

УДК 658:[005:339.138

Mylko Inna,
Associate Professor, Ph.D. in Economics,
Lesya Ukrainka Volyn National University,
The Department of Marketing,
Lutsk, Ukraine;
ORCID ID 0000-0001-9723-2614
e-mail: mylko.inna@vnu.edu.ua

Sak Tetiana,
Associate Professor, Ph.D. in Economics,
Lesya Ukrainka Volyn National University,
The Department of Marketing,
Lutsk, Ukraine;
ORCID ID 0000-0002-7202-3426,
e-mail: sak.tatiana@vnu.edu.ua

Saiensus Mariia,
Doctor of economics, Professor,
Odessa National Economics University,
The Department of Marketing and International Logistics,
Odesa, Ukraine;
ORCID ID 0000-0002-5961-6454
e-mail: mariasaensus@gmail.com

Obniavko Oleksandr,
Associate Professor, Ph.D. in Economics,
Odessa National Economics University,
The Department of Marketing and International Logistics,
Odesa, Ukraine;
ORCID ID 0000-0002-1299-3789
e-mail: deansfpk@ukr.net

<https://doi.org/10.29038/2786-4618-2025-01-207-214>

METHODOLOGICAL APPROACHES TO ANALYSIS OF COMPONENTS AND ASSESSMENT OF THE EFFECTIVENESS OF THE COMPANY MARKETING MANAGEMENT SYSTEM

Introduction. *The marketing management system plays a crucial role in ensuring the flexibility and adaptability of an organization to market conditions, contributing to the formation of competitive advantages. To develop a company's marketing management system, it is essential to create a methodology for analyzing its components and assessing its effectiveness.*

The purpose of the article. *The purpose of this article is to research and develop methodological approaches for analyzing the components and assessing the effectiveness of a company's marketing management system.*

Methods. *The use of theoretical generalization, analysis, and synthesis methods allowed for the development of a proprietary methodological approach to analyzing and evaluating the effectiveness of a company's marketing management system.*

Results. *The article presents a theoretical analysis of literature sources regarding existing methodological approaches to assessing a company's marketing management system. The stages of evaluating the effectiveness of a company's marketing management system have been identified. The article groups the criteria that enable conclusions to be drawn regarding the analysis of the system's components, including criteria for analyzing the components of a company's marketing management system based on elements of the marketing mix: product policy management, pricing management, distribution policy management, and communication policy management. Additionally, criteria for assessing the effectiveness of a company's marketing management system are proposed.*

Conclusions. *The proposed methodological approach to analyzing the components and assessing the effectiveness of the marketing management system includes an analysis of management functions, elements of the marketing mix, and key performance indicators.*

Key words: *marketing management system, components of the marketing management system, criteria for analyzing the components of the marketing management system, criteria for assessing the effectiveness of the marketing management system.*

Милько Інна,
кандидат економічних наук, доцент,
Волинський національний університет імені Лесі Українки,
кафедра маркетингу,
м. Луцьк, Україна

Сак Тетяна,
кандидат економічних наук, доцент,
Волинський національний університет імені Лесі Українки,
кафедра маркетингу,
м. Луцьк, Україна

Саєнсує Марія,
доктор економічних наук, професор,
Одеський національний економічний університет,
кафедра маркетингу та міжнародної логістики,
м. Одеса, Україна

Обнявко Олександр,
кандидат економічних наук, доцент,
Одеський національний економічний університет,
кафедра маркетингу та міжнародної логістики,
м. Одеса, Україна

МЕТОДИЧНІ ПІДХОДИ ДО АНАЛІЗУ СКЛАДОВИХ ТА ОЦІНКИ ЕФЕКТИВНОСТІ СИСТЕМИ МАРКЕТИНГОВОГО МЕНЕДЖМЕНТУ КОМПАНІЇ

Вступ. Система маркетингового менеджменту набуває вирішального значення у забезпеченні гнучкості та адаптації організації до ринкових умов, сприяючи формуванню конкурентних переваг. Для формування системи маркетингового менеджменту компанії важливо розробити методiku для аналізу її складових та оцінки ефективності.

