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CRITERIA OF ENTERPRISE MARKETING SERVICE BASE FORMING

The aim of the article. The aim of this article is to characterize basic personnel analysis methods, to propose own criteria which help to perform complex personnel evaluation by different departments.

The results of the analysis. This article is based on the investigation of specialized literature regarding different personnel evaluation methods. Implementation of marketing concept in business requires corresponding service that examines marketing environment, analyzing market situation. It provides advice for successful existence in the market. Such functions must be performed by marketing department. Marketing department with other divisions forms an integrated process which aims to meet the market demand.

Managers and leading specialists of marketing must satisfy the general requirements (competence, the ability to manage themselves, skills to solve problems, ability to train employees, etc.). Besides, they must satisfy a number of specific requirements that are specific. These requirements include: systematic knowledge, erudition, high analytical quality, communication, and diplomacy, ability to predict the situation and to make an effective decisions, ability to resolve conflicts. Personnel evaluation methods are divided into objective and subjective. Narrative techniques are dominated among objective. These methods can be used in various forms: as appliances of arbitrary description, structured descriptions, self-evaluation, and evaluation of defined objectives and in critical cases. Subjective methods usually cover comparative techniques that give relative knowledge: ranking, paired comparison and theoretical distribution. Complex methods combine several techniques that can't be attributed only to the objective or only to the subjective methods. For example, sheet valuation, "model 360°", personal portfolio.

Authors suggested the following criteria of personnel evaluation: evaluation of marketing services; evaluation of individual elements of marketing mix; personnel evaluation of marketing department; evaluation of personnel effectiveness.

Conclusions and directions of further researches. Basic methods of personnel evaluating are researched and criterial framework to evaluate the functioning of the marketing department is proposed in the article. Testing of the obtained results in practice can be the basis for the further research.

Keywords: personnel evaluation, marketing service, marketing service estimation criteria, methods of personnel evaluation, personnel evaluation process.

Setting the task in general form. Under conditions of the nowadays severe competition realization of the marketing concept demands creating of a certain service at enterprises. This service studies marketing environment, analyzes market situation and gives consultations concerning successful existence in the market. One needs to have highly qualified personnel in order to create such marketing service; these personnel have to be estimated and taught within constant environmental changes.

Analysis of the latest researches and definition of unsolved problem elements. The theoretical and practical aspects of the approaches analysis to evaluate workers' activity from different organizational divisions are investigated in many scientists' works, particularly,

O. Havrylova [1], O. Sytnik [2], M. Vynohradskii [3], A. Danyliuk [6] and others. However, **lack of attention** is paid to investigate basic criteria of marketing service personnel evaluation.

The aim of the article is to create criteria base for complex estimation of marketing services activity owing to the critical analysis of workers' activity estimation methods.

Main material. The marketing concept realization in the enterprise requires forming the service, which studies marketing environment, analyzes market situation and gives consultations for successful existence in the market. The final goal of marketing service functioning is to conform the economic and commercial activity to laws on market existence and development.

Marketing service (department) at the enterprise is an important functional branch in the enterprise management. It creates only one integrated process, oriented to satisfy market demands and to get profit together with other subdivisions (producing, financial, technological).

Marketing service priority towards other departments consists in its coordinated and directing role.

The main marketing service (department) functions are [1]:

- to investigate and give recommendations concerning the most beneficial markets due to the resources and possibilities of the firm and market situation constant analysis;
- to get information about purchasers in the target market;
- to develop recommendations concerning product proposal, sales volume prognostications;
- to analyze, to investigate and recommend market strategies of the enterprise;
- to make firm image, to plan actions concerning its strengthening;
- to coordinate other divisions activity to make design, to form productive, price, service, sale and communicative policy;
- to determine the moment of the product downfall, to investigate recommendations concerning good excluding from the producing process in time;
- to organize communicative marketing actions in the firm;
- to coordinate sales service activity;
- to observe all budgets and to conduct personnel policy in subdivisions, subordinated to marketing service.

