

зростання бізнесу чи масштабування обсягів ринкової діяльності підприємств-виробників різноманітних товарів та послуг.

В якості підсумка слід зазначити, що саме середовище провадження маркетингової діяльності підприємств, установ, бізнес-організацій наразі суттєво впливає на процеси переосмислення теоретичного і практичного характеру застосування маркетингового менеджменту в загальних системах управління ними.

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### **MARKETING OPERATIONS CONTROL – THE UNDERRATED STAGE OF MARKETING MANAGEMENT**

Control has been inscribed in the management process as one of its basic tools, and it is perceived to be both a stage of that process as well as its task. The differences in understanding control are attributable to the breadth of view – beginning with the “general”, quite abstract look identifying control with the essence of management, running, steering or regulation, through the “technical” approach, as a definition of the state of affairs, to the “organizational and legal level”, comparing the actual condition to the assumed standard, norm, examining the reasons for any possible deviations. The differences in the interpretation of that concept depend on the changing concepts of management. Naturally, the place of control in the scientific organization of work is the most expressive, nonetheless, in the later approaches, trends and schools, it is equally important, albeit less direct, as an element of the system or a management tool [Kuc, 2009].

Notwithstanding theoretical premises, approaches, conditions or interpretations, control must be always associated with the object that has become the subject of control. It is one of the strongest determinants that make an impact on the goal, scope and form of the conducted control activities. For this reason, it is important to perceive marketing as an area of management and control issues. Marketing has always been, and still is a concept that is understood in a wide variety of ways. Consequently, there have been numerous attempts at describing it and explaining its identity as a scientific sub-discipline and a key function of business. Making use of Crosier classification proposal which accepts the described core of marketing as its criterion [Crosier, 1988], it is possible to distinguish such approaches where marketing is treated as a managerial orientation, a

business philosophy (concept), a process. Expanding the above proposal, it is possible to indicate approaches that treat marketing as a mean to realize an end, a set of tools or art.

Perceiving marketing from the angle of the managerial decisions led to separating control of marketing operations. However, both in the theoretical considerations as well as in the marketing practice, more attention is brought to other management functions, and control is considered to be a natural reflex of any organized activity. As a matter of fact, it is concealed in every pursuit of the goal (customer satisfaction, making profit, developing the range of products, etc) or the need for specific actions (creating customers, markets, launching new products on the market, conducting the range, price, distribution and promotion policy). Each of these aspirations and actions calls for determining the ultimate goal of activity, hence it is naturally subject to control of the achieved result. Most likely, such reasoning curbed wider interest in the control stage.

The limited interest in marketing control is attributable to the difficulties in gauging the result achieved by marketing. That result, which is intangible, remains “elusive” and by that token is difficult to be fully defined. In addition, numerous individual activities initiated in the area of marketing and the resulting effects (also the measurable ones such as sales) are taken over in time by manufacturing, services or operational customer service. While it is true the control issues surfaced in marketing literature as early as in the 1930s [Hypps, 1937, Hersey, 1938], and in the ensuing decades some marketing control theories were developed, yet in the theoretical considerations, and particularly in marketing practice, there was negligible interest in that aspect.

In some monographs on the concept of marketing, control has been discussed in a highly abstract manner, i.e. on the basis of methodological considerations on control as such. In other monographs marketing control was not dealt with, or it appeared as a very enigmatic content imbedded in the wider context of planning or strategy implementation. Only few researchers attribute the same measure to those issues as to other functions of marketing management, and the publications fully devoted to control are absolutely unique [Kowal, 2010, Bendle et al., 2017, Kozielski, 2017]. The results of research point to that problem in a more acute way, as they indicate that only a part of market entities conduct real control of marketing with the use of dedicated tools such as marketing audit [Taghian, Shaw, 2002, Serbănică, Radulescu, Cruceru, 2015, Kowal, 2010, 2013, Dryl, 2018, Bachnik, 2018].

Having considered both the development of marketing theory as well as its importance in market operations of the contemporary companies,

defining real reasons for the presented situation is a crucial research challenge. In the era of digitization, computerization and virtualization of the information flow, they should not be sought in technical difficulties or access to knowledge. The author puts forward a thesis that the reasons are predominantly psychological and are attributable to the on-going negative stance of organizations and their staff on the process of evaluation and control of implemented tasks. Currently it is relatively simple to show an implementation of a marketing operation, yet it is much more difficult to prove its efficiency, effectiveness and utility for the organization by way of control of its effects.

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