Метою статті є дослідження та розроблення методичних підходів до аналізу складових та оцінки ефективності системи маркетингового менеджменту компанії.

Методи. Використання методів теоретичного узагальнення, аналізу та синтезу дозволило запропонувати власний методичний підхід до аналізу та оцінки ефективності системи маркетингового менеджменту компанії.

Результати. У статті проведено теоретичний аналіз літературних джерел щодо існуючих методичних підходів до оцінки системи маркетингового менеджменту компанії, запропоновано визначення поняття «система маркетингового менеджменту». Виділено етапи оцінки ефективності системи маркетингового менеджменту підприємства. У статті згруповано критерії, які дозволяють сформулювати висновки щодо аналізу складових системи маркетингового менеджменту; критерії для аналізу компонентів системи маркетингового менеджменту підприємства на основі елементів маркетингового комплексу: управління товарною політикою, управління ціноутворенням, управління збутовою політикою та управління комунікаційною політикою; критерії для оцінки ефективності системи маркетингового менеджменту компанії.

Висновки. Запропонований методичний підхід до аналізу складових та оцінки ефективності системи маркетингового менеджменту включає аналіз управлінських функцій, елементів маркетингового комплексу та ключових показників ефективності.

Ключові слова: система маркетингового менеджменту, складові системи маркетингового менеджменту, критерії аналізу складових системи маркетингового менеджменту, критерії оцінки ефективності системи маркетингового менеджменту.

Jel Classification: M11, M31

Introduction. The formation of a marketing management system within an enterprise requires consideration of modern challenges that companies face in a dynamic economic environment. Intensifying competition, market internationalization, rapid development of digital technologies, advancements in AI-based tools, emerging consumer needs, and shifting consumer preferences compel businesses to implement effective management decisions. The marketing management system plays a crucial role in ensuring the flexibility and adaptability of an organization to market conditions, contributing to the formation of competitive advantages.

Literature Review. A significant number of researchers dedicate their scientific work to studying the formation of a company's marketing management system. The essence and components of the marketing management system within an enterprise have been explored by Drucker P., Kotler Ph., Keller K., Vojchak A.V., Grinko O.V., Dudar V., Yevtushenko H., Ilchenko T.V., Kovshova I., Lepa R.M., Soloha D.V., Koverha S.V., Mosiychuk I.V., Rayko D.V., Rossocha V.V., Kholodnyi H.O., Shumska H.M., Shulha L.V., Shumylo O.S., Yaromich S.A., and others. However, methodological approaches to analyzing individual elements and assessing the effectiveness of a company's marketing management system require further detailed study.

The purpose of the research. The purpose of the study is to investigate and propose improved methodological approaches to the analysis of components and assessment of the effectiveness of the company's marketing management system.

To achieve the goal, the article sets the following tasks: to identify the stages of assessing the effectiveness of the company's marketing management system; to study existing methodological approaches to assessing the effectiveness of the marketing management system; to group indicators of the analysis of the components of the marketing management system based on the marketing complex and by management functions in marketing activities; to present indicators of assessing the effectiveness of the company's marketing management system.

Materials and methods of research. The study used theoretical generalization to supplement the concept of «marketing management system», to group known approaches to the formation of components of the marketing management system; analysis and synthesis were used to develop a comprehensive methodology for analyzing components and assessing the effectiveness of the company's marketing management system.

Research results. In our opinion, the marketing management system can be considered as a combination of components for targeted management of value creation processes through the analysis of market needs, development of marketing strategies, implementation of innovative technologies, establishment of communication with consumers, focusing on achieving competitive advantages and long-term customer loyalty. Such a system includes planning, organizing, motivating and controlling the marketing activities of the enterprise, a marketing information system and marketing technologies, which are aimed at the effective use of resources and profit maximization. Such an interpretation emphasizes the adaptability of the enterprise to market changes, takes into account the innovative approach, systematicity and strategic orientation of marketing management as a comprehensive management process [1, 6].

