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6. Management of sells through marketing and information securities as a measuring of the efficiency of the company's activities

6.1. Relationships between consumers, suppliers, distributors, and partners in marketing

In modern formations of economic systems of different levels, new qualitative processes are observed, which require the search for completely new methods of ensuring successful long-term development of enterprises and organizations. In a global context, when the emphasis shifts from material and financial resources to intellectual assets, when traditional models and mechanisms of operating enterprises in a competitive environment undergo significant changes, and the nature of competition itself is transformed, the problem of development and implementation of new forms of realization of the economic interests of major market participants becomes relevant. In this context, partnership in the form of long-term relationships is recognized as one of the promising ways of ensuring a successful competitive position of modern enterprises.

Achieving a stable position in the market is not possible without cooperation with business partners, as it is based on relationships with other companies. Therefore, competitive advantages based on such relationships have become relevant. The creation and development of strategic networks is a new approach of companies to solving the problem of competition in the context of globalization of the world economy and markets. This trend is the result of the rapid development and spread of high-tech products and integrated solutions in the modern economy, as well as the processes of rapid technological improvement and high level of risk in new markets. No firm can provide all the necessary resources to create and maintain a sustainable competitive advantage on a global scale.

In many countries, companies form strategic networks – with suppliers, business consumers, financial institutions, governmental organizations, research centres and even competitors – to a level of quality and efficiency that would not be achieved in direct competition between firms and firms. Thus, relations between the entities form a special stable network, in which the success of each partner depends on the network as a whole.

Philip Kotler, a recognized marketing expert, defines today's global markets as a network economy and a network society. The basic principle of the network approach is the application of the concept of marketing relationships (relationship marketing). This approach is aimed at developing andining successful relationships with suppliers, customers and other external partners. An integral part of relationship marketing is the creation of mutual trust and commitment between firms.

Companies influence not only relations with direct partners, but also usually influence their relations with other market participants. At the same time, the active environment of the firm consists of direct and indirect relationships, partners and third parties, which emphasizes the need to study not only direct contacts of the central organization, but also its indirect relationship.

Marketing of relationships is the establishment of close relationships with different participants in the process of production and sale of goods (services) to be presented to the market, which contribute to the satisfaction of consumers and bring profit to all participants of the process.

Marketing partnerships consists in building long-term mutually beneficial relationships with the key market partners of the company (consumers, suppliers, distributors) in order to establish lasting privileged relationships. This contributes to the achievement of a compromise in the interaction of economic activities and the optimal placement of resources on the market of goods and services. Manufacturing companies that want to work quickly and efficiently strive to establish long-term, trustworthy, mutually beneficial relationships with the most valuable consumers, distributors, dealers and suppliers. They use a high level of service and reasonable prices as a “building material”.

Partnership marketing is aimed at establishing close economic, technical and social links with partners, which helps reduce transaction costs and save time, turning trading transactions into a routine process.

Relationship marketing aims at forming a unique asset of the company, called a marketing business network. This network includes the company and all groups interested in its work, such as consumers, staff, suppliers, distributors, retailers, advertising agencies, university scientists and everyone with whom the organization has a mutually beneficial business relationship. Thus, the market is not competing individual manufacturers, but whole business systems. Successful are those who have built the most effective system of relationships. The principle of action is simple: you need to create an effective system of relations with key stakeholders, which will ensure guaranteed profit.

In modern conditions of increased competition in the market, participants of market processes try to improve efficiency at all stages of creation of value for the consumer. This leads to the fact that companies make certain demands on their suppliers. They expect sales agents representing these suppliers to actively contribute to the success of their customers. To do this, sales agents must understand the needs and demands of consumers, identify the problems that customers face, and help them solve them.

At the same time, it becomes more difficult for market participants to develop and maintain competitive advantages based solely on products. Most of these advantages can be copied by competitors, and this happens quite quickly. The formation of the competitiveness of the enterprise begins with the establishment of relations with the staff. At the first level of interaction, it is the employees who significantly influence the successful activity of the enterprise, this is due to their influence on the quality of the final product that the consumer receives. In particular, this applies to organizations that use direct sales as the main tool of marketing activity [11].

To understand the needs of customers and provide them with clear, informed solutions, sellers need to develop close, long-term relationships. The basis of this relationship is cooperation, commitment, obligation and informedness. The process by which a firm builds long-term relationships with consumers in order to create mutual competitive advantages is called sales, determined by relationships. Sales representatives engaged in such sales, focus their efforts on developing a long-term relationship with several carefully selected customers, rather than trying to attract as many customers as possible.

Relationship marketing gives the company a number of advantages:

1.Reduced costs of finding new customers – as the companyins long-term relationships with existing customers, the costs of attracting new ones become lower.

2. Increase in the volume and cost of procurement – regular consumers usually increase their costs of purchasing the products of a given company, which leads to an increase in sales volumes and their cost.

3. Cross-sales and other marketing solutions. Through cross-sale strategies and marketing techniques, the company can increase its share in each customer's consumer basket, which in turn leads to increased profits.

4. Product panel availability – long-term relationships with customers allow companies to get information about their preferences. This allows the company to give up the need to engage specialized research companies to explore the market and offer new services. Thus, relationship marketing creates a market for testing and introducing new products or offers with less risk.

5. Advertising products by consumers – recommendations from representatives of reference groups can significantly influence the choice of a particular product, so relations marketing contributes to providing the highest value for customers.

6. Increased consumer confidence. Long-term relationships allow more information to be exchanged, which promotes confidence in decision-making.

7. Employee retention. Internal marketing stimulates employee participation in company development and consumer satisfaction, which contributes to staff retention.

8. Increase consumer lifecycle duration. Long-term relationships contribute to an increase in consumer life cycle, which makes forecasting financial flows more predictable and contributes to the growth of the company's profits.

9. Growth of the role of long-term planning – relationship marketing promotes the development of long term plans, which allows you to better predict the volumes of implementation and preferences of regular customers.

Thus, partnership interaction in the form of sales, determined by relationships, creates a barrier for new competitors and ensures the maintenance of a stable base of satisfied consumers, which contributes to a successful competitive position of the company.

In business for a long time prevailed the approach based on operational sales (transaction selling), where each transaction was carried out as a separate transaction with independent companies. However, with the development of competition, it has become clear that the formation of sustainable relationships with consumers, partners and suppliers can provide significant advantages. This led to the development of the concept of relation-based sales (relationship selling). For example, Xerox (www.xerox.com) has limited the range of suppliers it is prepared to deal with to less than 500 organizations. For comparison, in 1989 it had more than 5,000 suppliers. As a result of the narrowing of the circle of its suppliers, the volume of work of sales personnel increases: because you have to work more with consumers, trying to solve their problems, to increase efficiency, which affects increased value. More and more companies open their offices near or directly on the territory of buyers. In particular, Kinko’s (www.kinkos.com) has opened the offices of all its most important suppliers in its headquarters in California (USA), and Procter & Gamble (www.pg.com) has sent its key sales representatives to WalMart’s headquarter in Bentonville, Arkansas (USA) who work there on a permanent basis [1, P. 46-47].

However, it is worth noting that providing a high level of service is quite expensive and energy-intensive process that requires management skills of experienced professionals. At the same time, sales managers classify their customers, forming a multi-level sales strategy.

The task of such a strategy is, on the one hand, in establishing unique, moreover – strategic, relationships with the best of customers and, secondly, - in simplifying based on transactions (agreements) relations with customers, which are arranged by the lower level of service. For example, the management of the company «Shell Oil» (www.shell.com) has come to the conclusion that part of small firms buyers do not want to be visited by its sales representatives (and also do not have time to accept such visitors). After the company redistributed resources and began to direct its sales representatives mainly to large customers, and to go on smaller began to use telemarketing, it turned out that this approach suits almost all Shell Oil customers [1. P. 47].

These examples demonstrate how companies move from traditional operational sales to building long-term relationships that enable them to more effectively meet consumer needs, improve productivity, and create added value for all stakeholders.

Providing a high level of service is an expensive pleasure that cannot be equally accessible to all foreign consumers. This forces sales managers to rank their customers by partnering with one another and striving to maximize efficiency in relationships with other business entities. Thus, organizations form a multi-level sales strategy. Its task is, on the one hand, to establish a unique, strategic relationship with the best customers, and on the other – to simplify operational relationships with customers who are satisfied with a lower level of service.

The main problem with Shell Oil is that small buyers did not want their sales representatives to come to them. And often these firms did not have time to receive such visitors, which led to inconvenience and waste of time for both customers and sales representatives.

Strategic actions for the corporation are resource redistribution: Shell Oil has opted to send its sales staff mostly to major clients, where personal contact was crucial and successful. The company has developed telemarketing, which lets you phone smaller clients instead of making human visits, so saving money.

The results of such actions are:

- Customer convenience - this approach has proved convenient for all customers. Large customers received the necessary attention and support, while smaller customers could interact with the company in a convenient way for them.

- Economy and efficiency - this redistribution of resources has allowed to reduce trade costs, since telemarketing is less expensive compared to personal visits.

- Improved client contact of various kinds helped to boost sales.

- Reduced expenses and more sales helped the business to grow in profitability.

