УДК 338.24:658.8:339.138

T. Kulinich,
PhD in Economics, Associate Professor, Associate Professorof the Department
of Management of Organizations, Lviv Polytechnic National University
ORCID ID: https://orcid.org/0000-0003-0110-7080
O. Diugowanets,
PhD in Economics, Associate Professor, Head of the Department of Business Administration,
Marketing and Management, State Higher Educational institution "Uzhhorod National University"
ORCID ID: https://orcid.org/0000-0003-2933-4306
S. Zhukov,
Doctor of Economic Sciences, Senior researcher, Professor,Professor of the Department
of Business Administration, Marketing and Management,
State Higher Educational Institution "Uzhhorod National University"
ORCID ID: https://orcid.org/0000-0002-0499-7990

DOI: 10.32702/2306-6814.2026.1.18

MODELS OF INTERACTION BETWEEN MANAGEMENT AND MARKETING IN THE SYSTEM OF INNOVATIVE ENTERPRISE DEVELOPMENT

Т. В. Кулініч,
к. е. н., доцент кафедри менеджменту організацій, Національний університет "Львівська політехніка"
О. М. Дюгованець,
к. е. н., доцент, завідувач кафедри бізнес-адміністрування, маркетингу та менеджменту,
Державний вищий навчальний заклад "Ужгородський національний університет"
С. А. Жуков,
д. е. н., с. н. с., професор, професор кафедри бізнес-адміністрування, маркетингу та менеджменту,
Державний вищий навчальний заклад "Ужгородський національний університет"

МОДЕЛІ ВЗАЄМОДІЇ МЕНЕДЖМЕНТУ І МАРКЕТИНГУ В СИСТЕМІ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ

The relevance of this research is determined by the fact that, in conditions of significant market dynamism, a key factor for the successful implementation of innovation strategies is the maximally coordinated interaction between management and marketing-specifically, an interaction that ensures a balance between internal managerial decisions and external market demands. The authors note that the ability of an enterprise to timely generate, implement, and commercialize innovations depends on the quality of the managerial mechanisms coordinating these subsystems. Accordingly, the aim of the article is to identify and systematically describe the models of interaction between management and marketing within the system of innovative enterprise development from a managerial perspective, to determine their key parameters, and to substantiate the impact of these models on the quality of innovative decisions and the effectiveness of innovation commercialization. It has been demonstrated that, in the context of marketing management and managerial aspects of enterprise innovation development, several basic models of management-marketing interaction are usually distinguished: the functional-hierarchical model (where management and marketing operate as separate subsystems with a clear hierarchical subordination), the coordination model (where management and marketing interact based on coordinated managerial processes, forming a

marketing management system), the process-oriented model (where management-marketing interaction is built around the management of innovation processes-dea management, R&D, commercialization), and the strategic-partnership model (where management and marketing act as equal strategic partners in managing innovative development). It has been established that the differences among these models of management-marketing interaction are primarily determined by the level of integration of managerial and marketing functions, the degree of centralization in managerial decision-making, the nature of information flows, and the depth of marketing's involvement in strategic management of innovation activities. Empirical testing of integrated models of management-marketing interaction has shown that the outlined parameters determine the quality of innovative decisions and the effectiveness of innovation commercialization, and that their correct consideration is key to the efficiency of enterprise innovation development. Prospects for further research lie in the development and implementation of adaptive models of management-marketing interaction for different types of enterprises in order to enhance their innovation capacity and the effectiveness of innovation commercialization.