The following stages of assessing the effectiveness of the marketing management system of an enterprise can most often be distinguished:

- development of a system of indicators for assessing the effectiveness of the marketing management system in areas that comprehensively reflect the components of the enterprise's marketing activities;
- direct assessment of the effectiveness of the marketing management system of the enterprise by specific indicators;
- normalization of indicators and comparison of their actual values with the normative ones to identify reserves for increasing the effectiveness of the company's marketing management system;

– planning of strategic and tactical measures to increase the effectiveness of the marketing management system by the selected components [3].

Researchers offer different methods, but methodological approaches to evaluating marketing management can be conditionally divided into two categories:

1) approaches to evaluating the effectiveness of the marketing management system based on qualitative indicators;

2) approaches to evaluating the effectiveness of the marketing management system using quantitative indicators [4].

The main methodological approaches to assessing the effectiveness of the marketing management system, which contain qualitative indicators, include: approach «CORErating», approach «Brunswick UBS Warburg», approach «CGS (Corporate Governance Score)», approach «Deminor», approach «CGI», approach «Euromoney», approach «CGQ», approach «ABCD».

The main methodological approaches to assessing the effectiveness of the marketing management system, which contain quantitative indicators, include: market valuation as determining the value of the enterprise based on a comparison with similar entities sold; income capitalization as establishing the value of the enterprise based on calculations of future income; asset valuation to determine the value of the enterprise based on calculating the value of assets minus the amount of liabilities; cost valuation based on accounting for costs and the sum of the values of all the constituent elements of the object; assessment of the enterprise's ability to repay debts on time; M. Gibson's approach for a comprehensive quantitative assessment of the enterprise's marketing management [4].

The study by the team of authors [9, 11] contains a definition of the essence of the effectiveness of the marketing management system at three levels – «the effectiveness of marketing management; the effectiveness of management through the implementation of management functions; the effectiveness of demand management».

The first level assesses the effectiveness of the market orientation of the enterprise's top management, the market activity of personnel, the interaction between management and personnel, as well as the degree of openness of the management system to the external environment. The second level involves an analysis of the effectiveness of the implementation of such management functions as planning, organization, motivation and control. The third level is based on the assessment of the effectiveness of the marketing complex management indicators.

The authors [11] propose to assess the effectiveness of the marketing management system at the strategic and tactical levels. At the strategic level, indicators characterizing the development of the enterprise's brand are determined, while at the tactical level, the profitability of the enterprise, the effectiveness of marketing activities, market share and competitiveness in the market environment are taken into account.

According to the research of Pyvavar I. V., Ponomarenko O. O. and Lisnoy I. F., the economic efficiency of the marketing activities of the enterprise «is determined by the impact of a set of marketing decisions and measures on the market in relation to the costs of their implementation». These costs include both living and materialized labor. The marketing effect is reflected in the indicators of sales activity, and the level of efficiency is determined by the market reaction to the marketing activities of the enterprise [7].

Scientists suggest evaluating the effectiveness of marketing activities according to the following criteria: communicative effectiveness, number of loyal consumers, openness to attracting new customers, marketing campaign costs to attract one consumer, market share, growth in product sales due to certain measures, as well as potential profit.

In the scientific work of Martynenko V. P. it is proposed to evaluate the effectiveness of the marketing management system according to the following components: «strategic management of marketing activities, activities of the marketing service, implementation of marketing programs and functioning of the marketing information system» [5].

By studying scientific approaches, we can propose the following logic for analyzing the components and assessing the effectiveness of the enterprise's marketing management system:

1) analysis of the implementation of management functions in marketing activities, in particular planning, organization, motivation and control;

2) analysis of the management of elements of the marketing complex, including product policy, pricing policy, sales policy and communication policy;

3) assessment of the effectiveness of the marketing management system by key indicators (KPI) of marketing activities and the overall functioning of the enterprise.

Based on the analysis of various methodological approaches, it is advisable to group indicators according to the components of the enterprise's marketing management system, namely: planning, organization, motivation, control and marketing information systems and technologies. Table 1 shows the criteria by which each of these components can be assessed.

In general, the criteria grouped in Table 1 allow us to draw conclusions regarding the analysis of the components of the marketing management system.

Table 2 presents the criteria for analyzing the components of the marketing management system of an enterprise based on the elements of the marketing complex: product policy management, pricing management, sales policy management, and communication policy management.

