Маркетинг

UDC 339.138

Yudina Olena

Doctor of Economic Sciences, Associate Professor

University of Customs and Finance

Юдіна Олена Іванівна

доктор економічних наук, доцент

Університет митної справи та фінансів

ORCID: 0000-0003-3699-5321

Chatchenko Olga

PhD in Economics, Associate Professor

State University of Telecommunications

Чатченко Ольга Євгенівна

кандидат економічних наук, доцент

Державний університет телекомунікацій

ORCID: 0000-003-0618-339X

Semenova Liudmyla

PhD in Economics, Associate Professor

University of Customs and Finance

Семенова Людмила Юріївна

кандидат економічних наук, доцент

Університет митної справи та фінансів

ORCID: 000-0001-5530-7497

Fisunenko Nadiia

PhD in Economics, Associate Professor

Dnipropetrovsk State University of Internal Affairs

Фісуненко Надія Олександрівна

кандидат економічних наук, доцент

Дніпропетровський державний університет внутрішніх справ

ORCID: 0000-0003-3985-7813

MANAGEMENT OF THE MARKETING STRATEGY OF THE COMPANY BASED ON PARTNERSHIP RELATIONS

УПРАВЛІННЯ МАРКЕТИНГОВОЮ СТРАТЕГІЄЮ КОМПАНІЇ, ЗАСНОВАНОЇ НА ПАРТНЕРСЬКИХ ЗАСАДАХ

Summary. *The study of scientific and methodological approaches to the formation of partnership relations revealed that the distribution of marketing functions can lead to mismatch between the entities of the network organization, and creation of super-network structures is, in fact, the initial step of integration, which is contrary to the principles of marketing partnership relations. A model of interaction management has been substantiated, it involves highlighting of the integrator-company, which has the highest degree of influence on the channel participants. It allows to establish deep flexible partnerships between partners with saving the autonomy of their business activities. It is substantiated that the integrator should be interpreted as the channel member company, which has the highest degree of influence on other participants, calculated through the determinants of the degrees of direct and indirect dependencies between them. The main functions of the integrator-company are to conduct descriptive marketing research to identify factors of external environment influencing the formation of company interaction strategies and to analyze effectiveness of their partnerships. It allows to ensure additional benefits for the members of the partnership.*

Key words: *marketing strategy, partnerships, integrator, environment, channel member.*

Анотація. *Вивчення науково-методологічних підходів до формування партнерських відносин показало, що розподіл маркетингових функцій може призвести до неузгодженості між суб'єктами мережевої організації, а створення супермережевих структур є, по суті, початковим етапом інтеграції, що суперечить принципам маркетингових партнерських відносин. Обґрунтовано модель управління взаємодією, що передбачає виділення компанії-інтегратора, яка володіє найбільшим ступенем впливу на учасників каналу. Це дозволяє встановлювати глибокі гнучкі партнерські відносини між партнерами зі збереженням автономії їх ділової діяльності. Обґрунтовано, що інтегратора слід інтерпретувати як компанію-учасника каналу, яка володіє найбільшим ступенем впливу на інших учасників, що розраховується через детермінанти ступенів прямих і непрямих залежностей між ними. Основними функціями компанії-інтегратора є проведення описових маркетингових досліджень для виявлення факторів зовнішнього середовища, що впливають на формування стратегій взаємодії компаній, і аналіз ефективності їх партнерських відносин. Це дозволяє забезпечити додаткові переваги для членів партнерства.*

Ключові слова: *маркетингова стратегія, партнерські відносини, інтегратор, середовище, учасник каналу.*

Introduction. Due to the fierce competition in the markets of industrial goods, which each country enters in the context of the globalization of the world economy, ensuring the competitiveness of company is an important prerequisite for the development of traditionally leading industries of the country. In the new conditions of business environment, the success of the industrial company depends largely on its effective interaction with business partners.

Companies use mainly two forms of interaction for obtaining competitive advantages between their variety. They are: absorption and merge to create large corporations. As practice shows, such forms of business organization do

not give a tangible economic effect, which raises the question of the need to develop new approaches to the formation of marketing strategies for the interaction of industrial companies. These approaches should be focused on building and maintaining long-term relationships with business partners.