Актуальність дослідження зумовлена тим, що в умовах значної динамічності ринкового середовища, чинником успішної реалізації інноваційних стратегій є максимально узгоджена взаємодія менеджменту та маркетингу (а саме така, яка забезпечить баланс між внутрішніми управлінськими рішеннями та зовнішніми вимогами ринку). Констатовано, що саме від якості управлінських механізмів координації цих підсистем залежить здатність підприємства своєчасно генерувати, впроваджувати та комерціалізувати інновації. Відтак, мета статті полягає в ідентифікації та системному описі моделей взаємодії менеджменту та маркетингу в системі інноваційного розвитку підприємств (з точки зору управлінських аспектів, їх ключових параметрів) та обґрунтуванні їх впливу на якість інноваційних рішень і ефективність комерціалізації інновацій. Доведено, що в контексті маркетингового менеджменту та управлінських аспектів інноваційного розвитку підприємств зазвичай виділяють кілька базових моделей взаємодії менеджменту і маркетингу, а саме функціонально-ієрархічну (за якої менеджмент і маркетинг функціонують як відокремлені підсистеми з чітким ієрархічним підпорядкуванням), координаційну (за якої менеджмент і маркетинг взаємодіють на основі узгоджених управлінських процесів — як система маркетингового менеджменту), процесно-орієнтовану (за якої взаємодія менеджменту і маркетингу вибудовується навколо управління інноваційними процесами — dea management, R&D, комерціалізація), стратегічно-партнерську (за якої менеджмент і маркетинг виступають як рівноправні стратегічні складові в управлінні інноваційним розвитком). Встановлено, що відмінності між зазначеними моделями взаємодії менеджменту і маркетингу формуються насамперед рівнем інтеграції управлінських і маркетингових функцій, ступенем централізації процесів прийняття управлінських рішень, характером інформаційних потоків та глибиною залучення маркетингу до стратегічного управління інноваційною діяльністю. За емпіричним тестуванням інтегрованих моделей взаємодії менеджменту та маркетингу встановлено, що окреслені параметри визначають якість інноваційних рішень та ефективність комерціалізації інновацій, а їх коректне врахування є запорукою ефективності інноваційного розвитку підприємства. Перспективи подальших досліджень полягають у розробці та впровадженні адаптивних моделей взаємодії менеджменту та маркетингу для різних типів підприємств з метою підвищення їх інноваційної спроможності та ефективності комерціалізації інновацій.

Key words: innovative development; management; marketing; interaction models; managerial aspects; coordination; innovation commercialization; effectiveness of innovative decisions; marketing management.

Ключові слова: інноваційний розвиток; менеджмент; маркетинг; моделі взаємодії; управлінські аспекти; координація; комерціалізація інновацій; ефективність інноваційних рішень; маркетинговий менеджмент.

PROBLEM STATEMENT

The relevance of this study is driven by the increasing role of integration processes in enterprise management systems under conditions of high market dynamism and uncertainty. The successful implementation of innovation strategies increasingly depends not only on the availability of resources or technological capabilities but also on the degree of alignment between managerial and marketing decisions, which ensures the adaptation of internal enterprise processes to external market demands. In this context, the development of effective interaction models between management and marketing-as key functional subsystems of innovation development-becomes particularly significant.

A synthesis of practical experience presented in reports by leading international consulting firms-McKinsey & Company, Boston Consulting Group (BCG), Deloitte, and PwC-indicates that, in the vast majority of cases, an enterprise's ability to timely generate, implement, and commercialize innovations is determined by the effectiveness of coordination mechanisms between management and marketing. Specifically, McKinsey & Company's research demonstrates that integrating strategic management and marketing functions into a unified decision-making system significantly reduces the time required to bring innovative products to market and enhances their commercial performance. Similar conclusions are reflected in PwC's Innovation Benchmark and Deloitte Insights reports, which highlight a direct link between the level of cross-functional interaction and the economic returns of innovation.

At the same time, research from Boston Consulting Group emphasizes that a substantial portion of unsuccessful innovation projects is caused not by technological factors but by fragmented management and the absence of coordinated interaction between managerial and marketing units, leading to a disconnect between an enterprise's strategic goals and market expectations. These findings underscore the necessity for a scientific understanding and systematic classification of management-marketing interaction models within the context of enterprise innovation development.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The challenges of establishing effective interaction between management and marketing to ensure enterprise development have been examined in the works of Vikarchuk O., Pashchenko O., Yushkevich O. [1], Rayko D.V., Lebedeva L.E. [5], Danylyuk T.I., and Kushpetyuk R.V. [2]. At the same time, much of the scholarly research has focused on specific aspects of managerial and marketing activities, such as innovation planning, marketing strategies, and organizational structures, while the models of interaction between management and marketing within the system of enterprise innovation development remain insufficiently explored.

This fragmentation of research underscores the need for a comprehensive study of management-marketing interaction models, as the lack of clearly defined coordination mechanisms between subsystems presents numerous practical challenges for enterprises. In particular, as noted by Rossoha V.V., these include:

— delays in implementing innovations due to misaligned managerial and marketing decisions;

— a mismatch between new products and market needs, reducing their commercial success;

— low flexibility of organizational processes, complicating adaptation to dynamic market changes;

— suboptimal resource utilization due to duplicated functions or weak integration between units.

