

РАЗДЕЛ 2. МАРКЕТИНГОВЫЕ АСПЕКТЫ ИНТЕГРИРОВАННОГО УПРАВЛЕНИЯ

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FACTORS INFLUENCING A CHOICE OF PRODUCT MARKETING STRATEGIES ON THE EXAMPLE OF PHARMACEUTICAL PRODUCERS

Summary: The paper presents variety of factors which have impact on the choice of different product marketing strategies in the enterprise on the example of pharmaceutical producers, mainly producers of drugs on prescription. Article concentrates on a division into external and internal factors on the basis of marketing environment analysis and strategic analysis of the company.

Key words: product marketing strategies, marketing environment, strategic analysis of the enterprise.

When choosing the appropriate variant of a marketing strategy, it is necessary to consider a number of factors having an impact on the effectiveness of the particular strategic alternatives. Different authors describe various factors having an influence on the choice of a marketing strategy. This variety results from the application of different classification criteria and at the same time emphasizes the complexity of strategic marketing decisions.

According to Z. Pierścionek the choice of a marketing strategy is conditional upon: tangible and intangible assets being in possession of an enterprise, possibility of acquisition of the lacking resources, formal and informal organizational culture, organizational climate, environment in which the enterprise operates¹.

The key element of the market environment is the sector and its structure, which has a powerful impact on the ability to compete effectively and at the same time on adoption of the marketing strategy to be implemented by the firm. Another vital factor determining the choice of the particular variant of the marketing strategy is a phase in the product useful life in which the articles manufactured by the company are².

In the groups of factors determining the choice of a marketing strategy presented above there are often such factors as: the company's environment and its resources. When choosing a marketing strategy, the company has to have profound knowledge of its own internal situation but it should also make a detailed analysis of the external environment conditions. Such analysis allows the company to identify the external factors determining the choice of a marketing strategy, whereas an analysis of the internal situation helps to identify internal factors having an impact on the choice of a marketing strategy, including the product strategy.

"A constitutive feature of strategic planning is the company's focus on its environment. Information on the environmental conditions and on the expected changes thereof are building blocks of strategic decisions"³.

¹ Z. Pierścionek: Strategie rozwoju firmy, WN PWN, Warszawa 1996, p. 80 - 81

² A. Baruk: Dynamiczne kształtowanie strategii marketingowej firmy. Uwarunkowania strukturalne i procesowe, Wydawnictwo Adam Marszałek, Toruń 2002, p. 17 - 18.

³ H. Kreikebaum: Strategiczne planowanie w przedsiębiorstwie, WN PWN, Warszawa 1996, p. 38 - 39

It is impossible to develop an effective marketing strategy, including a product strategy (just like a strategy in general) without the company's prior study of its environment and identification of its own capabilities i.e. without making a strategic analysis.

Ph. Kotler defines the marketing environment as a set of external actors and forces, who and which have an effect on the company's development capacities and its ability to maintain successful transactions with buyers. The environment so defined is divided into microenvironment and macro-environment. The microenvironment includes actors from the company's direct surroundings, while the macro-environment consists of the larger societal forces that affect the microenvironment actors and includes demographic, economic, natural, technological, political and legal, and socio-cultural factors¹. According to Ph. Kotler, there are four forces stimulating the enterprise value: other companies, customers, partners and communities, hence the company's environment comprises markets stimulated by companies, markets stimulated by customers, markets stimulated by partners and markets stimulated by communities².

In Ph. Kotler's opinion, all companies have to face the problem of technological development and fast ageing of products. According to him, the subjective environment of the enterprise, comprising the customers, competitors, suppliers and distributors should also be assessed³.

G. Gierszewska and M. Romanowska believe that the company's environment is commonly divided into the macro-environment and competitive (sector) environment⁴. The macro-environment consists of the economic, technological, social, demographic, international, political and legal segments. The competitive environment is made up by all business entities which are related to the company either by cooperation or competition e.g. suppliers, customers, existing and potential competitors⁵.

J. Altkorn distinguishes general environment and direct (operating) environment. The general environment is formed by overall economic, technical, legal, political and cultural conditions existing in the particular country or region. These factors form the fundamental plane for setting goals and establishing principles of the enterprise operation. The direct environment consists of the entities with which the enterprise enters into direct interactions⁶. J. Altkorn distinguishes also the general marketing environment and the marketing support system. The latter (which constitutes also the direct environment of the enterprise) includes: commercial agents dealing with services, goods and money, institutions providing services in the field of insurance, market research, transport, promotion, consulting and suppliers of goods and services necessary for the enterprise to attain its goals and execute its marketing tasks. The enterprise and the marketing support system are influenced by constituent elements of the general marketing environment⁷.