Table 1

Criteria for analyzing the implementation of management functions in marketing activities*

Components of the marketing management system	Criteria for analysis
Planning in the marketing management system	Market share Product sales revenue Net profit Company image Return on investment Return on equity Level of competitiveness of products and the company Level of brand consumer loyalty Payback period for funds invested in the development and launch of new products on the market
Organization in the marketing management system	The degree of interaction of the marketing department with other divisions of the enterprise Flexibility of the organizational structure of the marketing department Average duration of order processing and fulfillment Revenue from product sales per employee of the marketing department
Motivation in the marketing management system	Staff satisfaction level Share of marketing department personnel's salary costs in the total payroll Average salary of marketing department personnel Coefficient of advanced training of marketing department personnel Number of innovative proposals per marketing department employee
Controlling in the marketing management system	ABC-analysis XYZ-analysis SWOT-analysis Portfolio analysis GAP-analysis SPACE-analysis Margin analysis
Marketing Information System and Marketing Information Technologies	Level of software and information technology equipment of marketing department personnel Frequency of marketing research Costs of maintaining and updating the marketing information system Level of updating of information processing and analysis methods Level of database usability

*Source: compiled by the author based on [2, 5].

The criteria presented in Table 2 make it possible to objectively assess the components of an enterprise's marketing management system.

Table 2

Criteria for analyzing the components of an enterprise's marketing management system*

Components of the marketing management system	Criteria for analysis	Calculation of the criterion
Product policy management	Growth rates of income from sales of products	Comparison of current period sales revenue with the previous or base period
	Profit per unit of products and services sold	Difference between market sales price and production and marketing costs
	Level of complaints about the quality of products and services	Number of complaints and claims
		Share of refunds and discounts in total sales revenue
		Share of late deliveries in total cost of goods sold
Product Variety	Depth, breadth, richness, comparability of the product range	
Inventory Turnover Ratio	Ratio of cost of sales to average annual inventory	
Pricing policy management	Cost-coverage ratio	Ratio of regulatory sources of financing to the amount of inventories
	Tariff dynamics index	Change in the level of tariffs for a certain period
	Product price efficiency index	Defined as the harmonic weighted average of relative prices, where the cost of individual goods for the previous period is used as the weight
	Price review frequency	Number of times product prices change during a certain period (month, quarter, year)
Sales policy management	Average selling price per unit of product by company and sales channel	Ratio of revenue from sales to quantity by enterprise and by sales channel
	Average cost and volume of a batch of goods sold to one customer	Ratio of revenue from sales to number of wholesale customers
	Level of sales costs	Volume of sales expenses and its dynamics
	Share of sales costs in total costs	Ratio of sales expenses to cost of sales
Communication policy management	Consumer loyalty	The number of consumers for whom the marketing activity of the enterprise is a tool for ensuring a loyal attitude towards certain goods and services
	Openness of communication policy	The increase in the total number of contacts of potential consumers with the enterprise, which occurred during the implementation of marketing communications activities
	Growth rate of promotion expenses	Comparison of the volume of promotion expenses of the current period with the previous or base period
	Share of promotion expenses in total expenses	The ratio of promotion expenses to the total costs of products sold
	Advertising cost per 1000 contacts with consumers	The ratio of advertising campaign expenses to the number of concluded contracts
	Conversion rate	The ratio of the number of conversions to the total number of interactions with ads for one period; the ratio of the number of conversions to the number of visitors

*Source: compiled by the author based on [7, 8, 10, 12].

Table 3 presents the criteria that, in our opinion, allow us to assess the effectiveness of the enterprise's marketing management system.

Thus, the proposed groups of criteria for individual components of the marketing management system allow us to comprehensively assess its current state and formulate recommendations for improvement.

The use of such an approach not only contributes to a comprehensive analysis of the effectiveness of the marketing management system, but also helps to identify its weaknesses that require improvement. This allows us to better understand the current state of the system, develop recommendations for optimizing its elements and increase adaptability to changes in the external environment. In particular, assessment according to strategic criteria helps to clarify long-term goals and priorities, operational analysis contributes

to the improvement of management processes in marketing, organizational aspects indicate the need to improve the structure and distribution of functions, and communication criteria allow us to improve interaction with target audiences.