A comprehensive examination of interaction models allows for the identification of "bottlenecks" in management-marketing coordination, assessment of the level of integration and flexibility of subsystems, and the development of optimal approaches to managing enterprise innovation development. Such insights contribute to enhancing both the efficiency and market competitiveness of enterprises.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The aim of this article is to identify and systematically describe the models of interaction between management and marketing within the system of enterprise innovation development from a managerial perspective, to determine their key parameters, and to substantiate the impact of these models on the quality of innovative decisions and the effectiveness of innovation commercialization.

THE PAPER MAIN BODY

Within the scope of this study, models of interaction between management and marketing in the system of enterprise innovation development are considered as stable organizational and managerial configurations that determine the allocation of authority, responsibilities, and information flows between managerial and marketing subsystems in the processes of innovation formation, implementation, and commercialization.

It should be noted that, according to Kotler P. [3], such models reflect the level of integration of managerial and market-oriented decision-making, while, as argued by Lepa R.M., Solokha D.V., Koverha S.V. [4], they directly influence an enterprise's ability to adapt to changes in the external environment and ensure sustainable innovation development.

An analysis of the research conducted by Danylyuk T.I. and Kushpetyuk R.V. [2] identifies the following key characteristics of management-marketing interaction models:

— the degree of integration of managerial and marketing functions in the process of making innovation-related decisions;

— the nature of coordination (hierarchical, process-oriented, partnership-based);

— market and customer orientation at different stages of the innovation cycle;

— flexibility of managerial mechanisms in responding to technological and market changes;

— the involvement of marketing in shaping the innovation strategy and the innovation portfolio.

It should be emphasized that awareness of each of the key characteristics outlined above is essential for a systematic analysis of the significance of these interaction models and their impact on the effectiveness of enterprise innovation development (see Table 1). In practice, the key characteristics outlined above enable enterprises to:

1. Identify the strengths and weaknesses of the current organizational model, thereby facilitating adjustments to managerial approaches for enterprise innovation development.

2. Assess the level of integration and coordination between subsystems, which directly affects the speed of implementation and commercialization of innovations.

Table 1. Key characteristics of management-marketing interaction models in enterprise innovation development

Key characteristic of management-marketing interaction models	Description of key characteristics of management-marketing interaction models	Significance of key characteristics of management-marketing Interaction models for enterprise innovation development
Degree of integration of managerial and marketing functions	Determines the extent to which management and marketing operate as a unified system in making innovation-related decisions.	A high degree of integration ensures the prompt transfer of market insights into the innovation management process, enhancing the speed and effectiveness of new product commercialization.
Nature of coordination	Reflects the type of interaction between subsystems: hierarchical, process-oriented, or partnership-based.	Proper coordination reduces the risk of conflicts and function duplication and allows optimization of managerial and marketing processes.
Market and customer orientation	Indicates the extent to which subsystem interaction considers market needs at different stages of the innovation cycle.	Ensures that innovation decisions align with customer expectations, increasing the likelihood of commercial success.
Flexibility of managerial mechanisms	The ability to adapt managerial decisions to technological and market changes.	Enhances the enterprise's resilience in a dynamic market environment and supports effective innovation implementation.
Marketing involvement in shaping innovation strategy and portfolio	Responsibility of marketing for strategic assessment of market opportunities and influence on the innovation portfolio.	Ensures targeted innovation activity and alignment of the innovation portfolio with market needs.

Source: created by the authors based on [1; 6].

3. Ensure market and customer orientation, a critical condition for the commercial success of new products and technologies.

4. Develop recommendations for adapting and improving interaction models, with the aim of enhancing enterprise flexibility and competitiveness.

Thus, the analysis and systematization of the key characteristics of management-marketing interaction models within the system of enterprise innovation development are an important prerequisite for selecting the most appropriate model type according to the specific needs of an enterprise. For instance, understanding the degree of subsystem integration, the flexibility of their responses to market changes, and the extent of marketing involvement in strategic planning allows for the identification and elimination of "bottlenecks" in interaction. In particular, low subsystem integration may lead to delays in innovation commercialization or a mismatch between products and market needs. In such cases, these issues can be addressed by establishing joint working groups or innovation decision-making committees, as well as implementing formalized coordination mechanisms, such as process-oriented procedures, regular strategic meetings, and KPI systems to facilitate interdepartmental interaction.