K. Bolesta-Kukułka presents the company's environment as four segments: the power (government institutions, owners, headquarters), the nature (global market trends, the natural environment, demographic processes, cultural changes and mass-scale changes of awareness), the game (customers, suppliers, banks, service companies, consulting and insurance companies, agents, stockholders, stock exchanges), the fight (competitors and opponents)⁸.

¹ Ph. Kotler: Marketing. Analiza, planowanie, wdrażanie i kontrola, Gebethner i S-ka, Warszawa, 1994, p. 135.

² D.C. Jain, S. Maesincee, Ph. Kotler: Marketing nie stoi w miejscu. Nowe spojrzenie na zyski, wzrost i odnowę, Placet, Warszawa 2002, p. 69

³ Ph. Kotler: Kotler o marketingu. Jak kreować i opanować rynki, Wydawnictwo Profesjonalnej Szkoły Biznesu, Kraków 1999, p. 115

⁴ G. Gierszewska, M. Romanowska: Analiza strategiczna przedsiębiorstwa, PWE, Warszawa 1995, p. 29

⁵ Ibidem, pp. 32-34

⁶ J. Altkorn: Podstawy marketingu, Instytut Marketingu, Kraków 1995, p. 51-52

⁷ Ibidem, p. 53

⁸ A.K. Koźmiński, W. Piotrowski (ed.): Zarządzanie. Teoria i praktyka, WN PWN, Warszawa 1995, p. 78

M. Pilarczyk, M. Sławińska and H. Mruk specify the macro-environment factors, which they refer to as the company's marketing environment.

The authors distinguish the following groups of factors:

- Economic factors. According to the authors, these factors determine the product supply volume and structure on one hand and the demand on the other hand. The level of socio-economic development, the state fiscal policy, the population income level and spending structure, household equipment and furnishings level, customs policy of the state, inflation rate and employment rate are significant factors in this group.
- Demographic factors. Changes in population numbers and its structure by gender and age as well as such indicators as: number of women in paid employment, family size, number of one-member households are significant factors in this group. The spatial distribution of the population is also important as it determines the location of sales outlets.
- Socio-cultural factors. They include first of all the population lifestyles – clothing, housing, leisure, fitness and health care etc.
- Natural (geographic) factors. Climatic conditions, landform features, natural resources are the factors included in this group. The meaning of these factors depends on the company's line of business as well as products and services offered.
- Technological factors. The technological factors determine the quality and level of customer service and allow the enterprise to minimize its costs on the long-term basis¹.

A similar division of the company's environment was also proposed by H. Kreikebaum, who distinguished the following environmental conditions: statutory, economic, technological, socio-cultural and ecological².

According to L. Garbarski, I. Rutkowski and W. Wrzosek, besides the environmental conditions which can be controlled by the company, there is also a number of factors beyond the company's control. The latter, as variables independent of the enterprise, become limiting conditions of absolute nature. The independent variables include: population number and structure, income level and structure, legal regulations, investment tendencies, general monetary and fiscal policy etc. Dependent variables include mainly those elements of market conditions which are related to customers' habits and wishes, their needs and shopping behaviours. Systems of dependent and independent variables are not static as they change in time³.

Variety, dynamics and complexity of the environment cause uncertainty in the company's decision-making processes. This uncertainty is related to the decision-makers' knowledge of the environment and increasing uncertainty results from:

- insufficient information on the environment characteristics, their changes and trends,
- lack of knowledge of the probability of occurrence of certain events and processes in the environment and their changes,
- no adequate measures reflecting the effects of events and processes in the environment and their changes in relation to the enterprise strategy,
- inability to determine the consequences of alternative strategies⁴.