In the process of interaction strategies development, such marketing structures of partnership which to a certain extent indirectly control the resources owned by other companies. Emergence of these partner structures is the result of the shift in the views of leading marketers on the role of supplier relationships, which in turn has changed these relationships.

The purpose of the study is to substantiate theoretical and methodological foundations and to develop practical recommendations for the formation of marketing strategy of the industrial company on the basis of partnerships.

Literary Review. Over the last thirty years, as a result of the transformation and globalization of market processes, the issues of cooperation and forms of interaction between the company and entities of external environment have become relevant [1].

In the fifties, industrial companies used temporary partnerships as a means of risk sharing between enterprises. In this regard, scientists and marketing experts have realized the need for a detailed and comprehensive study of the rationality of the company interaction forms [9].

A lot of research is devoted to the features of using cooperation strategies [16].

The overwhelming majority of scientists have considered this problem in terms of gaining competitive advantage, which is primarily about minimizing the cost of interaction [2]. Only recently the focus has shifted to the use of partnerships to form company development strategies.

Awareness of the importance of partnership has become a particularly topical issue in many fields of activity due to the dynamic and rapid nature of the environment [14].

It requires companies to focus on main competencies interacting with external potential partners on the basis of long-term relationships [12].

Cooperation between partners exists at all stages of the relationship. The problem of relationships is the degree of closeness of their interaction, and the transition from one form to another one depends on the effectiveness of the use of specific interaction strategies and factors having a subjective and objective character [6].

Interaction strategy refers to the orientation of the marketing activities of the company towards the achievement of marketing goals through the organization of interaction with partners in a certain form [7]. In this regard, ensuring the involvement of partners in the creation of common value requires the development of relationships gradually and taking into account the peculiarities of the company's activities.

Although relationships are considered in the context of business organizations, for example through intermediaries, end-users, and competitors, today research focuses on "supplier-to-consumer" relationships and it is seen as a general model of relationships between companies in the provisions and sales channels [15].

The various branches creating the link itself are recognizable elements of interaction can be analyzed within the framework of the relationship between the supplier and consumer. It allows easy applying marketing concepts and encourages the understanding and application of strategic tools related to relationship justification [3].

The process of interaction of subjects in the supply and marketing channels implies that there is a certain individual specific interdependence for a certain time between them [11].

Management of such process requires the mechanisms development for their coordination in order to achieve the ultimate goals of each interaction subject and to reduce uncertainty in terms of purchasing raw materials for their own production, as well as the sale of final products.

According to the current management theories [8], today there are two main approaches to substantiate the relationships of entities in the supply and sales channels: one of them is based on the analysis of transaction costs, other one - on partner relationships.

According to the first approach, a company operating in a network of contracts bears the costs of both contracting these agreements and control for compliance with conditions having been agreed by default. Numerous researchers involved in the formation of transaction cost theory. It has led to many interpretations of transaction costs and ways to minimize them.

Scientists of this theoretical school have proved that coordination and management of the resulting structures is characterized by an increase of production costs due to rise in the size of the structure, which will exceed the transaction costs of market interaction at some point [10].

That is, there is a certain objective boundary for the expansion of entrepreneurial coordination of the relationships between the entities and extension of the "contract network" [13].

Coordination of relationships between entities from a single center requires considerable cost to coordinate the functioning of production. These costs of bureaucratic control are increased in direct proportion to the rise of the organization. At the same time, this form also does not provide adaptation to the transience of the external environment.

Thus, integration, on the one hand, leads to reduce of transaction costs and, on the other hand, to increase of production costs and decrease of adaptability [4].

It should also be noted that creation of additional bureaucratic structures reduces opportunities to quickly interact with companies left outside the relevant integration process [5].

Methods. The following methods were used in the research: logic-analytical and generalizations - in the analysis of the basic theoretical approaches to the formation of the companies interaction strategy and stages of

the marketing theory formation of partnership relations; standard methods of qualitative and quantitative marketing research - in the analysis of the peculiarities of the formation of the industrial companies interaction strategy with partners and models of interaction management in industrial partnerships with the highlighting of the company-integrator; probability theory and mass service theory - studying the impact of interaction marketing strategies of the producer and consumer of differentiated industrial goods with limited demand for their activities; theory of Markiv's systems - predicting the change in the form of interaction marketing strategy between consumer and supplier under the influence of situational factors; variables standardization - assessing the feasibility of industrial enterprise interaction on the basis of marketing partnerships in the supply and sales channel; marketing strategic planning and analysis - forming a matrix of strategic alternatives for participation of companies in partnership.