Table 3

Criteria for assessing the effectiveness of an enterprise's marketing management system*

Evaluation criteria	Calculation of the criterion
Efficiency ratio using market share and profitability level	$EEI = MSI \times (1 + Pr/C)$, (1) where EEI – enterprise efficiency index; MSI – market share index; Pr – profit from product sales; C – cost of goods sold.
Return on marketing investment indicator ROMI	$ROMI = IRAM \times P / MS$ (2) where IRAM – additional income provided by marketing activities; MS – investments in marketing activities; P – net profit.
Marketing cost effectiveness	The ratio of the number of new consumers per unit of expenditure on the implementation of marketing activities to attract new customers
Sales profitability	The ratio of the amount of net profit and income from product sales
Product profitability	The ratio of the amount of net profit per unit of production to the cost price per unit of production
Return on sales expenses	The ratio of net profit to sales costs
Buyer profitability	The ratio of net profit to the number of customers attracted
Marketing communications profitability	The ratio of net profit to marketing communications costs
Product competitiveness level	An integral indicator that determines the ability of a product to stand out among similar products offered by competing firms on the market

*Source: compiled by the author based on [2, 5, 11, 12].

Such a comprehensive approach forms the basis for making sound management decisions that will contribute to the implementation of the strategic goals of the enterprise and strengthen its competitive position in the market.

Discussion. The marketing management system allows companies to effectively use resources, accurately identify target segments and develop strategies that meet their long-term objectives. A special role is played by the introduction of analytical tools and automation technologies that improve the quality of management decisions. Research in this area not only contributes to the scientific substantiation of key marketing principles, but also allows you to apply the results obtained to optimize the activities of enterprises in various sectors of the economy. The marketing management system of the enterprise is analyzed from the standpoint of functional, system and process approaches, each of which reveals different aspects of management. The functional approach focuses on such elements as environmental analysis, goal setting and control. The system approach emphasizes the relationships between these elements, and the process approach emphasizes the stages of marketing activity implementation. The combination of these approaches allows you to strengthen the impact of marketing management on the efficiency of the enterprise.

Conclusions and prospects for further research. The proposed methodological approach to assessing the marketing management system includes an analysis of management functions, elements of the marketing complex and key performance indicators. Such a structure allows you to identify the strengths and weaknesses of the system, creating a basis for its improvement. A comprehensive assessment provides a deep understanding of the current state, flexibility in responding to changes in the external environment and the ability to adjust strategic priorities. This contributes to making informed management decisions and increasing the competitiveness of the enterprise.