An analysis of the company's environment should allow it to identify future opportunities and threats. In the opinion of A. Pomykałski, the company environment includes factors both directly and indirectly connected with the particular company. Suppliers, agents, customers, competitors, interest

¹ B. Pilarczyk, M. Sławińska, H. Mruk: *Strategie marketingowe przedsiębiorstw handlowych*, WN PWN, Warszawa 2001, p. 106-109

² H. Kreikebaum: *Strategiczne planowanie w przedsiębiorstwie*, WN PWN, Warszawa 1996, p. 40

³ L. Garbarski, I. Rutkowski, W. Wrzosek: *Marketing. Punkt zwrotny nowoczesnej firmy*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2000, p. 76-79

⁴ A. Pomykałski: *Nowoczesne strategie marketingowe*, INFOR Sp. z o.o., Warszawa 2001, p. 77

groups and communities operate and function in this environment. According to A. Pomykalski, to identify and analyse this environment Porter's Five Forces Model of Industry Structure is usually applicable¹.

In the industry microenvironment concept M.E. Porter distinguished the following components: suppliers, buyers, market entry and market exit barriers, substitutes, competitors and existing potential².

Interrelations between the aforesaid components shape the structure of the particular industry.

In the microenvironment analysis M.E. Porter's Five Forces method can be applied. This method is a fundamental archetype of the competitive environment. Porter created his model as an instrument of evaluation of the relative impact of five competitive forces in the sector i.e.: bargaining power of suppliers, bargaining power of buyers, threat of substitute products, threat of new entrants, competitive rivalry in the sector³.

The sum of effects of these forces and their interactions influences the rate of profit (profitability) in the sector. The impact of these five forces is varied in different industries, hence the rate of profit is markedly varied. Understanding and analysis of sources of the five competitive forces are indispensable to identify strengths and weaknesses as well as threats and opportunities. The strongest influences should be of crucial importance in the process of formulating competition strategies. The higher the degree of the sector concentration, the more powerful its effect is.

The sector value depends to a great extent on the threat of substitutes and new products. The greatest threat of new product launches is in young sectors, with high demand dynamics, where the customers have not yet got used to particular product models and the pricing flexibility of demand is high. On the other hand, the threat of substitutes grows as products are ageing, when customers get bored with the product, when technological progress generates new technologies and inventions which better satisfy the particular needs. To counter this threat the sector generally takes joint actions consisting in overall quality improvement and marketing actions.

According to M.E. Porter, the threat of emergence of both new products and substitutes depends on three factors: market appeal of the sector (demand growth rate and profitability), height of the sector entry and exit barriers, which may include repressive measures taken by manufacturers in the industry (e.g. reduction of product prices or closing distribution channels) – which applies to monopolist markets and oligopolies⁴.

On the basis of E.M. Porter's Five Forces Model K. Szalotka has constructed a competitive forces model for the pharmaceutical industry. Among the entry barriers the author lists the following competitive forces in the pharmaceutical industry: drug registration legislation, unstable legislation, large number of entities operating on the market, high technological requirements, high costs of research and development, patent rights. Characteristic features of the buyers are: low loyalty to drug brands, pauperization and ageing of the society, great susceptibility to advertising, greater pro-health orientation, increasing sensitiveness to prices, whereas characteristics of the suppliers are their high number and customs barriers. As far as substitutes are concerned, they are affected by tough competition on the market (the same active substance – different drug name and price) and spread of non-pharmaceutical treatment methods, while the market situation is influenced by slow growth in drug consumption, aggressive competition, limited profitability opportunities, varied methods of establishing prices for domestic and foreign drugs, consolidation of distribution, launch of different drugs containing the same active substance on the market, low number of new drugs introduced,

¹ Ibidem, p. 83

² M.E. Porter: *Strategia konkurencji. Metody analizy sektorów i konkurentów*, PWE, Warszawa 1999, p. 22

³ Ibidem, p. 22

⁴ M.E. Porter: *Strategia konkurencji. Metody analizy sektorów i konkurentów*, PWE, Warszawa 1999, pp. 21-49

fragmentation of the Polish drug production sector, information chaos caused by the health service reform.

According to J. Penc, in an analysis of the most dangerous competitors, special attention needs to be paid to the development tendencies, sales volume and directions, technological progress, research and development capacities, financial resources, technological and human resources, methods of promotion and sales, distribution channels etc¹.

To draw a comparison with the competitors, factors which are the most important for the particular market segment should be considered, namely: price, sales conditions, quality, service, location, stocks.

Analyzing the general environmental conditions, special attention should be given to information on development trends important for all enterprises, information important for the particular industry, information on changes in the industry itself.