This case shows how crucial it is to consider the needs of various client groups and modify sales plans to fit their needs, therefore enabling major increases in company productivity.

At the same time, the trends in the development of different partnerships are:

1. Strategic partnerships.

- Long-term relationship orientation: focus on building long-term relationships with key clients. The aim is to ensure stability and mutually beneficial cooperation.

- Exclusive deals and business process integration: forming exclusive contracts to enhance interdependence, integrating business processes to improve efficiency and productivity.

2. Telemarketing and digital channels.

- Use of technology for service: application of telemarketing and digital channels for less significant customers. This reduces maintenance costs and increases the efficiency of interaction.

- Cost optimization: reducing the number of personal contacts due to digital tools, the use of automated systems for support and customer service.

3. Supply-based relationships.

- Selective cooperation with few suppliers helps to raise the quality and dependability of supply by closer links.

- Cooperation in innovation and new product creation underlines cooperative invention and development. Furthermore fulfilling the needs of both sides are cooperation projects and events.

The emergence of these tendencies underlines the need of strategic orientation and efficient marketing. The success of modern companies depends mostly on developing sustainable and mutually beneficial relationships with several market players; strategic alliances, digital channel optimization, and close supplier cooperation help to raise the quality, efficiency, and competitiveness of the company.

Key aspects of the development of marketing relationships are:

1. Loyalty programs for existing customers:

- The difficulty of gaining new customers – attracting new customers is a more difficult and costly process compared to retaining existing ones.

- Attracting existing consumers with new products – loyal consumers more easily perceive new products and methods of their promotion.

- Cross sales – offering existing customers additional products or services increases the share of the company in their consumer costs.

- Cooperation with consumers – involving customers in new product development processes, advertising campaigns and sales stimulation methods contributes to increasing their loyalty and satisfaction.

2. Development of partnerships within the company:

- Internal partnerships – cooperation between shareholders, managers and staff helps to determine the right directions of company development.

- Effective implementation of strategies – internal partnerships contribute to the effective implementation and achievement of the goals of the company.

3. Strategic long-term alliances:

- The role of strategic alliances – the creation of long term partnerships based on mutual interests contributes to sustainable development.

- Development of marketing systems – the transition from horizontal and vertical marketing systems to vertically integrated management systems. Formation of formal and informal economic unions to common goals.

4. Modern trends in sales development, based on relationships:

- The difficulty of achieving success alone – in today's competitive environment it is becoming more and more difficult to success without partners.

- Development of relationship marketing – the rapid development of relations marketing is based on building long-term mutually beneficial relationships with key partners. Cooperation with consumers, suppliers, wholesalers and retailers is a key factor of success.

Development of marketing relations emphasizes the importance of building andining long-term mutually beneficial relationships with different market participants. Loyalty programmes, internal partnerships, strategic alliances and current sales trends are key aspects that contribute to the company's sustained growth and success in a competitive environment.

The purpose of marketing relationships for domestic enterprises is:

1. Maximization of end results of activity - improvement of results represents strategic work with key clients throughout the period of interaction, which allows to improve the end result of the enterprise, while the emphasis that is made on customer loyalty and long-term relationships, contributes to a stable growth of profits;

2. Ensuring the search for compromise – the interaction of economic activity entities is to create conditions for effective interaction between the various economic entities ensures the harmonious development of business, search for compromises and balance of interests contribute to enhancing the stability of partnership relations;

3. The optimum placement of resources in the domestic market includes the consideration of crisis-recession phenomena in the economy and the adaptation of strategies to current conditions and the effect of information asymmetry, that is, work with information assimilation and transaction costs, which helps to minimize risks and increase the efficiency of resource use.

The modern concept of marketing pays priority attention to the marketing activities of those departments that are in direct contact with consumers (buyers, customers). We are talking about sales (sales) departments, which in modern conditions should become the main carriers and tools for the implementation of marketing ideas of companies on the market. It becomes obvious that the direct involvement of sales departments is necessary for the implementation of a number of marketing functions. But it should be noted that both administrators and sales specialists approach the problem of sales channels too narrowly. Many of them explain the term "distribution channels" as a complex of relations between an industrial firm and commercial productions that do not belong to its structure, through which the goods manufactured by the firm enter the market [1. P. 49].

In modern business prevails the American marketing model, which includes the division of marketing tools into four categories according to the concept of "4 P": Product, Price, Place and Promotion. In the structure of marketing functions of sales (sales) a separate importance, unfortunately, is not given, which creates a certain incompleteness of the marketing complex and its distance from practical market activity. Efforts to sell products will always be needed, because there is always a need to find customers, establish direct contacts with them, stimulate to purchase products and carry out relevant deals.

The sale of products in sufficient quantities at a price suitable for the producer and consumer, is the main confirmation of the success of marketing actions, and is also a source of information about ways and reserves of their further improvement. **Taking into account the saturation of the market and the strengthening of competitive influences, such efforts must constantly increase, because they will be able to provide:**

1. increasing the efficiency of management - modern marketing of relationships allows companies to manage their resources and interactions with partners more effectively, which is key to success in a complex market environment.

2. Development of long-term relationships: Success in conditions of increasing competitiveness and economic challenges largely depends on long term and mutually beneficial relationships with colleagues.

3. Using multi-level sales strategy, loyalty programs, strategic alliances, and integrated management systems helps companies maximize their operations and increase productivity.

The success of the modern company depends mostly on the marketing of relationships in its surroundings. It helps businesses not only draw fresh business but also keep current ones, building long-lasting partnerships with them. In addition, relations marketing contributes to improved communication with all market participants, which is an important factor in solving problems and meeting the needs of customers. This is reflected in the increase in the profitability of the enterprise due to the reduction in the cost of attracting new customers and increasing their loyalty. Thus, marketing of relationships becomes an important tool of strategic management, aimed atining competitive advantages and sustainable development of the enterprise.

6.2. Role and importance of management of sales of goods and services in the modern economy

In recent years, Western specialists in sales management emphasize that the improvement of logistical support management with a focus only on minimizing costs no longer meets the urgent needs. Optimal management should be based on a marketing concept that is closely linked to an active market strategy. This means that sales management should work primarily on the consumer, trying to satisfy his demand as much as possible.

However, sales management in today's market economy requires deeper integration with marketing strategies and concepts. **These salient features should help you to think through:**

1. Sales management should be oriented on satisfying consumer requirements and expectations using a customer-centric approach. This implies an extensive market research, consumer behavior analysis, and suitable strategy design to draw in, retain, and grow the clientele.

2. Sales management should apply its methods and strategies to shared objectives since it is intimately linked to marketing and should employ its ideas. This covers establishing target audiences, designing winning communication plans, and applying analytics to raise sales performance.

3. In a competitive market economy, it is imperative to establish long-term, mutually beneficial relationships with consumers. This implies closely observing customer demands, addressing issues and offering first-rate services.

4. Use of technology. Modern technologies such as CRM systems, data analytics, e-commerce, etc. can greatly facilitate and optimize sales management processes, allowing you to work more effectively with customers and analyze market trends.

5. Skills and staff training. Successful sales management requires a team of qualified and motivated employees with an in-depth understanding of the product, market and customers. Investing in training and staff development can significantly improve sales performance.

In general, sales management in the market economy requires a combination of strategic and tactical approaches, the active use of marketing tools and technologies, as well as the constant improvement of staff qualification.

Optimization of the process of promotion of goods in modern conditions of market competition is an important element of the strategy of any enterprise. It requires in-depth analysis and management of various aspects of the business, ranging from choosing the optimal channels of distribution of goods to ensuring high quality of service and expanding the range of products.

Since it affects the specificity of the product and the needs of the target market, the choice of distribution channels is absolutely vital. This can span traditional channels including wholesale and retail networks as well as new digital platforms allowing direct consumer access.

The form and methods of marketing also require careful consideration, as they affect the way the goods reach their target audience. Accordingly, an enterprise can use a variety of strategies, including direct sales, distribution through intermediaries, online sales, etc.

At the same time, a wide range of products and high quality of services associated with its implementation are key elements of attracting and retaining customers. To guarantee client loyalty and to satisfy the rising demand of the market, the corporation has to be always working to raise the caliber of its goods and services.

Generally speaking, optimization of the product marketing process entails active adaptation to changes in consumer demand and competitive environment as well as ongoing monitoring of market trends, enhancement of sales techniques and engagement with customers. In the modern concept of marketing, special attention is paid to the marketing activities of units that directly contact with consumers. Sales (sales) departments become the main carriers and tools for the implementation of marketing strategies of companies on the market. For effective performance of marketing functions, the active participation of sales departments is required.

Main roles and functions of sales departments:

1.Implementation of marketing strategies – the sales departments should integrate marketing strategy into their activities, ensuring their effective implementation in practice.This implies using marketing tools to boost sales and ensure that customer needs are met.

2. The first point of contact with customers is sales departments, which allows one to obtain comments and react quickly to changes in consumer preferences and needs. They are really crucial in forging strong relationships with customers.

3. Sales divisions provide essential customer data on needs and behavior, therefore enabling consumer research. This knowledge helps new products or services to be developed as well as strengthens marketing strategies.