The information base of the research is worked out, summarized and systematized materials by the author on the research problems, primary data of marketing researches, scientific scientists' papers, information resources of the Internet on the subject of research.

Results. The conducted research allowed to establish, that formation of deep flexible partnerships is the most rational form of company interaction. However, there is a problem of establishing this type of relationship, because it is based on the peculiarities of the current situation, but it is necessary to take into account the strategic perspective and the passage of all stages of interaction. So, let's consider possibilities of forecasting and active formation of partnerships between companies. Each of the types of marketing relationships between them characterizes the status of the producer-consumer system.

Based on the research of possible marketing strategies for the interaction between the producer and consumer of the differentiated product, we can determine the following main stable positions: marketing on the basis of transactional relations, marketing of the initial partnership, marketing of deep

flexible partnership. Thus, the marketing system "manufacturer (supplier) - consumer" (hereinafter we will name this chain as a system) is expediently classified by the mathematical apparatus as a system with a finite number of discrete statuses. Besides the above positions, this system should be complemented by a situation such as lack of marketing relationships. That is, the marketing "system" has four stable positions.

The decision to move from one status of marketing relations to another one is made by the management of the respective companies under the influence of a set of factors both are objective and subjective. These factors may also be a consequence of the external and internal environment change of the companies-participants of relationships. Moreover, the influence of these factors on decision-making is probabilistic, and the factors themselves are arisen more often as a result of random events.

In case of marketing consumables of emerging such situations as warehouse overflow, empty warehouse, and current production load are probabilistic, based on Poisson's probability distribution. It gives reason to consider the marketing system of "manufacturer (supplier) - consumer" as a Markiv's system with discrete statuses having finite number, and the processes occurring in such a system are Markiv's processes.

Long-term supplier-consumer partnerships need constant monitoring and consistent marketing policies to ensure their sustainable nature. Thus, even the simplest case of deepening partnerships between two companies requires the identification of the company-integrator.

The company-integrator is a company-participant of the channel having the highest degree of influence on other participants, performs the functions of conducting research of external environmental and coordination the actions of all channel members in order to obtain additional claims. At the same time, it is able to evaluate effectiveness of each participant in the supply and sales channel on the basis of partnerships marketing. The mechanism for ensuring the

implementation of these functions is conducted through providing guidance to each participant.

In practice, manufacturing and delivering products to the end consumer is a process which involves the group of companies usually specialized in the performance of specific types of work or services. They cooperate with other companies for the production of the final product, its delivery to the consumer and subsequent service support.
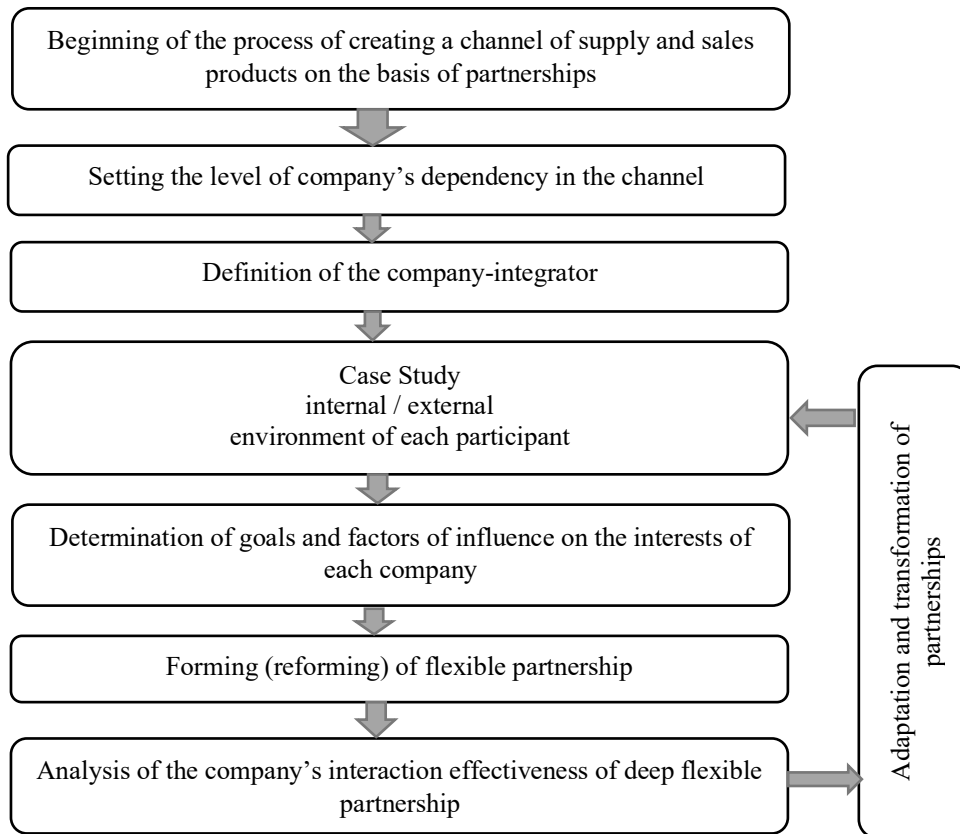
Such interaction takes place in different marketing forms - from one-time transactions to close cooperation. In this case, the pairwise coordination does not provide an immediate response to changes in circumstances in the interaction of individual channel branches of the product supply and sales. In such circumstances, it's necessary to be determined with a single coordinator of all units providing the production and consumption of the relevant end product, ie with the company-integrator.