Managers and leading specialists of the marketing service have to meet all requirements, which are drawn on the management specialists (adequacy, ability to control oneself, skills to solve problems, ability to teach subordinated workers, to assist forming and developing of the labour collective etc). Besides, they should satisfy specific requirements, which are distinctive in the marketing sphere. These *requirements* include: knowledge consistency, high comprehensive knowledge and outlook; high analytical features; ability to prognosticate situation and to make effective decisions; communicativeness; diplomacy, ability to solve conflicts [14].

Finally commercial results of activity within severe product competition, level of the commercial production, enterprise and its labour collective prestige in the whole depend on marketing services specialists [2].

When Ukrainian enterprises were transferred to the market, employers feel the necessity to optimize the personnel quality and number, after reorganization of the working places. The analysis of the workers' activity, evaluation of their business and personal features become one of the main areas to create national management in order to provide effective human resource functioning.

The personnel evaluation foresees to compare some person's features (business and personal qualities, working behavior and results after work) with proper samples, requirements, and parameters. It includes 2 spheres of the workers' activity (current and perspective) [3].

Managers may solve the following tasks, owing to the regular counting of the achieved level concerning work in organization and in time impact on its growing:

- to define needs in the personnel professional and advanced training;
- to find possibilities of the professional growth;
- to ground decisions concerning personnel moving in the organization;
- to investigate decisions concerning labour factors improvement;
- to set targets and tasks of the workers' activity in future;
- to make changes into the system of labour payment and stimulation [4].

The estimation of work is a complex process and includes some stages (fig. 1).

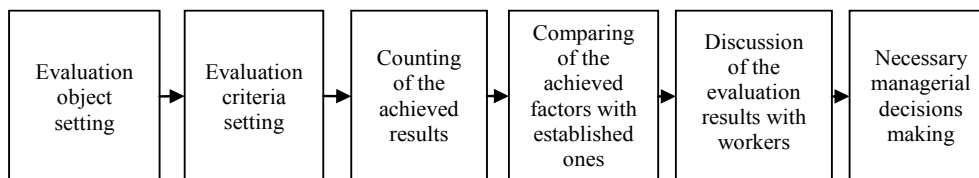


Figure 1 –The process of personnel evaluation in the organization [4]

Above mentioned elements of the personnel evaluation process have general character and may be used to estimate workers from different organizational divisions.

Different methods and techniques may be used to evaluate workers.

Evaluation method comprises theoretical and methodological approaches to evaluate personal qualities, behavior and effectiveness of the worker's activity. The choice of the concrete method depends on estimation system peculiarities.

Evaluation technique is the way to collect, register and to analyze the information, which is the base to define the estimation.

Methods and techniques of evaluation are divided into objective (they are based on criteria and factors which may be measured) and subjective (they are based on the persons' subjective views and judgments).

Objective evaluation methods. These methods consist of describing techniques, which are simple and can be used in various forms of the personnel evaluation: technique of the free describing, structured describing, self-estimation, estimation due to the objectives and crucial cases.

Technique of the free describing is the simplest. It is often used by managers, describing the efficiency of the subordinated personnel work. This description tries to find factors, which cause their work results, merits and demerits, worker's competence. The advantage of this technique is extensively argued worker's evaluation, disadvantage – impossibility to compare him with other workers. Person, who describes, should have enough knowledge and be able to do such action.

Structured describing characterizes the efficiency of work owing to the concrete criteria. It facilitates comparing of the evaluated persons (e.g., there are normative factors of the labour efficiency for some workers, with which real labour productivity of the separate worker is compared).

Self-estimation technique is to fill in papers with questions and statements by estimated person himself. The person, who conducts self-estimation, should be able to comment his own estimations.

Evaluation due to the determined objectives. It is based on persuasion, that the estimation may be conducted through joint determination of targets by worker and his direct chief. This process is started with discussion concerning goals for the working place and ways to realize them, and is ended with factors analysis, due to which the concrete result is achieved. The received information indicates worker's suitability to do tasks, and also his potential abilities.

Evaluation due to the determined objectives activates the workers' participation in the decision-making process, opens opportunities to make choice of ways to solve stated tasks individually; it is especially valued by high-qualified and ambitious workers. This technique requires spending a lot of time [15].

Technique of the crucial cases foresees fixation of facts on the subordinates' behavior shifts from norms, conducted by the manager. Such shifts may be both worker's achievements and blunders. The sequence of such notes creates the subordinates' success and disadvantages registry to make opinion about them.