4. Maintaining and running loyalty programs aimed to increase the loyalty of present customers depends much on sales departments. Their customized treatment of every client helps to increase client retention and degree of satisfaction.

5. Sales departments coordinate their operations with other marketing departments to guarantee a consistent strategy and uniform application of the marketing campaigns. This encompasses planning various specials, promotions, and marketing efforts.

6. Sales divisions look at the competitive environment and offer solutions to increase the company's competitiveness. They monitor the behavior of competitors and adjust their strategies according to the state of the market.

In the modern definition of marketing, sales departments play a somewhat significant position. They directly interact with customers, apply marketing plans, gather and evaluate customer data, run loyalty programs, organize marketing events, thereby guaranteeing the competitiveness of a business. Efficient work of sales departments contributes to increasing the level of customer satisfaction and achieving the strategic goals of the company in the market.

Sometimes managers and sales analysts view the issue of sales channels too narrowly, seeing them just as a complex of contacts between an industrial firm and trade companies not part of its structure. This method reduces knowledge and solutions for issues concerning sales channels.

In fact, distribution channels cover a much wider range of aspects that require a more integrated approach to their effective management.

The main problems of sales channels can be attributed to:

- The limited understanding of the sales canals – many companies perceive the sales channel as exclusively the chain of the transfer of goods from the manufacturer to the consumer through intermediaries. However, sales channels also include marketing and logistics processes that ensure delivery of goods at the right time and place.

- Inconsistency of strategies – there is often a discrepancy between the strategies of the company and its sales channels. For example, a company may aspire to rapid growth, while its sales channels are not ready to support this growth due to limited capabilities or resources.

- Problems with logistics and warehouse management – efficient logistics management and warehousing operations are critical to the success of sales channels. Lack of proper control over these processes can lead to delays in delivery, increased costs and loss of customers.

- Inter-channel conflicts – conflicts can arise both between different sales channels and within the same channel. This can be caused by competition for customers, unequal distribution of resources or the lack of clear rules of interaction between channel participants.

- The fast transformation of the current market calls for flexible sales channels ready to adjust. Lack of adaptation could cause falling behind from the market and loss of competitiveness.

- Effective use of digital technologies – while many businesses do not fully utilize these chances for efficient management of sales channels, digital technologies open new ones for this purpose. Lack of digital tools could limit the company's ability to react quickly to changing customer needs and market environment. Among other channel partners, conflicting interests can test shops, distributors, and manufacturers. Such kind of conflict could cause loss of efficiency and lower general sales channel performance.

From logistics and warehouse operations to the application of digital technologies and guaranteeing consistency of strategies, effective management of sales channels calls for an integrated strategy considering all elements of the process. Sales channels should be taken into account not only as a supply chain but also as part of the company's whole strategy, therefore guaranteeing their responsiveness to changes in the market.

Circulation is a process that involves the activity of an enterprise in relation to the production of goods and the movement of funds and goods in order to reproduce and obtain profit.

Exchange is an economic process that mediates production and distribution, on the one hand, and consumption – on the other.

Sales - the process of transferring a product to another person in exchange for payment in cash, the participation of not less than two parties: one offers the product, and the other buys it. Brokers can help either the seller to sell the goods, or the buyer to buy it.

In current conditions, modern sales management should be consumer-oriented and be part of the overall marketing strategy. At the same time, sales departments should become key elements of marketing activities, ensuring an effective process of promotion of goods. Understanding and proper use of sales channels at the moment is critical to the successful operation of the enterprise, and integrating sales into the marketing strategy allows to increase efficiency and ensure market success.

The basic key concepts in sales activity can be defined as:

The realization (sale) – the process of selling or reselling of produced goods or services, accompanied by receipt of funds, implementation of a plan and obtaining a result.

Distribution – classical theory treats it as one of the stages of social reproduction, which is the link between production and consumption. In the process of distribution, the participants of the production process and their shares are involved in the realization and use of the aggregate social product and national income.

Modern marketing theorists consider distribution as one of the important elements of the marketing complex (marketing-mix). They emphasize that distribution plays a key role alongside other components such as pricing, communication strategy and enterprise commodity policy. These four elements together form the basis of a successful marketing strategy, where each of them is important for achieving business goals and meeting customer needs.

Demand creation, receipt and processing of orders, packaging and product preparation for shipment to consumers, shipment of products to the vehicle and transportation to the point of sale or destination, as well as the organization of settlements with buyers for shipped products define sales as a set of activities for promoting finished goods on the market.

The main purpose of sale is the realization of the economic interest of the producer on the basis of satisfaction of the viable demand of consumers.

Many economists identify the concept of "sale" and "sales" of products. However, in our opinion, the sale of products is the final stage of the sales activity of the enterprise, since the term "realization" means the sales of goods or property, their conversion into money.

Sales operations include:

1.Development of forecasts of the market situation and forecast of the sale of products.

2. Calculation and justification of financial valuation of sales.
3. Design and testing of sales norms.
4. Selection of alternative channels of distribution of products.
5. Creation of commercial communications.
6. Development of sales reporting forms.
7. Simulation of sales processes and final results of sales operations.

In other words, sales is a set of activities of the general marketing program of the enterprise, which are carried out after the completion of production of products. Sales includes a system of processes related to the analysis of consumer needs, which through the overall marketing efforts of the enterprise allows to offer profitable offers to consumers, meeting their demand. The completion of the sales process is the sale of goods.

Often the concept of "sales" is replaced by the terms "distribution of products" or "distribution of goods", as some scientists identify these categories. In the concept of "distribution of goods" more clearly traced the physical process of transfer of the goods from the seller to the buyer. Distribution and sales cover three key elements: transportation, storage and contact with consumers.

The methodological scheme of sales management includes the management of sales activities and distribution in general, which requires a clear separation of these concepts. In contemporary literature, it is often found to identify the concepts of "sales", "realization of goods", "sale", "distribution of the goods" and "commodity movement". For a better understanding of these terms it is advisable to analyze and systematize different approaches to the definition of the concepts of "sales" and "distribution", proposed by different authors.

Sales includes the whole range of activities related to the delivery of goods from the manufacturer to the final consumer – inventory management, logistics, sales and marketing. Sales also covers all actions carried out from the moment of manufacture of the goods to its transfer to the consumer, including promotion, sales, customer service and after-sales support.

Distribution refers to the processes associated with the physical movement of goods from the manufacturer to the points of sale or final consumption. It includes logistics, supply chain management, warehouse operations and transport operations.

It is also worth noting the following approaches to the definition of these concepts:

- Traditional approach – in traditional definitions sales often includes both the physical distribution of goods and commercial aspects of sales and marketing. This method regards sales as a whole activity covering all phases from manufacturing to the end user.

- The logistic method stresses on the actual transportation of products. Under this strategy, supply chain management and logistics take front stage while distribution fits inside a larger sales process.

- Marketing approach – marketing approach considers sales as an integral part of the marketing strategy of the company. In this context, sales includes product promotion, customer communication, sales management and after-sales service.

- Integrative approach – the integrative approach combines elements of all the above-mentioned approaches, considering sales as a complex activity that includes physical distribution of goods, marketing and sales. It is an approach that allows to take into account all aspects of the process of bringing the product to the consumer, ensuring effective management of sales activity.

- Functional approach – functional approach divides sales into separate functions, such as logistics, marketing, sales management, in order to optimize each of these aspects. This strategy guarantees a high degree of efficiency at all phases of sales by letting you specialize the management of every function.

Effective sales management depends on one knowing and differentiating between sales and distribution. Considering physical distribution, marketing, and sales, modern methods of sales management should combine all facets of the process of delivering products to the customer. Systematization of approaches to defining sales and distribution concepts allows companies to plan and manage their sales activities more effectively, optimizing resources and achieving high results in a competitive environment.

The main purpose of sale is to bring the goods to consumers with the necessary consumer properties (quality, price) in the right quantity, at the necessary time and place, with minimal costs. A sales activity has a targeted character, which is determined by its purpose and the direction of all activity of the enterprise-producer to specific consumers of the goods.

The role and distortion of sales activity can be characterized by the following concepts:

1. Additional consumption value: sales activity not only preserves the created value of the goods, but also creates additional consumer value, increasing its overall value.
2. Commercial completion: sales facilitates the commercial completion of the marketing and production activities of the enterprise, realizing concrete economic results and satisfying the needs of consumers.
3. Performance: sales activity is productive, because it affects all economic and financial results of the enterprise.
4. Competitive Advantages: Sales activities are one of the sources of competitive advantages of the enterprise, both within its own organization and in relations with partners.

The content of the sales activity of any enterprise is determined by a set of interrelated and targeted actions that determine the distribution, proof and sale of the goods. The main aspects of sales activities are:

1.Distribution of goods:

- Planning and organization of logistics to ensure the effective movement of the goods from the manufacturer to the consumer.

- Selection and management of distribution channels, which include wholesale and retail networks, as well as direct sales.

2. Bringing goods to customers:

- Management of inventory and ensuring availability of goods in the right places and at the right time.

- Use of information systems to track the movement of goods and stock management.

3. Sales of goods:

- Selling goods through various sales channels, including physical stores, online platforms, telemarketing and other sales methods.

- Establishment of pricing policy that takes into account costs, competitive environment and target audience.