References

1. Sak, T.; Mylko, I.; Ivashko, O.; Chulipa, I.; Wołowiec, T.; Sokołowska-Woźniak, J. (2025). How the Digital Economy Is Revolutionizing Marketing Management and Driving Sustainable Development. *Sustainability*. 17, pp. 1130. URL: <https://doi.org/10.3390/su17031130>; <https://www.mdpi.com/2071-1050/17/3/1130>. [In English].
2. Herasymyak N.V., Kovalchuk O.V., Datsenko V.V. (2018). Metodychnyi pidkhd do otsiniuvannia efektyvnosti marketynhovoho zabezpechennia diialnosti pidpriemstva [*Methodical approach to assessing the effectiveness of marketing support for an enterprise*]. *Ekonomika i suspilstvo*. Vypusk 19. URL: <https://doi.org/10.32782/2524-0072/2018-19-50/>. [In Ukrainian].
3. Hryno O.V., Shanda A.O. (2016). Osoblyvosti marketynhovoho menedzhmentu budivelnnykh pidpriemstv [*Features of marketing management of construction enterprises*]. *Ekonomika ta upravlinnia pidpriemstvamy*. № 6(61). URL: <https://reposit.nupp.edu.ua/bitstream/PoltNTU/1977/1/%D0%93%D1%80%D0%B8%D0%BD%D1%8C%D0%BA%D0%BE.pdf>. [In Ukrainian].
4. Kovshova I.O. (2018). Marketynhovyi menedzhment: teoriia, metodolohiia, praktyka: monohrafiia [*Marketing management: theory, methodology, practice: monograph*]. Vydavnytstvo FOP Vyshemyrskyi V. S., 516 s. URL: <https://ekmair.ukma.edu.ua/server/api/core/bitstreams/bb233ed9-0186-480d-9315-a712d52e098a/content>. [In Ukrainian].
5. Martynenko V.P., Manko I.V. (2018). Metodychni pidkhody do otsiniuvannia upravlinnia marketynhovoiu diialnistiu pidpriemstva [*Methodological approaches to evaluating the management of marketing activities of an enterprise*]. *Vcheni zapysky TNU imeni V. I. Vernadskoho*. Serii: Ekonomika i upravlinnia. Tom 29 (68). № 5. S. 62-66. URL: https://www.econ.vernadskyjournals.in.ua/journals/2018/29_68_5/17.pdf. [In Ukrainian].
6. Mylko I.P., Lialuk A.M., Sak T.V. (2025). Stratehichne planuvannia u systemi marketynhovoho menedzhmentu transkordonnykh rehioniv [*Strategic planning in the marketing management system of cross-border regions*]. *Efektivna ekonomika*. №1. URL: <http://doi.org/10.32702/2307-2105.2025.1.53>. [In Ukrainian].
7. Pyvavar I. V., Ponomarenko O. O., Lisna I. F. (2019). Metodyka otsinky efektyvnosti marketynhovoi diialnosti pidpriemstva [*Methodology for assessing the effectiveness of an enterprise's marketing activities*]. *BIZNESINFORM*. № 9. S. 345-354. URL: https://www.business-inform.net/export_pdf/business-inform-2019-9_0-pages-345_354.pdf. [In Ukrainian].
8. Plaksii T. V., Bileha O. V. (2009). Metodychni pidkhody do otsinky efektyvnosti upravlinnia systemoiu marketynhu pidpriemstv budivelnnoho sektoru [*Methodological approaches to assessing the effectiveness of the marketing system management of enterprises in the construction sector*]. *Formuvannia rynkovoï ekonomiky*. S. 109–116. <https://ir.kneu.edu.ua/handle/2010/22071>. [In Ukrainian].
9. Pokhabov V., Ponomarenko I. (2001). Metodyka otsinky systemy upravlinnia marketynhom na pidpriemstvi [*Methodology for evaluating the marketing management system at an enterprise*]. *Marketynh*. № 5. S. 102–120. [In Ukrainian].
10. Saiensus M., Bepalov V., Kochevoi M., Obniavko O., Tarasova K., Salo Ya., Vasylchenko K. (2024). Marketynhove tsinoutvorennia v on-lain-seredovyshchi: osoblyvosti ta stratehii na tsyfrovyykh rynkovyykh prostorakh [*Marketing pricing in the online environment: features and strategies in digital market spaces*]. *Naukovi perspektyvy*. № 4(46). S. 769-780. URL: [https://doi.org/10.52058/2708-7530-2024-4\(46\)-769-780](https://doi.org/10.52058/2708-7530-2024-4(46)-769-780). [In Ukrainian].
11. Strenkovska A., Panchenko M. (2023). Analiz metodychnykh pidkhdov do otsinky efektyvnosti marketynhovoi diialnosti pidpriemstva [*Analysis of methodological approaches to assessing the effectiveness of an enterprise's marketing activities*]. *Marketynh i tsyfrovi tekhnolohii*. Tom 7, № 1. S. 149-157. URL: <https://mdt-opu.com.ua/index.php/mdt/article/view/296>. [In Ukrainian].
12. Shpak N. O., Hrabovych I. V. (2022). Pidkhody do otsiniuvannia efektyvnosti vykorystannia instrumentiv marketynhu pidpriemstv [*Approaches to assessing the effectiveness of using enterprise marketing tools*]. *Naukovyi visnyk UNU*. Vypusk 45. S. 84-90. URL: <https://doi.org/10.32782/2413-9971/2022-45-15>. [In Ukrainian].

Одержано статтю: 20.03.2025 р.
Прийнято до друку: 25.03.2025 р.