Subjective evaluation methods. They mainly contain comparing techniques of the personnel evaluation, which give the relative knowledge: ranging, paired comparison and theoretical division.

Ranging is regulating of workers' evaluation subject from the best to the worst. Ranging letters are formed on the basis of criteria, which include productivity, labour quality or worker's reliability. This technique is simple and may be used without estimated persons' special training. However it is appropriate for small groups, because letters making becomes more time-taking for large groups.

Technique of the paired comparing consists in paired comparing of workers (between each other) due to the proper criterion. The worker, in favor of whom the comparison was conducted, becomes the correspondent estimated mark. After comparison between workers number of positive choices (advantages) concerning all workers is calculated. After that they are summed and it becomes the basis to form ranging [15].

Technique of the theoretical division shows distribution of workers according to the proper, more often normal classification.

The advantage of this technique is the necessity of estimated subjects to differentiate appraisals. It gives opportunity to define outer groups among estimated workers. It eases staff decision-making.

Complex methods of evaluation. Their characteristic peculiarity is to unite some techniques, which may concern the objective or only subjective evaluation methods. Evaluation papers, "model 360°" and personal portfolio are used more often.

Evaluation papers. They are used to receive data concerning competence, behavior and work results, which is estimated due to the correspondent scales. They may also have describing techniques, control letters or quantitative data on work results.

Using of the evaluation letters may be grounded on different techniques and instruments. *Control letters* are widely used then to estimate personal qualities, behavior and work results of the evaluated people. This technique consists in choosing of the possible competence, behavior and results from some descriptions, which show the estimated person in the best way [15].

Due to the traditional approach evaluation papers are filled in by the worker's chief, because it is his duty.

"Model 360°" is when worker receives information concerning his work from his chief, other workers, clients and subordinates. Number of the estimated subjects is unlimited, that

increases its objectivity, creates positive conditions to involve workers into the life of organization. Therefore it needs a lot of time for preparation and estimation conducting [15].

Personal portfolio (lat. portus – haven, in folio – in paper) means to bring the individual due to its *personal qualities to the proper group* of workers, formed by the standardized estimations. It is connected with evaluated workers uniting into the characteristic groups on the basis of achieved work effects, and potential possibilities of their development. The labour efficiency concerns the past, potential of the development – the future.

The consequence after estimated workers bringing into the concrete group may be behavior strategy concerning them: stimulating of perspective workers' further development, stabilization of the effective workers, and firing of ineffective workers [15].

The advantage of the personal portfolio is concentration on two main criteria in the process of evaluation. The choice of criteria depends on targets and possibilities to take into account previous workers' activity and perspective of their development [5].

One more form of the personnel evaluation is *efficiency rating*, which is widely spread both in Ukrainian and foreign organizations. The peculiarity of this form is the fact that it is conducted by the specially formed committee, which consists of: authority representatives; managers of the structural divisions; representatives of the personnel service, labour departments and salary or the personnel management subdivision. The efficiency rating is a periodical estimation of the personnel. It is conducted as a rule, once in 1, 2, 3 years. Content-wise it is a complex evaluation, which sums up the imagination about worker's quality, his labour behavior and results of the activity [3; 6].

Thus, the official work efficiency of the personnel help to define, which workers need more training; to set and strengthen business relations between subordinates and manager through discussion of the evaluation results; to increase salary; to promote in place or to fire worker.

Today the enterprises need to form marketing services in conditions of the competitive struggle, which have to assist increasing of sales amounts, profit and market segment. That's why it is very important to form criteria base to conduct complex estimation of this service activity, particularly its personnel.

The main criteria, which may be used to estimate marketing service, are given in the scheme (fig. 2).

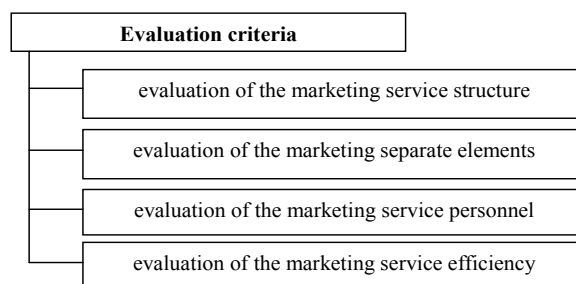


Figure 2 – Criteria of the marketing service evaluation in the enterprise

Taking into account all mentioned criteria will allow to conduct complex estimation of the marketing structure in the enterprise and to investigate recommendations to improve marketing organization.