Therefore, the analysis and systematization of the key characteristics of management-marketing interaction models is not merely a theoretical exercise but a practical tool for selecting and adapting these models to the specific conditions of an enterprise, particularly regarding the orientation of innovation processes, time-to-market, and the commercial success of innovations [2]. It should be emphasized that only through a well-justified selection of management-marketing interaction models can an enterprise systematically plan and implement innovation development, build competitive advantages, and ensure flexible responses to changes in market conditions.

Considering contemporary practices for ensuring effective enterprise innovation development, several basic models of management-marketing interaction can be distinguished, including the functional-hierarchical model, the coordination model, the process-oriented model, and the strategic-partnership model (see Figure 1). Each of these models should be examined in greater detail, as they possess unique mechanisms for coordinating and integrating subsystems. Consequently, they differently affect the effectiveness of innovation strategy implementation.

The functional-hierarchical model is characterized by the separate functioning of management and marketing as independent subsystems with clearly defined hierarchical subordination. Within this model, marketing primarily plays a supportive role, focusing on market analysis and promoting innovative products, while key managerial decisions regarding innovation are made by management [5—6]. Coordination mechanisms in this model are

Specific feature: Interaction between management and marketing in the models is manifested through specific mechanisms of subsystem coordination and integration.*

Model: Functional-Hierarchical
Model feature/characteristic: Management and marketing operate as separate subsystems with a clear hierarchical subordination.

Model: Coordination
Model feature/characteristic: Management and marketing interact based on coordinated managerial processes, functioning as a marketing management system.

Core management-marketing interaction models

Model: Process-Oriented
Model feature/characteristic: Interaction between management and marketing is structured around the management of innovation processes, including DEA management, R&D, and commercialization.

Model: Strategic-Partnership
Model feature/characteristic: Management and marketing act as equal strategic partners in managing innovation development.

Specific feature: Interaction between management and marketing in the models is manifested through specific mechanisms of subsystem coordination and integration.*

Figure 1. Basic models of management-marketing interaction in the system of enterprise innovation development

Note:
They determine how organizational, informational, and strategic processes are combined to ensure innovation development.
Source: created by the authors based on [1—2; 4—5].

formalized and implemented through hierarchical directives, internal regulations, and regular meetings, whereas subsystem integration is limited to vertical subordination and the reporting of the marketing unit. Essentially, the primary feature of this model is its limited ability to adapt to market changes and restricted flexibility in implementing innovative strategies.

The coordination model presumes interaction between management and marketing through coordinated managerial processes, forming an integrated marketing management system. In this model, marketing insights are incorporated into managerial decisions during the planning and implementation stages of innovation, thereby enhancing alignment with market needs. Coordination mechanisms include joint procedures and regulations, regular meetings, and a KPI system to evaluate the effectiveness of interdepartmental interactions. Subsystem integration emphasizes the informational and partial functional involvement of marketing in planning and implementing innovation projects, as well as the alignment of strategic goals across units. Following Kotler P., the main characteristic of this model is the formalized coordination of functions without fully eliminating functional boundaries [3].

The process-oriented model is structured around the management of key innovation processes, including idea management, R&D, and commercialization. Within this model, management and marketing collaborate through shared processes, enabling rapid responses to changes in both market conditions and technology. Coordination mechanisms are implemented via joint workflows, integrated information systems, and regular monitoring of key project progress indicators. Integration mechanisms involve the direct participation of marketing in strategic planning of the innovation portfolio, product testing, and commercialization. In this context, we concur with Lepa R.M., Solokha D.V., and Koverha S.V. [4] that the model's main feature is the enterprise's high

The strategic-partnership model is distinguished by a high level of integration and equal participation of management and marketing in shaping the innovation strategy. Coordination mechanisms include joint strategic decision-making, partnership meetings, and shared KPIs for evaluating the performance of innovation projects, while integration mechanisms ensure full involvement of marketing functions in strategic planning, innovation portfolio development, and market opportunity assessment. Following Vikarchuk O., Pashchenko O., and Yushkevich O. [1], the key feature of this model is its facilitation of maximum alignment between innovations and market needs, thereby enhancing the enterprise's flexibility in a rapidly changing market environment.

The theoretical analysis of the management-marketing interaction models described above indicates that their differences are primarily determined by the level of integration of managerial and marketing functions, the degree of centralization in managerial decision-making, the nature of information flows, and the depth of marketing involvement in strategic innovation management (see Table 2).

These parameters are critical in determining the quality of innovation decisions and the efficiency of innovation commercialization, as confirmed by empirical research, which formulated the following hypotheses:

— H1: The level of integration of managerial and marketing functions positively affects the quality of innovation decisions.