Sales policy covers a set of principles and approaches to the creation and functioning of the sales system, as well as various organizational forms and methods of sales. This policy is aimed at achieving sales goals and is formed in accordance with the corporate mission of the enterprise. **The main components of sales policy are:**

1.Principles of sales policy: Customer orientation: the needs and requirements of customers should be at the centre of attention of the sales policy.

Flexibility and adaptability: the sales system must respond quickly to changes in the market environment and customer requirements.

Efficiency: optimizing distribution and sales processes to minimize costs and maximize profits.

2. Approaches to the formation of the distribution system: Selection of sales channels: analysis and selection of the most effective channel for the sale of products, taking into account the specifics of the goods and the target audience.

Creation of sales network: development of a sales network structure, which can include its own sales units, distributors, agents and partners.

3. Organizational forms and methods of sale: Wholesale and retail sales: choice between wholesales and retail forms of sales depending on the nature of products and market conditions.

Direct and indirect sales: distribution between direct sales (through own units) and indirecte sales (through intermediaries).

Modern marketing methods: use of e-commerce, telemarketing, mobile applications and other modern technologies for selling products.

The content of the sales activity of the enterprise and sales policy are key elements of the marketing strategy. They include planning, organization and management of all aspects of the process of bringing goods to consumers. Properly formulated and effectively implemented sales policy contributes to the achievement of high results of strategic and tactical plans of the enterprise and provides competitive advantages in the market.

Strategic issues of sales policy include:

1.Product policy: determination of assortment of goods or services, their quality, packaging, branding, etc. This is important to determine what products or services will be offered by the company on the market and how they will differ from competitors.

2. Assortment policy: selection and organization of assortment of goods or services, taking into account the needs and requirements of the target audience, market trends and competitive conditions.

3. Pricing policy: setting prices for goods or services, taking into account costs, competitive environment, target audience and marketing strategies.

4. Development of communication techniques to support goods or services, brand building, attracting consumers and then interacting with them reflects communication policy.

5. Identification of sales channels, positioning of products or services on the market and organization of their delivery to consumers define the distribution policy.

6. Determining the degree of customer care, after-sales support, warranty terms, etc. falls under service policy.

These features are crucial for the creation of a whole sales plan meant to reach the strategic objectives of the company in the market. The creation of sales policy for a certain product should be given particular importance since it will help to guarantee a good process of product sales and consumer satisfaction of wants.

Development of sales policy concerning a specific product includes: 1. Definition of target market and its segments: it is necessary to identify the geographical, demographic, psychographic and behavioral characteristics of the target audience, as well as identify their segments.

2. Selection of sales system: selection of optimal sales channels, which can include direct and indirect channals, retail and wholesale sales, electronic commerce, etc.

3. Selection of the method and time of entry into the market: development of the strategy of entry in the market, including determination of the optimal time and methods of introduction of the product into market.

4. Definition of distribution and freight movement system: organization of logistics, warehouse accounting and inventory management to ensure efficient supply and distribution of goods.

5. Development of sales incentive system: determination of pricing strategies, discounts, promotions and other incentives to attract buyers and increase sales volumes.

6. Sales and service organization: planning sales processes, including staff training, setting service standards, organizing after-sales service and solving related issues.

These steps will help the enterprise to create a comprehensive and effective sales strategy for a specific product.

The strategic goals of sales policy are related to the organizational and commercial function of distribution and include:

1.Forecasting and planning of prospective channels and sales routes:

- Requires assessment of market trends, analysis of consumer behaviour and competitive situation.

- It consists in identifying the optimal sales channels that best meet the needs of the target audience and the strategy of the company.

2. A reasoned choice of direct or indirect sale of goods:

- Entails consideration of such factors as cost, control, market access and customer relationships.

- Direct marketing involves the sale of goods directly from the manufacturer to the consumer, while indirect marketing includes intermediaries such as distributors, dealers or retail chains.

3. Organization of physical movement of goods to the consumer (marketing-logistics):

- Encompasses planning, organization and control of movement of products from supplier to consumer.

- Includes inventory management, transportation, warehouse operations and order processing.

4. Price management:

- Requires analysis of production costs, competitive situation and target market segments.

- Ensures pricing that corresponds to the strategic objectives of the company, while ensuring the competitiveness of goods and profitability.

5. Dealer network development and maintenance:

- Includes recruitment, training and motivation of distributors or dealers.

- Provides support of sales partners, development of their skills and relationship with customers, which contributes to increased sales volumes and improved customer service.

These strategic tasks help enterprises to organize and manage their sales activities effectively, ensuring the successful introduction of goods to the market and satisfying the needs of customers. **Tactical tasks of distribution include:**

1. Working with existing consumers:

- Regular contact with customers to collect feedback and solve their current problems.

- Periodic analysis of customer satisfaction and identification of opportunities to improve the service.

- Development implementation of loyalty programs and encouragement of re-purchase.

2. Implementation of programmes for attracting new customers:

- Development and execution of marketing campaigns to attract new customers.

- Participation in exhibitions, fairs and other events to present products and services to a new audience.

- Launch of advertising campaigns on various media platforms to attract the attention of new customers.

3. Search and selection of commercial offers:

- Analysis of conditional contracts and agreements with potential partners.

- Study terms of sale and supply from suppliers in order to choose the most favourable conditions.

- Checking the reliability and reputation of potential partners in the market.

4. Incentives to pay orders:

- Developing attractive payment terms such as advance payment discounts or timely payment bonuses.

- Using several payment systems and approaches helps consumers to be more conveniently.

- Regular checks and reminders for consumers on paying postponed invoices.

5. Development of commuter transportation lines and their driving force. Considering client location and time restrictions, planning ideal paths for commuter passengers. Development of a system of incentives and motivation for commuters depending on sales and goal fulfillment.

6. Verification of the operations of the outside service of the company: observing sales reps' performance and labor within the boundaries of their operations. Staff evaluation and training help to raise their efficiency and output.

7. Arrangement of discounts, special offers, and advertising campaigns to increase volume of sales.

8. Conferences and training sessions for clients help to increase their proficiency. Analyzing costs and degree of service helps one to realize how sales influence the profitability of the company and the cost of products. Examination of the degree of customer service and discovery of chances to raise the quality of the service.

9. Development of system of accounting and control of sales volumes and prices:

- Implementation of systems of automated accounting of sales and data analysis for effective monitoring and monitoring.

- Constant monitoring of price policy and its adaptation according to changes in the market and competitive dynamics.

The sales policy of the enterprise is aimed at determining, forming and implementing the effective activities of the entire sales system, forms and methods of sale, organization of the network of sales channels of goods in relation to markets and consumers. It reflects strategic and tactical tasks that ensure maximum efficiency of the sales process, in accordance with the corporate mission and sales strategy of the enterprise.

Sales policy plays an important role in the strategic and tactical success of any enterprise on the market. It influences not only the direction of development and competitive advantages of the company but also the maximizing of sales, expansion of market presence, satisfaction of client wants and guaranteeing stability and profitability. Good sales policies call for thorough market analysis, strategy formulation to draw in and keep consumers, selection of best sales channels and sales stimulation system. It is a key tool in achieving the sales goal and determines the success of the enterprise in the market.

6.3. Formation and implementation of business solutions through marketing and information support using crm technologies

In terms of the reform of the economy, the positioning of the enterprise among its competitors depends on the reliability and completeness of the information obtained about the market situation. It is marketing under the condition of a clear organization occupies the most important place in providing the enterprise with sufficient data for building the strategy and tactics of development. This is due to the fact that the marketing activity of the enterprise is aimed at studying the demand and market requirements, for reasonable orientation of production to the production of competitive products in established volumes. This can ensure the enterprise receiving the greatest profit. The main feature of marketing is a planned approach to the adoption of scientific and technical and production decisions from the point of view of the most complete satisfaction of the requirements of the consumer, which is extremely necessary, in particular, for enterprises of different industries in the situation. Enterprises should produce products that are in demand and can reach the planned level of profitability, at which it is possible to obtain a high image among competitors. On the basis of weighted data, the manufacturer deliberately sets tasks for scientific and technical developments, sets requirements for them, calculating production costs, price level and profit [6, p. 230].

Many researchers believe that the main task of marketers is to stimulate demand for company products. However, this approach is somewhat limited. Marketers are engaged in a wide range of tasks, including the development of new products, the organization of advertising campaigns, and the choice of fonts and colors for packaging. The importance of specific decisions depends on the specifics of the markets in which organizations operate (consumer, industrial, global, non-profit, etc.).

Development of marketing in various industries and areas of business in Ukraine is uneven. The level of intellectualization, innovation and informatization in different sectors of the economy is different. In particular, marketing is developing more rapidly in competitive areas, such as financial-credit and consulting services, audit, brokerage, trust, collector services, etc. The development of tourist and resort services, hotel and restaurant business leads to the intensive development of marketing in these areas, especially in large cities and tourist centres.

Examples of marketing strategies and campaigns that have been used in Ukraine are:

1."Be Like Andrew" by JBL. JBL conducted a successful marketing campaign using a simple but emotional approach. Their advertising and online content showcased the lives of ordinary people, reflecting how they use JBL products in their everyday lives. This campaign gained popularity and recognition among consumers as it conveyed the idea of accessibility and ease of use of products.