Estimation of the marketing service structure. The estimation of the marketing service structure and efficiency of its construction foresee to determine the following tasks:

- relevance of the marketing service structure to the existing conditions (mission, targets, potential, enterprise possibilities);
- functional efficiency;
- effectiveness of cooperation between functional subdivisions and marketing service.

While analyzing the formal structure of the enterprise and its relevance to the existing conditions, one should find out the following facts:

- optimality of the structured marketing organization from the perspective of functions, consumer, divisions due to the territories etc.
- whether the marketing service manager has enough powers to influence consumers' satisfaction level.

Functional efficiency foresees the analysis of the functional duties (marketing service personnel) and these duties effective distribution. The effective interaction is observed through the analysis of the formal connections (connections between productive, financial, professional service, SRRSW service, sales) and informal connections in the system.

Evaluation of the marketing complex separate elements. The evaluation of the marketing complex foresees analysis of the following elements: product policy; price policy; sales policy; communicative policy.

Evaluation of the marketing service personnel. The main criteria to use estimation for marketing service personnel are: professional qualities; business qualities; moral and psychological qualities; organizational qualities; compatibility with collective.

The main criteria to estimate marketing department manager are: moral features; ability to control the collective and separate workers; ability to set contacts (relations) with collective; ability to organize his work; knowledge.

The most evidential combined evaluation of workers occurs in the process of the personnel rating. This rating combines advantages of all ways to estimate labour complexity and quality, professional and qualified level with determination of the worker's official growth perspectives. During rating the worker's qualities are analyzed; measure of concordance concerning his qualification level to the occupied or intended post is stated [16]. Therefore the workers are rated as personalities, but not the results of their activity that is a precondition to estimate the personnel extensively.

The personnel rating tasks consists in evaluation of the labour results during proper period, evaluation of the worker's business and personal qualities, determination of the potential possibilities to continue official activity on the occupied post or its moving into higher or lower position [5; 6].

That's why it is effectually to use this method with aim to evaluate marketing service personnel. This methodic of the personnel estimation provides regular staff rating and gives opportunity to motivate workers, to determine their salary, to plan career. All specialists and managers are evaluated on the basis of the proper criteria owing to the rank. It means that each criterion has importance and correspondent mark in scores.

According to the assigned importance one can find some scores, which characterize each feature. It has a few levels of estimation in its turn. These levels define this quality in the concrete worker. The score price is calculated through division of salary fund (SF), which is shared for the proper workers' group, into the total sum of scores. The worker's fixed official salary is calculated through multiplication of scores by the score price. Having defined the low limit in scores (and in the fixed official salary) for each category workers, one may use this

data while accepting to work. The minimal sum shortfall, corresponding this occupation, may be the matter to transfer the worker to another specialists' category or to fire him while rating [8; 10; 11].

Evaluation of the marketing service efficiency. The evaluation of the enterprise marketing service efficiency foresees analysis of sales; market segment; profitability (fig. 3).

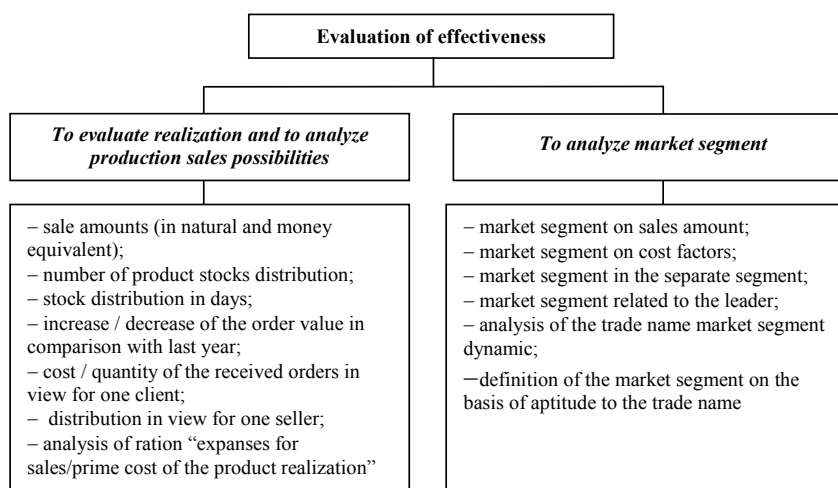


Figure 3 – Factors of the marketing service efficiency evaluation in the enterprise [7; 9; 12; 13]