K. Obłój suggests that as a reference point a so-called fundamental customer should be considered, i.e. a thriving company that can be an example to follow for the particular enterprise, which can greatly facilitate building the enterprise's own strategy².

It is, therefore, evident that a borderline between the macro-environment and microenvironment is fluid and depends on the needs of the research but because of the research tools applied this division seems to be convenient as it allows to distinguish the particular components having an effect on the organization and to evaluate them. A characteristic feature of the macro-environment is the fact that it determines the enterprise performance and development capabilities but the enterprise is unable to change these conditions. The enterprise interprets the stimuli given by the macro-environment in the categories of opportunities and threats, without any possibility to control them. Despite that organizations try to influence certain components of this environment, forming pressure groups (e.g. political ones), the so-called lobbies. Opportunities and threats exist also in the direct environment (microenvironment, industry). They distinctly differ, however, in their type, force and mode of impact on the organization as they originate from different sources such as: customers, suppliers, buyers, existing and potential competitors (manufacturers of products satisfying the same needs of customers). If the organization can notice and / or create existing or future opportunities, it can use them for its own development (growth). The same applies to threats, which can and should be prevented or effectively counteracted. The fact that the organization can have a considerable impact on (change) macro-environment factors distinguishes them from the external factors which the organization can only watch and either adapt to them or not – reducing their negative effect on the organization or using future changes for its development (growth)³.

In addition to a detailed analysis of the company's environment, in the process of marketing strategy planning the company should also take external conditions of operation into account.

According to H. Kreikebaum, the company's strategic analysis should first of all deal with the managerial staff value systems and attitudes, resources possessed and comprehensive study of the current and future strong and weak points of the enterprise (strengths and weaknesses analysis).

Value systems belong to significant elements in the process of strategy formulation because rarely can strategies be adopted solely on the basis of economic criteria. According to H. Kreikebaum, values and attitudes permeate all phases of the planning process.

¹ J. Penc: *Strategie zarządzania*, vol. I, *Perspektywiczne myślenie. Systemowe działanie. Teoria i praktyka zarządzania. Drogi do sukcesu firmy*, Agencja Wydawnicza Placet, Warszawa 1994, pp. 29-30

² According to: J. Penc: *Strategie zarządzania*, vol. I, *Perspektywiczne myślenie. Systemowe działanie. Teoria i praktyka zarządzania. Drogi do sukcesu firmy*, Agencja Wydawnicza Placet, Warszawa 1994, p. 30

³ G. Gierszewska, M. Romanowska: *Analiza strategiczna przedsiębiorstwa*, PWE, Warszawa 1995, p. 30

The potential analysis is an analysis of the enterprise resources with regard to their availability for strategic planning. In addition to the potential which the company currently has this analysis should also deal with all alternative and / or additionally available as well as soon obtainable opportunities. Taking these factors into account leads to determination of the "development limits"¹.

A strategic gap is a disparity between the expected and current condition of an enterprise. In the strategic gap analysis the notion of a trend is applied. This method examines the adaptation of the existing strategy and the organization's methods of operation to the requirements of the environment and projected future changes in the environment comprised in the concept of a trend². However, a strategic gap should be distinguished from an operating gap. The operating gap may be closed while maintaining the existing products and old markets, whereas to fill the strategic gap new products and / or new markets are needed³.

The strengths and weaknesses analysis consists in an analysis and evaluation of the enterprise resources e.g. in comparison with the major competitors. The strategic planning practice shows that such an analysis is the most useful when the opportunities and threats concern future transformations of the environment. For instance, concentration on a very narrow product range may mean a strength, which, with the environment developing in appropriate directions may become an opportunity, however, it may also turn into a threat as a result of demand disturbances. Hence, both opportunities and threats arise from the play between strengths and weaknesses and future development directions. The strengths and weaknesses analysis can be, according to H. Kreikenbaum, entrusted to subjective and intuitive assessment of planners and decision-makers or can be performed on the basis of verifiable values. The best solution, according to H. Kreikenbaum, is a combined action: at the first stage a subjective evaluation of the company's existing and future potential should be performed, and at the second stage the subjective evaluation should be assessed on the basis of objective criteria⁴.