Thus, the company-integrator provides integration of the physical and marketing channels.

The idea is the following: cooperation of the integrator and other entities can improve the functioning of the entire supply and sales channel on the basis of flexible partnership marketing, which will allow:

to ensure overall perspective and sustainability of supplies;

to evaluate the status and risks of relationships across the channel;

to achieve openness of the system;

to clarify the technical vision of the problems for the participants of the partnership;

to increase partnership flexibility;

to make the necessary structures and systems to order.

Summarizing the above analysis, it can be presented the overall sequence of the integration strategy development based on the allocation of the company-integrator in the form of sequence of the strategy planning stages in the supply and sales channels on the basis of partnership marketing, as shown in Figure 1.

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┌─────────────────────────────────────────────────────────┐
│  Beginning of the process of creating a channel of       │
│  supply and sales products on the basis of partnerships  │
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Setting the level of company's dependency in the channel│
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Definition of the company-integrator                    │
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Case Study                                              │
│  internal / external                                     │
│  environment of each participant                         │
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Determination of goals and factors of influence on      │
│  the interests of each company                           │
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Forming (reforming) of flexible partnership             │
└─────────────────────────────────────────────────────────┘
                            ↓
┌─────────────────────────────────────────────────────────┐
│  Analysis of the company's interaction effectiveness     │
│  of deep flexible partnership                            │
└─────────────────────────────────────────────────────────┘
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Adaptation and transformation of partnerships

Fig. 1. Stages of strategy planning in supply and sales channels on the basis of partnerships marketing

Source: constructed by the author

Vertical partnership is a consistent chain of interaction between companies, it is a process of dependence of each participant on the previous elements for it (supplier of raw materials, materials, services, etc.) and on the following (the consumer of its products). This situation determines the degree of influence of the company on the partner based on the degree of its dependence on the company.

The level of dependence, as the main indicator of the integrator revealing, is a complex indicator, calculated by assigning points to its determinants by the method of expert evaluation, taking into account the quantitative values of the actual indicators.

The main determinants of the degree of dependence on the previous element are the differentiation and volumes of raw materials purchased for production; availability of substitute resources; the cost of possible changes to

the supplier; the level of concentration of suppliers; value of orders for suppliers; cost of purchase in relation to total costs; the impact of the cost of the resource on the value of the product.

The main determinants of the degree of dependence on the following element are the buyer's concentration compared to the concentration of competing companies; volume of purchases by buyers; cost of buyers to change supplier; requirements for the level of product standardization; awareness of the buyer; availability of goods - substitutes; value for money and total volume of purchases; expected consumer benefits. Each determinant of the degree of dependence on both the supplier and the consumer is calculated on the 6-point scale (from 0 - no impact to 5 - very high), as shown in Tables 1-2.

