing communication policy;</li> <li>• the strategy of "crystalizing public opinion"</li> </ul>
"Sufficient loyalty"	<ul style="list-style-type: none"> <li>• The strategy of increasing communicational activeness of the company;</li> <li>• acquiring new customers;</li> <li>• access to new market segments</li> </ul>

It would also be useful to recommend modern companies to apply the strategies of integrated marketing communications depending on the stage of the product life-cycle (Table 6).

Table 6

**The recommended strategies of integrated marketing communications depending on the product life-cycle**

Stage of the product life-cycle	Strategies
Introducing	<ul style="list-style-type: none"> <li>• Activation of advertising (product quality is</li> </ul>

the product to the market	emphasized); <ul style="list-style-type: none"> <li>• a slight increase in prices;</li> <li>• active use of traditional channels of direct marketing;</li> <li>• improving the product reputation by means of PR</li> </ul>
Development and growth	<ul style="list-style-type: none"> <li>• Supporting marketing: increasing the competitive ability of the product;</li> <li>• modification of the marketing means: new forms of advertising, active sales stimulation</li> </ul>
Maturity	<ul style="list-style-type: none"> <li>• Supporting advertising;</li> <li>• reminding advertising;</li> <li>• monitoring new competitors</li> </ul>
Saturation and decline	<ul style="list-style-type: none"> <li>• The lesser efforts strategy;</li> <li>• access to a specialized market;</li> <li>• high costs for sales stimulation;</li> <li>• the cropping strategy</li> </ul>

Thus, together with solving the current problems, the company should either keep or increase its stronger points, systematically or gradually introduce strategic control over management of integrated marketing communications. Using the mentioned recommendations as to the enhancement of strategic control over the integrated marketing communications management, the company can identify the current and potential problems.

In the perspective of further research, introduction of the developed methodic approaches to the practical company business activity should be regarded in order to enhance the integrated marketing communications management.

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