2. Moloki from TM Molokiya. Ukrainian company "Molokiya" is implementing a marketing strategy of building consumer confidence. They actively use advertising in which they demonstrate the quality and safety of their products, and create various promotions and loyalty programs to attract and retain customers.

3. "Delicious Beast" from "Our Raba". The brand "Our Rye" has launched a marketing campaign "Delicious Beast", aimed at raising awareness about its products among consumers. Within the framework of this campaign were held promotional events, contests, special offers and promotions on supermarket chains, which helped the brand to get more attention of consumers.

These examples show how different companies in Ukraine use different marketing strategies to their goals and attract consumer attention.

In some markets, such as financial, real estate, tourist services, retail trade, the seller's monopoly is based on low consumer awareness and imperfection of legislation. Companies that seek to maximize profits often use mass advertising and incentives to speed up sales, which can lead to imposing questionable services on consumers.

Thus, marketing can be an effective tool for the seller's monopoly in markets where consumers have limited information and limited choice. In such circumstances, companies can use different marketing strategies to increase their market impact and maximize profits.

For example, companies can intensively advertise their products or services using mass media and other communication channels to attract consumer attention and increase their customer base. They can also use incentives such as discounts, promotions and gifts to boost sales.

However, these practices can also have negative consequences, such as an inadequate level of quality of products or services, or imposing unnecessary goods or services on consumers. It is therefore important that consumers are informed and have the opportunity to compare different options before making a purchase decision. In addition, public authorities can establish rules and regulate the activities of companies in the market to protect consumer interests and ensure fair competition.

The crisis in the country's economy is deepened by the effect of information asymmetry and transaction costs, which are "microstructure defects" of market interactions. Information asymmetry occurs when part of the market participants possesses information that others do not possess. Studies conducted by economists George Ackerloff, Michael Spence, Joseph Stiglitz and others show that the asymmetrical distribution of information leads to inefficiency of market transactions and the decline of the market.

Thus, the effect of information asymmetry plays an important role in the economy and can lead to various negative consequences. Information asymmetry can distort the decisions of market participants and lead to inefficient functioning of the market. For example, when the seller has more information about the product or service than the buyer, it can lead to the purchaser making the wrong decision or paying for the product more than it is worth. Also, when one party has more information about its capabilities or intentions than the other party, it can lead to incorrect deals or insufficient competition in the market.

It is important that in the conditions of the free functioning of industry markets, economic entities are often unable to find and process the necessary information. As a rule, within the regional economic and information space, large companies and corporations have the advantage in this area, which have significant resources and capabilities and can not only identify information about market parameters, but also effectively manipulate it to strengthen market positions [2, p. 66].

The appearance of the term "information asymmetry" is associated with J. Akerlof and his well-known work on the "lemon" market, which led to the Nobel Prize in Economics. He and his followers viewed information asymmetry as a phenomenon. They were not interested in its essence, but the consequences of its appearance. In particular, in market conditions, the so-called deteriorating selection is considered important, which leads to market stagnation caused by information asymmetry [3, p. 8].

To combat the effect of information asymmetry, it is important to create mechanisms that provide access to reliable information for all market participants. This may include regulations that require companies to provide information about their products and services, as well as the development of a certification and standardization system that guarantees the quality and safety of goods and services. In addition, educational programs for consumers can help increase their level of awareness and ability to make informed decisions in the market.

Michael Spence demonstrated that informed market participants can pass on information to less informed entities, which improves the position of both parties. This is important to avoid reverse selection when the market is collapsing due to a lack of reliable information.

Michael Spence's concept of the transfer of information between market participants is important in understanding and solving the problem of reverse selection. Reverse selection occurs when one party to the transaction has more information about the product or service than the other party, which can lead to incorrect decisions and the breakdown of the market.

Mechanisms of information transmission, as Spence showed, can be useful in preventing reverse selection. For example, if the seller knows more about the quality of the product than the buyer, he may pass this information on to the purchaser through advertising, reviews or product certification. This helps reduce the risk for the buyer and increase confidence in the product or service.

However, it is important to take into account that the mechanisms of information transmission can be effective only if the information is reliable and objective. It is also important that consumers have the opportunity to carry out an objective analysis of this information and to make informed decisions on the market.

Information asymmetry affects the markets of used cars, labour, insurance, loans and savings, where one of the subjects cannot assess the quality of a product or service because of insufficient information. This leads to irrational distribution of resources and inefficient functioning of markets.

Information asymmetry can significantly affect the functioning of different markets, especially those where there are high risks or unfavourable conditions for the exchange of goods or services. Let's look at some of them.

1. **Used car market.** The seller may have more information about the condition of the car than the buyer. This can lead to inequalities in the terms of the deal and insufficient compensation for the buyer in case of incorrect information about the car.
2. **Labour market.** When employing employees, the employer may have better access to information about work requirements and working conditions than the employee. This can lead to unequal working conditions and a decrease in confidence between the parties.
3. **Insurance market.** Insurance companies often have better access to risk statistics than insurers. This can lead to inequality in insurance coverage and unfair distribution of costs.
4. **Credit and Savings Market.** Banks may have better information about credit risk than depositors or borrowers. This can lead to unequal lending conditions and reduced access to financial services for certain groups of the population.

In all these cases, information asymmetry can lead to inequalities in transactions and inefficient functioning of markets, which can harm both consumers and producers. To mitigate these negative consequences, mechanisms for the transmission of information, regulation and measures to increase transparency in the market are needed.

Ownership of marketing information enables enterprises to reduce the uncertainty of the external environment and asymmetry of development. Marketing information becomes a source of competitive advantage, helping enterprises to adapt production to market demand and more effectively promote goods and services.

Thus, the role of marketers is not only in stimulating demand, but also in solving a wide range of issues related to information asymmetry, which contributes to more efficient functioning of markets and increasing the competitiveness of enterprises.

The active role of marketing is manifested in reducing the gap in information about the market environment, which stimulates market participants to carefully study various aspects of demand and supply, competitive advantages, trends in the development of the industry, and other factors affecting the activity of the company. Marketing channels are used to inform consumers about the quality of goods and services, their cost, conditions of purchase, warranties, as well as the reputation of the manufacturer. To effectively solve the tasks related to marketing, it is necessary to develop a customer-oriented strategy and structure of the company. This includes the formation of a team of managers to work with customers, the development of a powerful support system, including databases, managed by the software of the CRM-system. This approach provides comprehensive customer relationship support and provides all the necessary tools to manage marketing, sales, service, analytics and other aspects of the company's activities.

The evolution of CRM-systems made it necessary to keep and evaluate additional data in order to identify customers. This required the creation of "marketing databases," which turned into the leaders of modern CRM systems. By allowing data on possible customers, consumers, and suppliers to be saved and updated, these databases helped to develop and maintain ties with them thereby enabling transactions and increasing competitiveness. The first loyalty programs aimed to attract and retain current consumers began to crop up at the same time.

Robert Kaplan of Harvard Business School and David Norton looked at four basic concepts of customer management using a set of balanced indicators: selecting, attracting, retaining, and raising the value of every client. When developing a customer management strategy, organizations had to consider each process separately, taking into account their peculiarities, which required an active approach to each of them [1, p. 261].

Customer selection is a process that begins with the analysis and understanding of customer needs, market segmentation and the selection of target segments to which the company can target its unique value offerings. One of the objectives of this process may be "focusing on strategic contracts", that is, focusing on the most valuable customers. Along with this, it is important to separate and separate non-profit clients.

Attracting new customers is the most difficult and valuable aspect of customer management. After market analysis and segmentation, the company demonstrates its values to target consumers. The creation of communication programs, oriented to the needs of individual consumer segments, is a necessary condition for success.

Keeping customers is the next step after attracting a client. The company retains its customers by providing promised value in order to avoid their transition to competitors. Saving customers is based on high-quality service and building strong relationships.

Increasing the cost of each client is the main goal of any CRM strategy. As attracting new customers is a complex and expensive process, the main emphasis is on increasing the costs of each client through expanding the assortment of goods and services, cross-sales and establishing partnerships with customers.

Information technology plays a key role in spreading the concept of "customer-oriented marketing", changing the ways in which management is organized. CRM (Customer Relationship Management) acts as a strategy, but information technology plays an important role in its implementation. The concept of "relationship marketing" and "CRM" are inextricably related, and in Western science they are considered interrelated. The name of the relevant software – CRM – became synonymous with the practical implementation of marketing relationships in the enterprise.

Some aspects of CRM have existed for many years, and their implementation was preceded by a long evolution of the process of automation of the enterprise. Different computer systems, such as sales automation, marketing planning, customer service and partnership management, existed separately. However, to unite them under one roof became an innovative idea. Modern CRM systems can combine all these functions, including service automation, marketing and sales, into a single business logic and integrate into the corporate information environment of the company on the basis of a single database.

CRM systems can be classified by several levels, each of which performs certain functions and provides specific capabilities for managing relationships with customers. The main levels of CRM systems include operational, analytical and collaborative CRM. Each of these levels has its own features and advantages for business.