— H2: A lower degree of centralization in managerial decision-making increases the efficiency of innovation commercialization.

— H3: The depth of marketing involvement in strategic innovation management positively correlates with the market success of innovations.

— H4: The nature of information flows (horizontal and integrated) is a key determinant of the effectiveness of enterprise innovation development.

It should be noted that, in this empirical study, each hypothesis was tested using a separate univariate regression equation (four univariate equations for H1-H4), while a multifactor model was applied to assess the combined effect of integration and marketing involvement on R2, explaining the proportion of variance in innovation commercialization efficiency. The specifics of this empirical study are presented in Table 3.

Table 2. Comparison of management-marketing interaction models in the system of enterprise innovation development

Management-marketing interaction model	Level of integration of managerial and marketing functions in the models*	Degree of centralization in managerial decision-making **	Nature of information flows in the models***	Depth of marketing involvement in strategic innovation management ****
Functional-hierarchical	Low: subsystems operate independently	High centralization: decisions are made by management	Vertical, formalized; limited interaction	Minimal: marketing primarily performs supportive functions and reporting
Coordination	Medium: partial integration through coordinated processes	Moderate centralization: decisions are coordinated	Vertical and partially horizontal; information exchange through regulations and meetings	Medium: marketing participates in the planning and implementation of innovation projects
Process-oriented	High: integration through shared innovation management processes	Low centralization: decisions are made jointly within processes	Horizontal and vertical; information circulates in real time	High: marketing is actively involved in managing ideas, R&D, and commercialization
Strategic-partnership	Very high: subsystems function as equal partners	Low: decisions are made jointly by strategic units.	Horizontal; information flows are open and continuously synchronized	Maximum: marketing is fully integrated into strategic planning and the innovation portfolio

Note:

* Indicates the degree of joint participation of the subsystems in decision-making processes related to innovation.

** Indicates the extent to which innovation project decisions are made centrally by management or jointly by integrated subsystems.

*** Measured by the involvement of marketing units in shaping the innovation strategy, project portfolio, and product commercialization.

**** Indicates the level of horizontal and vertical interaction between management and marketing, the promptness of data exchange, and the use of marketing insights in decision-making.

Source: created by the authors based on [3—4; 6].

The results of the correlation analysis demonstrated a statistically significant and robust relationship between the parameters of management-marketing interaction and the effectiveness of enterprise innovation activities. In particular, a positive relationship was established between the level of integration of managerial and marketing functions (X_1) and the quality of innovation decisions (Y), as reflected in the equation Y=0.38+0.62X1, as well as between the depth of marketing involvement in strategic management (X_2) and the success of innovation commercialization (Y_2), as shown by the equation Y2=0.41+0.58X2. It was also found that well-developed horizontal information flows between subsystems positively influence the speed of bringing innovative products to market, as indicated by the equation Y3=0.47+0.54X3. In contrast, a high level of centralization in managerial decision-making (X_4) negatively affects the efficiency of innovation activities (Y_4), as evident from the equation Y4=0.69-0.41X4.

Multivariate regression analysis showed that the combination of a high level of integration of managerial and marketing functions (X_1) and marketing involvement in strategic management (X_2) explains 47% of the variance in the efficiency of innovation commercialization (R2=0.47), as reflected in the equation Y2=0.29+0.39·X1+0.34·X2.

Consequently, enterprises that implement process-oriented and strategic-partnership models of management-marketing interaction demonstrate higher quality of innovation decisions and more stable commercialization outcomes. In contrast, enterprises operating under a functional-hierarchical model are characterized by fragmented information flows, limited marketing involvement in strategic management, and, consequently, lower market performance of innovations. Therefore, it is evident that the level of integration of managerial and marketing functions, the degree of centralization in managerial decision-making, the depth of marketing involvement in strategic innovation management, and the nature of information flows are critical determinants of the quality of innovation decisions and the effectiveness of their commercialization.