Table 1

Indicators of the degree of dependence on the previous entity in supply and sales channel based on partnerships marketing

	Indicators of the degree of dependence on the previous element of the chain	
X1	differentiation and volumes of raw, materials purchased for production	Impact assessment not significant large 0 —————————————→ 5
X2	supplier awareness	Impact assessment not significant large 0 —————————————→ 5
X3	Cost for possible changes of the supplier	Impact assessment not significant large 0 —————————————→ 5
X4	Number of alternative suppliers	Impact assessment not significant large 0 —————————————→ 5
X5	Importance of orders for suppliers in the structure of its revenue	Impact assessment not significant large 0 —————————————→ 5
X6	number of other industries needing supplier's products	Impact assessment not significant large 0 —————————————→ 5
X7	purchase cost in relation to the total cost of the enterprise	Impact assessment not significant large 0 —————————————→ 5

		Impact assessment	
X8	the influence of the price of the designated resource on the cost of the product / service	not significant 0	large 5

Source: author's study

Determining the dependence degree of partners, the experts used quantitative values of such actual indicators as "costs of possible changes of the supplier", "number of alternative suppliers", "weight of orders for suppliers in the structure of its revenue", "number of other industries needed in supplier's products", "purchase cost in relation to the total cost of the enterprise", "volume of purchases by buyers", "the buyers' cost to change the supplier", "elasticity of demand (price ratio and the total volume of procurement)" and then normalized by five-point scale.

The general index of the dependence degree of one enterprise on another is calculated as the arithmetic mean of all its determinants. This degree of dependence completely determines the degree of influence of one company on another. Thus, the estimation of the general index of the dependence degree of the company on the previous element of the supply chain - J_S it is calculated as the arithmetic mean, which is normalized relative to one by the formula (1):

$$J_S = \frac{\sum_{i=1}^{S} X_i}{5 \times S} \tag{1}$$

where S is the number of determinants.

Table 2

Indicators of the dependence degree on the next entity in supply and sales channel based on partnerships marketing

The determinants of the dependence degree on the next element of the chain			
Y1	Concentration of buyers compared to the concentration of companies-competitors	Impact assessment not significant 0	large 5
Y2	Volume of purchases by buyers	Impact assessment not significant 0	large 5

Y3	Buyers' costs to change the supplier	Impact assessment not significant large 0 ⟶ 5
Y4	Requirements for the level of product standardization	Impact assessment not significant large 0 ⟶ 5
Y5	Buyer's awareness	Impact assessment not significant large 0 ⟶ 5
Y6	Elasticity of demand (ratio of price and total volume of purchases)	Impact assessment not significant large 0 ⟶ 5
Y7	Expected consumer benefits	Impact assessment not significant large 0 ⟶ 5
Y8	Availability of goods – substitutes	Impact assessment not significant large 0 ⟶ 5

Source: author's study

Estimation of the general index of the dependence degree of the company on the next element of the supply chain - dv, it is calculated as the arithmetic mean by the formula of determinants normalized relative to one (2):

$$J_M = \frac{\sum_{i=1}^{k} Y_i}{5 \times k} \tag{2}$$

where S is the number of determinants.

It should be noted that the number and list of determinants can be varied depending on the industry in which the enterprise operates, the status of the environment, and the characteristics of the products in which the channel is based.

In the general case, the dependence of *j*-th enterprise on *i*-th will be denoted $J_{i,j}$, and the i-th on *j*-th - $J_{j,i}$.

Thus, the basic matrix of the graph of the direct interdependence of companies with zero elements on the main diagonal (3) is formed:

$$
\begin{vmatrix}
0 & J_{1,2} & \dots & & J_{1,N} \\
J_{2,1} & 0 & & \dots & & \dots \\
\dots & \dots & 0 & & J_{(N-1),N} \\
J_{N,1} & \dots & J_{N,(N-1)} & & 0
\end{vmatrix}
\tag{3}
$$

If the total degree of influence of an individual company approaches 100, then it is typical for the formation of the system with rigid vertical integration of the type of corporation. If the indicator approaches 0, then the relationships are competitive, or the range of companies planned to attract to the channel is too broad, which makes it impossible to establish in-depth partnerships, so it's difficult to implement partnership.

Since the dependence degree completely determines the degree of influence, the company, which according to the results of the analysis has the highest total score (standardized to 100 points) of the degree of influence on the participants of the partnership, is selected by the company-integrator.