Operational CRM. From the operational standpoint, CRM focuses on automating and improving daily sales, marketing, and customer service related corporate processes. The main application for operational CRM is handling contacts and accounts—storing and updating customer data, contact information, interaction history, and transactions.

- Sales automation: sales cycle management, sales forecasting, led management, opportunities and deals.

- Marketing automation: planning, execution and analysis of marketing campaigns, mailing list management and customer segmentation.

- Customer service: customer requests and complaints management, technical support and service.

CRM for analysis. To guide company decisions, the analytical level of CRM concentrates on data collecting, processing, and analysis of customer information. Analytical CRM serves mostly for: Data collecting is the compiling of information from many sources, including sales, marketing, customer service, social networks and other outlets.

- Analytics and reporting: data analysis to identify trends, predict customer behavior, evaluate the effectiveness of marketing campaigns and sales.

- Customer segmentation: dividing customers into different segments based on their behavior, needs and characteristics.

- Relationship management: development of strategies to improve relationships with customers based on the data obtained.

Cooperation CRM. The cooperative level of CRM is focused on improving the interaction and cooperation among the many divisions of the company as well as between the company and its partners and clients. Offering clients multi-channel communication via phone, email, chat, social media, and other channels helps to clarify the main goals of cooperative CRM.

- Collaboration within the company: ensuring access to a single customer database for all departments of the company, sharing information and coordination of actions.

- Partnership management: improving cooperation with partners and suppliers, sharing information and joint activity planning.

These three levels of CRM systems enable companies to effectively manage customer relationships, improve sales and marketing efficiency, improve customer service and promote long-term and mutually beneficial relationships with customers and partners.

Modern CRM solutions cover all these points: they enable consumer connections, data collecting, systematizing, analysis and prediction of information. E-CRM, which enables ongoing customer interaction over the Internet, has evolved out of the growth of networking technologies. This provides access to the company's database, self-service customers through FAQ, as well as the use of modern internet services such as chat and voice communication.

Daily incoming information allows marketing managers to constantly monitor the state of marketing. First of all, phenomena that are of great importance for the development of marketing in the future are recorded, and also represent a potential danger. The marketing intelligence system draws information from various sources: from employees of the company, customers, competitors, suppliers and intermediaries, inventors and rationalizers, as well as from various printed publications and advertising [7].

Modern CRM solutions are important tools for customer relationship management, sales automation, marketing and customer service. **Here are some popular examples of CRM solutions that are actively used in different business areas:**

1.Salesforce is among the most generally utilized and powerful CRM solutions now accessible. Among its various useful applications are contact management, sales automation, marketing campaigns, analytics and customer care. Through allowing interaction with other apps and systems, Salesforce allows you build all-encompassing corporate solutions. Free and with basic functionality for managing contacts, offers, and marketing campaigns,

2. HubSpot CRM is Small and medium-sized companies looking for basic CRM solutions will find ideal fit here. HubSpot CRM is also linked with other hubspot products such customer service and marketing automation.

3. Microsoft Dynamics 365 is a comprehensive solution that combines CRM and ERP (enterprise resource management). It offers tools for sales management, marketing, customer service and business operations. Dynamics 365 easily integrates with other Microsoft products such as Office 365 and Azure, making it an attractive choice for large enterprises.

4. Zoho CRM is a scalable and flexible answer appropriate for all types. It offers sales automation, contact management, marketing campaigns, analytics, customer service tools. Now Zoho CRM lets you link with other Zoho products and other apps so you can create whole business solutions.

5. Pipedrive is one CRM tool underlining sales process and management. Apart from analytics tools and sales automation, it shows a straightforward interface for managing contacts and activities as well as transactions. Pipedrive would be fit for small and medium-sized companies looking for a basic sales management solution.

6. Comprising CRM, marketing, business, and customer support, SAP Customer Experience (SAP CX) is a complete customer relationship management solution.

These CRM solutions help improve customer relationship management efficiency, automate sales and marketing processes, and improve customer service, which in turn contributes to increased revenue and customer loyalty.

The Internet also affects all aspects of CRM, providing the ability to modify and execute orders over the network, develop e-commerce and use specialized CRM applications designed for different industries and business sizes.

Branch solutions, tailored to particular spheres of operation, help to install CRM systems rather much. They cover not only software items but also the experience of implementation experts who know the particular requirements of the sector and can modify the system to meet them. Such solutions usually contain a ready-made set of functions specific to the given industry, which simplifies the implementation process and reduces the cost of time and money to master the system.

In addition, industry solutions provide an opportunity to communicate effectively between consultants, developers and the technical support team, who understand the specifics of the industry and have the necessary skills. This guarantees the effective use of the industry solution and lets you fast modify the system to the requirements of the client.

Furthermore, the increasing popularity of industry solutions allows one to combine them with other business process management technologies, such ERP, so producing a single supersystem that automates all corporate interactions and business operations in the corporation. It is also possible to integrate with Supplier RM systems, which contributes to improved interaction with suppliers and optimization of supply chains.

Enterprise Resource Planning (ERP) systems are designed to integrate information from different sources and provide management of different business functions within the enterprise. They consist of integrated applications and modules designed for inventory management, accounting, debt management, planning of material needs, orders and human resources. ERP systems require companies to adhere to a certain business model and often include best practices in the industry.

Enterprise Resource Planning (ERP) systems are complex software platforms that integrate all the main business processes of the enterprise. ERP systems enable companies to automate and optimize operations, providing effective management of resources, information and processes in the organization. They cover various functional areas such as finance, manufacturing, logistics, human resources, sales and marketing. The following are ERP system core elements and benefits.

The advantages of ERP systems include:

- Data integration and unification. ERP systems provide centralized data storage, which avoids duplication of information, improves its accessibility and ensures consistency of data in different divisions of the company.

- Automation of business processes. ERP systems automate routine operations, reducing manual work, increasing efficiency and reducing the likelihood of errors.

- Improvement of management accounting and reporting. Thanks to ERP-systems, managers can quickly obtain up-to-date information about the company's activities, which allows them to make informed decisions and respond quickly to changes in the market.

- Increased transparency and controllability. ERP systems provide complete control over the business processes and resources of the company, which increases the transparency of operations and promotes compliance with internal and external standards.

- Cost optimization. ERP-systems help optimize costs through efficient inventory management, improved production planning and logistics, reduced labor-intensive administrative processes.

ERP systems are a key tool for modern enterprises seeking to improve the efficiency of management of their resources and business processes. They provide integration and automation of different functional areas, improving the transparency, controllability and optimization of the company's activities. Thanks to ERP-systems, enterprises can quickly adapt to market changes, improve customer service and ensure stable business development.

In the future, we can expect the development of corporate systems on the basis of a hybrid model, which combines the positive properties of both single-ranking and client-server technologies, which will make communication between companies and consumers more multidimensional, which includes not only the company-consumer interaction, but also the interaction between the consumers themselves. Such systems can help reduce costs for sales and service departments, as well as improve products and services by obtaining additional information from consumers.
In addition, in modern conditions of CRM development it is possible to use wireless

and mobile technologies known as m-CRM. This allows consumers to contact a company using wireless devices, such as phones or tablets, for support or to make purchases. This can contribute to increased convenience for consumers and improved communication with the company.

6.4. Analysis of the customer base as a means of increasing the efficiency of sales and monitoring the satisfaction of consumers at the enterprise

The central place in the formation of the marketing complex is occupied by commodity policy. It is understood as a set of measures carried out by the enterprise with regard to ensuring the consistency of the corresponding characteristics of the goods introduced to the market, optimization of the product range, development of new products, elimination of goods in order to the relevant objectives. The main tasks that are set and solved within the framework of commodity policy concern both the individual goods and their combination, i.e. the product range. From the point of view of final consumption goods are both consumer goods, which are purchased for own or family use, and production-technical purpose, which is purchased with the purpose of further processing and use in the production process. As goods and services, which have their own distinctive characteristics and features. Recently, as experts point out, such types of marketing as territorial and public, in which individual territories or ideas are a commodity, have become widespread [8, p. 94].

The sale of goods and services of most companies is the main source of income, so this sphere of activity of the organization should be under constant control by responsible employees of various levels and top management. **Study of historical data on the sale of goods, services and information, relevant to the current moment, allows:**

- to evaluate the results of work and the effectiveness of sales management;
- to develop a strategy for the development of the organization;
- form price policy taking into account the profitability of sales of a particular product;

- identify the most promising directions of activity and get rid of the unfavourable;
- classify customers and contractors by the degree of importance for the company[5].

Customer base analysis is a key aspect of successful customer relationship management (CRM) and strategic marketing. This process involves systematic study of customer information in order to identify trends, behavioral patterns and potential opportunities to improve service and increase sales. Consider the main stages and methods of analysis of the client base in more detail.