CONCLUSIONS

The results demonstrate that, in the context of marketing management and the managerial aspects of enterprise innovation development, several basic models of management-marketing interaction are typically distinguished: the functional-hierarchical model, in which management and marketing operate as separate subsystems with clearly defined hierarchical subordination; the coordination model, in which management and

Table 3. Specifications of empirical testing of integrated management-marketing interaction models in the system of enterprise innovation development for 2019—2024

Sample and data collection specifications (for 2019-2025)		Operationalization of variables (standardized in univariate regression, $\beta \approx r^2$)		Analysis methods
Sample characteristics	Data collection method	Independent variables (assessed using a 5-point Likert scale)	Dependent variables	
41% – manufacturing enterprises; 59% – service and IT companies; 73% – medium-sized enterprises; 27% – large enterprises	The empirical study was conducted based on a questionnaire survey and a structured analysis of managerial practices in 68 enterprises from the manufacturing and service sectors.*	Level of integration of managerial and marketing functions. Degree of centralization in managerial decision-making. Depth of marketing involvement in strategic innovation management. Nature of information flows (vertical and horizontal).	Quality of innovation decisions (expert assessment). Speed of innovation commercializatio. Share of successfully commercialized innovations. Degree of alignment of snnovations with market needs.	To test the hypotheses, the following methods were applied: • correlation analysis (pearson). • multivariate regression. • grouping of enterprises according to interaction models.

Note:
*Respondents included innovation project managers, top managers, and heads of marketing departments.
Source: compiled by the author.

marketing interact based on coordinated managerial processes, forming an integrated marketing management system; the process-oriented model, in which management-marketing interaction is structured around the management of innovation processes-idea management, R&D, and commercialization; and the strategic-partnership model, in which management and marketing act as equal strategic partners in managing innovation development.

It has been established that the differences between the aforementioned management-marketing interaction models are primarily determined by the level of integration of managerial and marketing functions, the degree of centralization in managerial decision-making, the nature of information flows, and the depth of marketing involvement in strategic innovation management. Empirical testing of integrated management-marketing interaction models confirmed that these parameters determine the quality of innovation decisions and the effectiveness of innovation commercialization. It has been demonstrated that the proper consideration of these parameters when selecting management-marketing interaction models is a key prerequisite for ensuring effective enterprise innovation development.

Future research prospects lie in the development and implementation of adaptive management-marketing interaction models for different types of enterprises, aimed at enhancing their innovation capacity and the effectiveness of innovation commercialization.

Література:

1. Вікарчук О., Пащенко О., Юшкевич О. Сучасна модель маркетинг-менеджменту виробничого підприємства. Економіка та суспільство, 2021. № 34. https://doi.org/10.32782/2524-0072/2021-34-4

2. Данилюк Т.І., Кушпетюк Р.В. Взаємодія маркетингового менеджменту з управлінням якістю. Інвестиції: практика та досвід. 2024. № 16. С. 210—214.

3. Kotler P. Marketing Management. Hoboken: Pearson Custom Publishing, 2002. 719 p

4. Лепа Р.М., Солоха Д.В., Коверга С.В. Маркетинг та менеджмент: методи, моделі та інструменти: монографія. Донецьк: ТОВ "Східний видавничий дім", 2012. 250 с.

5. Райко Д.В., Лебедєва Л.Е. Модель управління маркетингом у системі менеджменту промислового підприємства. Маркетинг і менеджмент інновацій. 2015. № 1. С. 107—123.

6. Россоха В.В. Маркетинговий менеджмент в системі управління підприємством. АгроІнКом. 2012. № 10—12. С. 108—112.

References:

1. Vikarchuk, O., Pashchenko, O., and Yushkevych, O. (2021), "Modern model of marketing management of a manufacturing enterprise", Ekonomika ta suspil'stvo, vol. 34. https://doi.org/10.32782/2524-0072/2021-34-4

2. Danylyuk, T.I., and Kushpetyuk, R.V. (2024), "Interaction of marketing management with quality management", Investytsiyi: praktyka ta dosvid, vol. 16. pp. 210—214.

3. Kotler, P. (2002), Marketing Management. Pearson Custom Publishing, Hoboken, USA.

4. Lepa, R.M., Solokha, D.V., and Koverga, S.V. (2012), Marketynh ta menedzhment: metody, modeli ta instrumenty [Marketing and management: methods, models and tools], TOV "Skhidnyy vydavnychyy dim", Donetsk, Ukraine.

5. Rayko, D.V., and Lebedeva, L.E. (2015), "Marketing management model in the management system of an industrial enterprise", Marketynh i menedzhment innovatsiy, vol. 1, pp. 107—123.

6. Rossokha, V.V. (2012), "Marketing management in the enterprise management system", AhroInKom, vol. 10—12, p. 108—112.

Стаття надійшла до редакції 01.01.2026 р.