If the total degree of influence of the individual company approaches 100, then it is typical for the formation of the system with rigid vertical integration of the type of the corporation. If the indicator approaches 0, the relationships are competitive, which makes it impossible to establish in-depth partnerships, so it's difficult to implement partnership.
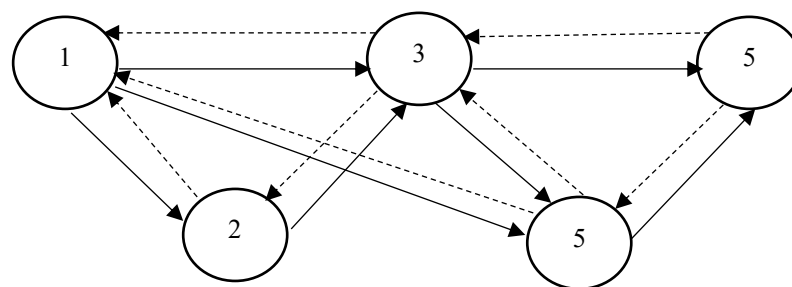
—— dependency on the next element $J_{i,j}$

---- dependency on previous element $J_{j,i}$

Fig. 2. Relationship of companies in the supply and sales channels

Source: constructed by the author

Symbols: 1 - suppliers of raw, materials; 2 - manufacturers of components for the equipment producing; 3 - equipment manufacturers; 4 - manufacturers of components and consumables; 5 - companies-consumers.

Consider this technique on the example of the supply and sales channel of industrial products for companies (Fig. 2). It is a consistent channel of interaction between suppliers of raw materials, materials, manufacturers of components for the equipment producing, manufacturers of equipment, manufacturers of components and consumables for the operation of equipment and enterprises of the mining industry.

Each enterprise is either the previous or the next element of the technological chain which involve the companies of different industries. Data processing was performed using SPSS software (Table 3).

Table 3

Calculation of the degree of direct interdependence in the total channel of the enterprise supply

	Factors of the matrix		Channel (dependence degree, number of points)				
			Suppliers of raw materials	Manufacturers of components for the equipment producing	Equipment manufacturers	Manufacturers of components and consumables	Companies-consumers
			1	2	3	4	5
Channel	Suppliers of raw, materials	1	0	0,4	0,5	0,5	0
	Manufacturers of components for the equipment producing	2	0,2	0	0,5	0	0
	Equipment manufacturers	3	0,2	0,7	0	0,7	0,6
	Manufacturers of components and consumables	4	0,2	0	0,6	0	0,8
	Companies-consumers	5	0	0	0,5	0,9	0

Source: author's calculations

To establish the direct degree of dependence of $(J_{i,j}, J_{j,i})$ companies in the supply and sales channels, the method of expert evaluation (Delphi method) was used based on the example of enterprises. Experts were leading industry experts and top managers of specialized companies. The method of selecting experts to

the selection of respondents is the "snowball" method. Evaluation of the reliability of the obtained results showed a high degree of consistency of experts' opinions, as the coefficient of concordance (0.74) evidences.

However, the importance and degree of influence of companies producing consumables and components in the overall chain of the creating the value of production is increasing. Serving companies with consumables and components is not a task for equipment manufacturers. As a result, the dependence degree of partners on servicing companies producing consumables and components is high. In order to ensure a guaranteed supply of products and coordinate production programs, partners have to comply with their requirements. Therefore, the formation of vertical partnerships based on the allocation of the service company producing consumables by the company-integrator is the most rational.

Discussion. The flexible approach to supply chain management is aimed at creating a flexible structure and process for servicing consumer demand in a changing market, although in many ways it simply replicates the methods of any organization tailored to respond to customer requirements.

The behavior of complex adaptive systems, such as in-depth partnerships, cannot be predicted precisely enough. There is no trend towards a stable equilibrium, cascades of change are constantly interacting with each other and affecting competition. External changes lead to a degree-dependent distribution, according to it small changes usually lead to minor consequences, but can also be the impetus for big changes. The main feature of systems is their ability to self-organize, adapt to change, and create new structures and systems in the absence of formal authority.

Therefore, managers should rely on the ability of companies to organize such partnerships with the allocation of the company-integrator. The key question is how capable they select the structures, systems, and management styles which will enable these capabilities in the organization to produce the best

results and provide the integrator with the necessary information and authority. The basic scheme is the concept of situational analysis, the idea is to design such organizational systems that would give the partnership the maximum opportunity to achieve the highest level of activity efficiency ("compliance").