The fundamental analytical tool used in the strategy formulation is the SWOT analysis⁵. This method enables to formally combine two evaluations of the company's interior and environment, to examine the synergy effect between the internal and external factors. It is not necessary in the SWOT analysis to systematically distinguish and describe all the factors, but to identify only the key factors which can have a decisive influence on the company's future or to use other tools to investigate the company and its environment. Identification and analysis of strong and weak points of the enterprise and adoption of the method of the strategic balance sheet analysis for examination of the company's interior is a very time-consuming and often a fruitless process. It is much more effective to use a list of key success factors or the value chain analysis method. It is also possible to work out the product and technology life cycle in order to define the company's development prospects and its capital needs.

On the basis of J. Okrzesik's works, K. Szalonka presents a list of strong and weak points, opportunities for and threats to the Polish pharmaceutical industry, namely:

Strengths:

- relatively modern production technologies and machinery,
- numerous, experienced staff,

¹ H. Kreikenbaum: *Strategiczne planowanie w przedsiębiorstwie*, WN PWN, Warszawa 1996, p. 46-50

² L. Garbarski, I. Rutkowski, W. Wrzosek: *Marketing. Punkt zwrotny nowoczesnej firmy*, Polskie Wydawnictwo Ekonomiczne, Warszawa 2000, p. 105

³ H. Kreikenbaum: *Strategiczne planowanie w przedsiębiorstwie*, WN PWN, Warszawa 1996, p. 47-52

⁴ *Ibidem*, p.55

⁵ See e.g.: A. Payne: *Marketing usług*, PWE, Warszawa, 1996, p. 242; K. Obłój: *Strategia organizacji. W poszukiwaniu trwałej przewagi konkurencyjnej*, PWE, Warszawa 2001, p. 182-203; M. Romanowska: *Zarządzanie strategiczne firmą*, CIM, Warszawa 1995, p. 35-47

- competitive prices,
- large ready market with hidden demand reserve.

Weaknesses:

- low degree of capital concentration in the industry, resulting in financial weakness of even biggest entities,
- very low financial expenditures on research and development works,
- scant number of original drugs manufactured,
- predominance of older "me too" drugs in the production assortment,
- export strongly focused on unstable Eastern markets,
- great proportion of imports in the domestic pharmaceutical market,
- dependence on exchange rate differences on currency markets (import of raw materials),
- low profitability of refundable drug production (official prices do not always reflect production costs).

Opportunities:

- privatisation, capital and technological support given by strategic investors,
- capital concentration of pharmaceutical companies, which will not find strong industry investors,
- production of new drugs under licences (which applies to companies without strong industry investors),
- anticipated significant rise of pharmaceutical product prices, levelling out vast disproportions between Poland and European Union,
- beneficial changes in the pharmaceutical market expected in a few years' time as the effect of current implementation of the health service reform,
- forecasted significant increase in drug consumption in Poland,
- implementation of GMP standards in drug production and distribution.

Threats:

- strong competition from domestic and foreign pharmaceutical companies,
- capital weakness of Polish drug manufacturers,
- collapse of exports to the East,
- prolongation of the validity period of the official drug pricing system, "choking" the manufacturers,
- unfair competition of some exporters who take advantage of the low official prices of Polish drugs and resell them abroad below the manufacturers' prices,
- adoption of the EU legal solutions, which will considerably extend the validity of patent rights in future, thus thwarting introduction of newer "me too" drugs¹.

When planning a marketing strategy appropriate for the particular enterprise, it is advisable to consider the already existing theoretical strategy models as well as the internal and external conditions determining the choice of a strategy. A. Baruk classifies the factors into internal and external. The internal factors include: product life cycle, resources in the company's possession, organizational culture, organizational climate, company competencies, preferences of the Management Board and shareholders, feasibility and acceptance from the point of view of the internal participants, ethical legitimization, the company mission and goals, expected return on assets, internal cohesion of all components leading to the synergy effect. Among the external factors there are: a phase of the market development, subjective structure of the sector, sector degree of dispersion, economic conditions, dominant role of the environment of one type (friendly, unfriendly, neutral), feasibility and acceptance from the point of view of external participants, cohesion between

¹ K. Szalonka: Marketing na rynku farmaceutycznym, Wydawnictwo Wyższej Szkoły Handlowej we Wrocławiu Continuo, Wrocław 2002, p. 108-110

the environment and the company's values and resources, buyers' expectations and their changeable needs, accessibility of finance sources and other resources, business activity risk, time horizon¹.