The main stages of the analysis of the client base are:

1. The first step involves collecting all available information about customers. These can be demographic data (age, gender, place of residence), purchase history, interaction with the company, survey responses, socio-economic status and other relevant data. It is important to ensure the completeness and accuracy of the information collected.
2. After data collection, customers are segmented, that is, they are divided into groups according to certain characteristics. This can be segmentation by demographic characteristics, purchasing behavior, purchase frequency, cost volumes and other criteria. Segmentation allows more precise orientation of marketing and sales efforts.
3. At this stage, customer behavior is analyzed, including frequency of purchases, average cheque, preferences in products or services, level of satisfaction. This helps identify the most profitable customers, understand their needs and predict their behavior in the future.
4. One of the important aspects is the assessment of the long-term value of the client (Customer Lifetime Value, CLV). This allows you to understand how much profit the client brings for the entire time of interaction with the company. The CLV definition helps to allocate resources to attract and retain the most valuable customers.
5. Analysis of the customer base also allows you to identify opportunities for cross-sales and aselling. For example, if customers buy a particular product, you can offer them additional products or services that complement the basic purchase.

6. Analysis allows you to identify problem areas, such as a high level of outflow of customers, dissatisfaction with the service or product. This provides an opportunity to respond promptly to problems and improve the quality of service.

KPI sales indicators offer valuable information for sales, distribution, marketing, financial services. However, each company and the objectives of its activities are unique, and therefore the indicators of sales efficiency may vary in the range of individual organizations, their regional divisions, retail points or products. For example, for the area of online sales, as a KPI you can use a conversion rate, which shows which part of the site visitors carried out the target action. For a retail store, this characteristic is difficult to apply, because the number of visits to the point of sale that did not end with the purchase is problematic to track[5].

That is why the problem of the efficiency of the sales department can really be a serious challenge for many companies. **The main reasons for this problem include:**

1.Lack of customer orientation. When the sales department focuses only on “pushing” goods or services to customers, it can lead to customer dissatisfaction and loss of loyalty.

2. Insufficient control – often control of the work of sales managers is limited only to the estimation of the volume of transactions, which can lead to a lack of interest in finding and attracting new customers.

3. Lack of control indicators – the lack of a system of check indicators, which would allow to evaluate the work of managers at the stages before the conclusion of deals, makes it difficult to predict potential sales.

4. Lack of tools for planning and analyzing work with clients. Lock of tools to plan and analyze work with customers in the previous stages may impede effective interaction with them.

5. Inadequate assessment of demand and market dynamics – estimation of market demand and dynamics is carried out on the basis of limited information, which can lead to inaccuracies in forecasting.

6. Insufficient feedback and lack of an objective picture – inadequate feedback and objective information about working with clients can lead to loss of customers and inproductivity of interaction with them.

Solving these problems can include the implementation of a CRM system, the development of methods of evaluation and control of work with clients, as well as providing the necessary tools for planning and analyzing work with them. Thus, the effective development of the sales department requires the manager to take into account various aspects, including the formation of the customer base and the development of sales programs.

The experience of foreign companies confirms that for many of them the priority is not only the increase in sales volumes, but also the formation of a permanent customer base. This can be achieved through a balanced approach to the sales process, where standardized procedures and special programs are used to effectively interact with customers and analyze the customer base.

Methods of client database analysis include:

- ABC/XYZ analysis. This is a method of classifying customers based on purchasing volume (ABC) and purchasing stability (XYZ). Category A customers are the most profitable, while category B and C are ahead of them in volume of purchases. Similarly, X customers have stable purchases, Y customers buy irregularly, and Z customers are the least stable.

- RFM analysis (Recency, Frequency, Monetary). This method allows you to segment customers based on three indicators: last time of purchase (Recency), frequency of purchases (Frequency) and amount of money spent (Monetary). This helps identify the most active and most profitable customers.

- Cohort analysis. Cohort analysis involves dividing clients into groups (courts) depending on the time of their involvement and analysis of their behavior within these groups. This helps to understand how customer behavior changes over time and to identify trends in customer retention.

- Cluster analysis. Cluster analysis is used to identify similar groups of clients based on different characteristics. This helps to understand which groups of clients have similar needs and behavioral patterns.

- Analysis of customer outflows (Churn Analysis). This method allows you to identify the causes of the outflow of customers and develop strategies to reduce this indicator. It is important to understand what factors influence the customer's decision to terminate cooperation with the company.

Customer base analysis is critical to developing effective marketing strategies and managing customer relationships. Through this analysis, companies can better understand the needs and behaviour of their customers, optimize their marketing and sales efforts, increase customer satisfaction and increase profits. The use of various methods of analysis allows to provide an integrated approach to the management of the customer base and the achievement of the strategic goals of the company, thereby influencing the behaviour of potential buyers.

The factors that determine customer behavior can be varied and include both changes in the macro-environment (such as the economic situation, legislative regulation), as well as changes in a micromilieu (as price, location, atmosphere of the store). It is important for enterprises to analyze these factors and take them into account in marketing programs.

Psychological, personal, socio-cultural and situation factors of influence on buyers are often uncontrolled by the enterprise. However, studying these factors and taking them into account in marketing strategies can help better understand their customers and ensure more effective interaction with them.

So, socio-cultural influence, in particular reference groups, play a significant role in shaping consumer behavior when buying goods or services. Reference groups can be family members, friends, colleagues or others who have a significant influence on consumer decision making.

The purchase decision process can be presented in the form of a scheme that allows to clearly define the stages of the sale and the necessary information to be collected at each stage. This helps to determine the boundaries of the sales phases and the results to be achieved, which in turn allows to use this scheme to build business processes in the sales department, including reengineering. The minimum set of information that needs to be collected at each stage of the sale includes contact information, potential customer information, customer needs information, and regular buyer information. This information can be distributed between managers working with clients, and the main task is to combine and supplement it.

Of course, effective management of the sales department involves the implementation of programs to work with customers, such as address mailing of information and special offers for different groups of customers. To successfully implement these programs, you need to have proper information and monitor processes.

In particular, the sales department should define criteria for classifying customers in order to effectively distinguish different groups. Then it is necessary to ensure the delivery of the necessary information to these groups and to control its receipt. After that, it is important to establish control over the implementation of programmes and to evaluate their results.

Creation of a single transparent accounting environment with consumers, suppliers and partners is key to successful implementation of the relationship strategy and increase the competitiveness of the company. Such a system should be convenient for all departments and employees who have contacts with these steakholders.

The traditional approach is to use a single database, but in actual relationships with consumers, suppliers and partners involved different divisions of the company. Information about the nature of these relationships is often not displayed in a normal database and requires systematization and analysis for effective use. The traditional approach, as a rule, is limited to taking into account only actual relationships with potential customers or partners with whom contracts for the supply of goods or services have already been concluded. This means that information about potential consumers or suppliers who have not yet concluded an agreement, as well as their requests and offers, is often not stored or stored on paper media rather than in a database.

Information about booking goods or services for specific customers or partners, as well as shipping and payment information, is also rarely displayed in a single database. This can make it difficult to control stocks and financial flows. Access to information about settlements with the company, execution of orders and status of their execution may also be limited to customers or suppliers. This may create adverse conditions for effective cooperation and exchange of information. To address these challenges, companies may consider integrating different systems and databases, as well as implementing online services for consumers and suppliers. This will help ensure more transparent and effective interaction between the parties and facilitate control over management processes.

Transparency in accounting all aspects of customer relationships is a key element of successful implementation of CRM-system in the company. It is important that decision-makers have access to the necessary information to work effectively within their mandates. However, this does not mean that all aspects should be fully accessible to all employees or even to competitors. Analysis of market trends is a key aspect for the successful functioning of the company. It allows you to identify changes in the market environment, understand consumer behaviour, evaluate competitors and adapt the company's strategy according to current conditions. Here is an extended look at the process of analyzing market trends.

The main stages of the analysis of trends in the market are:

1. Data collection:

- Primary data – held directly from consumers through surveys, interviews, focus groups, experiments.

- Secondary data – includes information from publications, reports, databases, analytical surveys, statistical information.

2. Analysis of macroeconomic factors:

- Assessment of the economic situation of the country (GDP, inflation, unemployment).

- Political and legal changes.

- Technological innovations and their impact on the industry.

- Social and cultural changes (demography, lifestyle changes).

3. Analysis of industry trends:

- Identification of the main players in the market, their shares.

- Identification of new products and services that appear.

- Assessment of the overall level of competition.

- Analysis of market cycles and seasonality.

4. Analysis of consumer behavior:

- Definition of the main market segments.

- Analysis of consumer preferences, motivations and factors influencing the purchase decision.

- Study customer satisfaction and loyalty.

5. Competitive analysis:

- Assessment of the strengths and weaknesses of the main competitors.

- Analysis of their marketing strategies, pricing policy, distribution channels.

- Identification of competitive advantages and weaknesses.

6. SWOT analysis (Strength, Weakness, Opportunities, Threats):

- Assessment of internal factors (strengths and weaknesses of the company).

- Analysis of external factors (opportunities and threats in the market).

Regular and systematic analysis of market trends allows the company to respond quickly to changes, anticipate possible problems and take strategic decisions in time. This not only provides competitive advantages, but also contributes to sustainable development and business growth.

Among the main tools and methods of market analysis distinguish:

1. **PESTEL analysis.** Assessment of political, economic, social, technological, environmental and legal factors.

2. **Porter's Five Forces.** Analysis of the five forces of competition by Michael Porter (competitive competition, threat of new participants, threats of substitutes, strength of suppliers, power of buyers).

3. **Cluster analysis.** Identification of consumer groups with similar characteristics for targeted marketing.