As the environment becomes more complex, increasingly competitive and less predictable, a company, if it wants to survive, must operate at the higher level and involve a wide range of capabilities. Development of multiple capabilities and achieving benefits across a range of activity indicators puts managerial dilemmas at the company which cannot be solved as a simple compromise. The company must be effective today and at the same time adapt to the future; it must produce low-value goods and innovations; she needs to use the vast resources of the large corporation and demonstrate entrepreneurial talent; they must achieve high levels of reliability and consistency and be flexible adapting to changes.

Creating a structure and stimulation system that promotes cost management efficiency and ensuring competitive advantage should be done at the same time. Ie, to use organizational skills and quickly adapt to the environment. In order to cope with the complex environment, the company will have to use simplified rules of situational analysis. The same conclusion can be done with regard to internal organization.

Since organizations face complex and varied tasks, its solution requires such structures and systems that managers are unable to design due to lack of knowledge, the optimal solution may be to simplify the formal structure. The paradox of simplicity is that reducing complexity at the formal level can contribute to greater diversity and sophistication of coordination at the informal level.

Thus, the starting point for building partnerships is to determine the specific demand, supply and other factors of the internal and external environment of the companies involved in this channel. It is expediently to determine the general approach of creating such a channel on the example of

specific companies. But in order to solve the tasks of a particular company, it is necessary to develop a methodology to justify the choice of a particular form or its combinations, which provides the most rational marketing strategy for each enterprise from a number of partners in a particular industry.

Conclusion. As we can see from the research, one of the conditions for the effectiveness of the mechanism of strategic partnership management is to establish the interdependence of enterprises in the partnership. Formation of the enterprise interaction strategy on the basis of flexible partnership with highlighting of the company-integrator is ensured on the basis of establishing relationships and determining proportions between participants of interaction. For this purpose, it is necessary to determine the nature of internal relationships between company's strategies and to quantify them. Identification of internal relationships of partnership development is accomplished through a situational analysis conducted by the company-integrator.

Formation of the model of partnerships management on the basis of highlighting the company-integrator allowed to establish the following:

relationships between companies which are potential participants in the partnership can be described by a basic graph of direct and inverse dependencies, whose vertices are companies, and oriented edges describe the relationships (direct and inverse) between them. The weight of each edge is determined by the determinants of dependence.

it is advisable for the company-integrator to choose the enterprise which has the greatest value of the weight of all (direct and indirect) relationships calculated on the basis of the basic graph of direct dependencies according to the methodical approach developed.

Thus, the process of forming a strategy of industrial company's interaction on the basis of partnership marketing is complicated by a number of factors, namely:

strategy must take into account the characteristics of industrial companies, because each type of manufactured goods has its own specification, which determines the principles of the strategy formation;

strategy must coordinate the impact and interconnections of participants of the supply and distribution channel, taking into account the factors of the internal and external environment of each entity;

the strategy must take into account the interests and goals of all actors involved;

key criteria should be identified to evaluate the effectiveness of strategy implementation;

strategy must be adaptive, the mechanism of its adjustment should be implemented in accordance with changes in the marketing environment;

it's necessary to determine which participants of the distribution and supply channel formulate an interaction strategy and what key parameters is necessary to know to form it.

Prospects for further research. Analyzing the feasibility of the company participation in the partnership, the following was established:

It is advisable to make an assessment of the feasibility of a partnership for each participating company on the basis of the degree analysis of the partnership goals achievement, which are determined at the beginning of the partnership or as a result of the final analysis of the results of the partnership after a predetermined period of time. The methodological approach proposed in the paper allows to calculate the integral indicator of partnership efficiency through the analysis of the enterprise motives by the set of indicators for each group;

since partnership is both a sequential chain of moving resources from one partner to another, and a flow of relationships, it is necessary to formulate a strategy for further participation of the enterprise in the partnership, taking into account both its effectiveness and indicators of relationships (trust, degree of commitment, opportunism, transparency in decision-making, justice);

analysis of the integral indicator of the partnership effectiveness and the degree of relationship between the companies allows to determine the further strategy of the company in the partnership.

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