When analysing the multitude of divisions presented above, classification of factors determining the choice of marketing – product strategy, it has to be noted that all of them are fully applicable to the pharmaceutical market. The available literature of the subject lacks, however, a clear indication of factors determining the choice of the ethical drug strategy. Therefore, this writer has made an attempt to specify the factors influencing the choice of product strategies, particularly characteristic, however, of the prescription drug manufacturer sector.

Based, therefore, on the above classifications, the factors were presented in two groups, divided into external and internal factors.

The following can be included among external factors:

- demographic factors (e.g. ageing of the society),
- economic factors (e.g. societies' level of affluence)
- technological factors (e.g. development of modern technologies of R_x drug production)
- political and legal factors (e.g. processes connected with the reform of the public health service)
- market factors (e.g. competition on the pharmaceutical market)
- natural factors (e.g. changes of climatic conditions or growth in incidence of certain diseases).

On the other hand, important internal factors determining the choice of ethical drug product strategies will be:

- financial resources (volume and structure)
- human resources (specialists: pharmacists, biologists, chemists, managers)
- research and development capacities (abilities to conduct research)
- engineering and technological capacities (production capacities)
- distribution channels (own and external – drug wholesalers)
- organizational factors (information systems, sales structure)
in possession of the R_x drug manufacturer.

Observing the current market trends, such as market globalization and considerable growth in competition on the pharmaceutical market, drug manufacturers should also attach great importance to proper human resources management as a very significant component of the global strategy. It is people who create and implement action strategies, hence the care of development, maintenance and training of personnel plays a crucial role here².

It is important for the ethic drug manufacturers to take into account both external and internal factors determining the choice of product strategies in formulation of a marketing product strategy appropriate for them.

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¹ A. Baruk: *Nowoczesna strategia marketingowa: aspekty strukturalne i procesowe*, WN PWN, Warszawa 2002, p. 25

² J. Urbańska: *Kierowanie pracownikami we współczesnym przedsiębiorstwie wobec zmian otoczenia*, Wydawnictwo J. Urbańska, Kraków - Częstochowa 2005, p. 83

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ЛИЧНАЯ ПРОДАЖА – НОВАЯ СОВРЕМЕННАЯ МАРКЕТИНГОВАЯ СИСТЕМА

Summary: A canvassing is direct informing, winning over and convincing purchasers, by the representative of the enterprise, for concluding a sales contract of products. The canvassing consists in mutual announcing oneself and negotiations of the salesman with the purchaser, in order to achieve mutual benefits from the concluded transaction. The canvassing often takes place through the contact "with face into the face" of salesman with the purchaser, in order to hand over the offer, keeping an eye on the product and to run for the purchase. So, the canvassing is one of forms of personal promotion – in the English named personal selling, what is often translated as the personal selling however the personal promotion seems more accurate – as the opposite with the mass promotion (mass selling).

Keywords: acquisition, relative marketing, paradigm.

В современном маркетинге личная продажа или так называемая аквизиция может стать в скором будущем наиболее эффективной формой коммуникаций комплексной маркетинговой системы, которая призвана не только ускорить продвижение товаров, но и полностью обеспечить нам благоприятное представление о нем, а тем самым побудить потенциальных покупателей к покупке.

Как показывают многие современные маркетинговые исследования, аквизиция является одним из существенных элементов коммуникации, что определяется:

- непосредственной связью и близким личным контактом аквизитора (коммивояжера) с возможным клиентом,
- возможностью эластичного реагирования и решения возникающих при продаже проблем.

Во-многом, это определяется тем, что главной задачей деятельности современных менеджеров и бизнесменов, наряду с обеспечением высокого качества товаров, становится подъем уровня культуры поведения и рост уважения всех продавцов по отношению к покупателю. Формирование такого уровня означает, что следует пойти на некоторые денежные издержки, чтобы высокий уровень культуры и образования всего персонала и таким образом изменить существующий до сих пор в практике подход к каждому отдельному клиенту.

В настоящее время в профессиональной литературе уже можно найти некоторые рекомендации в этом плане. Приведем только выбранные основные черты надлежащего поведения по отношению к клиенту [1]:

- *Стабильность* – как одну из основных черт товара и соответствующего производства, обеспечивающая привлекательность товара и эффективный стиль обслуживания.
- *Эластичность* – обеспечивающая гибкий подход к сложным ситуациям, так как покупатели с их особыми требованиями и пожеланиями требуют и особого внимания.