4. **Trend analysis.** Using historical data to predict future trends.

5. **Big Data.** Using large volumes of data and algorithms to detect hidden patterns and forecasts.

However, regular marketing research is not the only solution. It is important to develop internal electronic document circulation and to implement regulations that will help to improve executive discipline and ensure compliance with standards of interaction between departments. A large role in this can be attributed not only to expensive software products, but also to the use of office software packages already used in the company.

These steps will help ensure efficient work with customers, improve internal processes and increase the competitiveness of the company. **Namely, the practical application of market analysis is possible in:**

1. Strategic planning – explanation of long-term goals of the company and ways of achieving them.
2. Development of marketing strategies – the choice of the most effective methods of promotion of goods and services.
3. Innovative development – the introduction of new products and technologies to meet the needs of the market.
4. Risk assessments – identifying potential threats and developing action plans to minimize them.
5. Increased competitiveness – development of strategies to strengthen the company's market positions.

At the same time, the marketing department plays a key role in creating and adjusting a single database, developing regulations and analyzing the management of knowledge about consumers. Its tasks include:

1.Formation of new contact management capabilities: this means the development of new methods of interaction with consumers and partners, without requiring immediate replacement of common systems.

2. Adoption of a general approach to the work of service centres: the marketing department contributes to the development of common strategies and standards for all service centres.

3. Management of consumer and partner data: the marketing department is responsible for data consolidation, modeling, legal protection and access management.

4. Data dissemination when switching to information systems: the marketing department identifies the basic data needed for marketing relationships and provides their collection, refinement and optimization for business use.

Data analysis and access to it are important steps in managing relationships with consumers. The main features include:

1.Reporting on key indicators – conducting in-depth data analysis to identify deviations from the norm and reporting on consumer response, profitability and risks.

2. Value and cost modeling – identifying optimal strategies for attracting and retaining consumers by analyzing the cost and effectiveness of various marketing campaigns.

3. Wide access to data – providing access to the collected data for various departments of the company, subsidiaries, agents and partners.

The transition from analysis to action and vice versa involves:

1.Reuse of capabilities – use of analytical abilities at different stages of the business process and in different system modules.

2. Formation and support of business processes – ensuring the continuity of the business process and their interrelationship with information systems.

3. Automation of communications between systems – ensuring automated data exchange between information and transaction systems.

The transition from action to analysis involves:

1.Transfer of data to the database: ensuring the continuity and accuracy of the data that enters the system.

2. System architecture design: developing the optimal database architecture for a specific situation and choosing the appropriate implementation method. CRM (Customer Relationship Management) is defined as a strategy aimed at

maximum satisfaction of customer needs and building long-term mutually beneficial relationships with them. This strategy is based on the use of advanced management and information technologies to collect, analyze and use customer information at all stages of their life cycle.

The main motives for the implementation of CRM in advanced companies can be as follows:

1.Crisis motive – occurs in situations of a crisis nature, when the company loses customers due to sharp changes in the business environment, poor quality of service or other reasons. In such cases, CRM helps to preserve and restore the client base, providing information control and systematization of activities.

2. Developmental motive – occurs in cases of rapid growth of the business or the need for its development. CRM helps to automate processes, monitor performance, and collect and transfer knowledge within an organization.

3. Status motive – related to external factors such as corporate standards or investment attraction. In conditions of changing external environment CRM can be a requirement for the implementation of conditions that are set by management or investors.

All these motives are determined by the specific needs and circumstances of each company, but they are all aimed at improving customer relationships and ensuring competitive advantages in the market.

Table 4.1. The complex tasks of the CRM project

№	Category	Tasks
1.	Building a single information space of the company	- Formation of a single customer base. - Saving history of customer relationships. - Consolidation of information by branches and head office. - Receiving operational information about existing clients. - Formation of knowledge base.
2.	Obtaining analytics tools for individual groups of clients	- Segmentation of clients by different parameters. - Formation of statistical and analytical reports.

Continuation of table 4.1

3.	Obtaining a tool for planning and monitoring the work of managers	- Automation of business processes of attracting and supporting clients. - Formation of necessary documents according to the developed templates. - Formation of monitoring reports on the work of managers.

Source: Compiled by the author

Initiators of implementation of CRM-project are usually top managers and (or) marketing division, since this strategy is aimed at maximum satisfaction of the needs of customers and improvement of relationships with them.

The phases of a comprehensive CRM project (Table 4.1) also include CRM expertise, CRM consulting, development of CRM software and project audit. Each of these stages is aimed at the preparation, configuration and evaluation of the results of the implementation of CRM-system in the company.

Conducting CRM (Customer Relationship Management) is critical to successful customer relationship management in any company. CRM-system allows you to store detailed information about each client, which allows more personalized approach to their needs and wishes. It also helps to track the sales process, analyze the effectiveness of different strategies and optimize work with potential customers, leading to increased sales volumes. CRM systems automate routine tasks, allowing employees to focus on more important aspects of work, such as strategic planning and building customer relationships.

Table 4.2. The main stages of integrated CRM-projects

№	Stages	Defining	Content
1.	**Analysis and planning**	Defining objectives and requirements.	Identification of business objectives that need to be achieved with the help of the CRM system, as well as basic functional requirements.
		Analysis of current processes	Analyze existing business processes and determine how they can be improved with CRM

Continuation of table 4.2

		Assessment and choice of CRM system	Evaluation of different CRM solutions on the market and choosing the one that best meets the needs of the business
2.	**System design**	Development of a technical task	Create a detailed technical task based on the collected requirements
		Modeling business processes	Design of new or updated business processes that will be implemented in the CRM system
		Integration design	Planning the integration of the CRM-system with other existing systems and tools
3.	**Development and configuration**	System development	Development and customization of CRM-system according to the technical task
		Integration with other systems	Implementation of integration mechanisms with other systems, such as ERP, email, telephony, etc
		Data migration	Transfer of data from existing systems to a new CRM system
4.	**Testing**	Functionality testing	Checking the correctness of all system functions
		Integration testing	Checking the integration of the CRM-system with other systems
		Pilot implementation	Run the system on a limited number of users to detect possible problems
5.	**Implementation**	User training	Conducting training and training sessions for users of the CRM-system
		Full deployment	Implementation of the system for all users of the organization
		Support	Providing technical support and continuous support of the system
6.	**Evaluation and optimization**	Monitoring and evaluation	Monitoring of the system and evaluation of its efficiency
		Gathering feedback	Collect feedback from users to identify potential problems and areas to improve
		Process optimization	Implementation of necessary changes and optimization of business processes based on the information collected

Source: Compiled by the author

They provide access to the history of customer interactions, which allows you to quickly and effectively solve their problems and requests. CRM provides tools to analyze customer and sales data, helping to make informed decisions and predict future trends. Knowledge of the history of purchases and preferences of customers allows to offer them relevant products and services, which contributes to increasing their loyalty.

A comprehensive CRM project usually consists of several stages, each of which is important for the successful implementation and integration of the CRM system (Table 4.2).

Each of these stages is important for the successful implementation of the CRM-system and requires careful planning and implementation. After all, the CRM system provides centralized data storage, which improves communication and cooperation between different departments of the company. Overall, CRM helps companies better understand their customers, optimize interaction processes with them and improve business efficiency.

The term CRM includes the following additional concepts:

1.Customer Interface or Interaction Management (SIM). This is the use of software for call center management, vendor automation, personalized marketing, call center customer service and self-service on the website, including online purchases.

2. Customer Experience Management (Customer Experience or Encounter Management - CEM). This is aimed at personal contacts of customers during shopping in shops, consumption of goods "on the spot" and use of both purchased goods and services.

3. Management of customer outcomes (Customer Solutions or Success Management - CSM). This is aimed at the results that customers get from the use of goods and services, and especially from long-term relationships with their supplier as opposed to short contacts.

4. Total Experience Management (TEM) combines elements of SIM, SEM and CSM that belong to the individual experience of buying and consuming goods/services as long as this experience continues from the client's point of view. This experience includes what happened before, during and especially after (as a result) the interaction that most firms seek to manage, and covers the success factors that determine long-term relationships with customers rather than short-term interactions with them.

Customer Relationship Management (CRM) is critical to the successful functioning of any company. CRM allows you to store detailed information about each client, which provides a more personalized approach to their needs and wishes. This, in turn, improves interaction with customers and promotes their loyalty growth.

The CRM system helps to track the sales process, analyze the effectiveness of different strategies and optimize the work with potential customers, which leads to an increase in sales volumes. It automates routine tasks, allowing employees to focus on more important aspects of work, such as strategic planning and building customer relationships. Thanks to the CRM system it is possible to quickly and effectively solve problems and requests of customers, as it provides access to the history of interactions with them.

CRM also provides tools to analyze customer and sales data, helping to make informed decisions and predict future trends. Knowledge of the history of purchases and preferences of customers allows to offer them relevant products and services, which contributes to increasing their loyalty. In addition, the CRM system provides centralized data storage, which improves communication and cooperation between different departments of the company.

Overall, CRM helps companies better understand their customers, optimize interaction processes with them and improve business efficiency. This allows not only to retain existing customers, but also to attract new ones, which is a key factor for the long-term success of the company.

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