Table 1 shows the main formulas, which are necessary to estimate marketing service effectiveness. On the basis of it, one may analyze the workers' activity, comparing planned and actual activity factors.

Table 1 – Evaluation of the marketing service effectiveness [7; 9; 12; 13]

Factor	Formula	Optimality conditions
1	2	3
Evaluation of realization and production sales possibilities analysis		
Distribution of the productive stocks in times (distributions number) (N_dPS) or Distribution of the productive stocks in days (time of good distribution) ($D_{PS(d)}$)	$N_dPS = \frac{P}{PS}$ where P – production realization amount (thousand hrn); PS – productive stocks amount (thousand hrn) $D_{T3PS(d)} = \frac{PS}{P} \cdot 365$ where 365 is number of days in the planned period (year)	$N_dPS \rightarrow \max$ $D_{PS(d)} \rightarrow \max$
Coefficient of the ready production distribution (CD_{PS})	$CD_{PSpp} = \frac{P_p}{RP}$ where P_p is pure profit from production realization (thousand hrn); RP – ready production (due to the accounting balance)	$CD_{PS} \rightarrow 1$

Table 1 (continued)

1	2	3
Ratio "costs for sales/prime cost of the realized production" ($PC_p C_s / PC$)	$PC_p C_s / PC = \frac{C_d}{PC}$, where C_s – costs for sales (thousand hrn); PC – prime cost of the realized products	$PC_p C_s / PC \rightarrow \min$
Analysis of the market segment		
Market segment on sales amounts (MS_{sa})	$MS_p = \frac{A_a}{A_{total(p)}} \cdot 100\%$, where A_a – amount of the sold goods A (physical real units); $A_{total(p)}$ – total amount of the goods sale in the basic market, market capacity (physical units)	$MS_p \rightarrow \max$
Market segment due to the value factors (MS_{value})	$MS_{value} = \frac{A_A}{A_{total(p)}} \cdot 100\%$, where A_A – amount of the sold goods A (monet. unit); $A_{total(p)}$ – total amount of sale (monet. unit)	$MS_{value} \rightarrow \max$
Market segment in the separate part (MS_{part})	$MS_{part} = \frac{A_{Ap}}{A_{total(part)}} \cdot 100\%$, where A_A – amount of the sold goods A in the proper part (physical or monet. unit); $A_{total(part)}$ – total amount of the goods sale in the separate part (physical or monet. unit)	$MS_{part} \rightarrow \max$
Relative market segment (RMS)	$RMS = \frac{MS_f}{MS_{rivals}}$, where MS_f – market segment of the firm; MS_{rivals} – market segment of rivals	$RMS \rightarrow \max$
Market segment related to the leader ($MS_{r/l}$)	$MS_{r/l} = \frac{MS_f}{MS_l}$, where MS_f – market segment of the firm	$MS_{r/l} \rightarrow \max$

Thus, table 1 demonstrates main factors, which characterize the marketing service personnel work efficiency. Maximum approximation of factors to the optimality conditions provides high workers' efficiency. Their results of their work impact on the marketing service efficiency. The suggested factors groups analysis will show the whole situation, which has been formed in the enterprise.

Conclusions and perspectives of further research. Main methods of the enterprise personnel evaluation are investigated in the article. The authors suggest criteria base concerning marketing service evaluation in the enterprise. Practical approval of the received results may be used to conduct future research.

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Формування критеріальної бази для оцінки служби маркетингу підприємства

У статті досліджено актуальність проведення оцінки персоналу підприємства, проаналізовані основні методи функціонування працівників різних підрозділів, сформовано критеріальну базу для здійснення комплексної оцінки діяльності служби маркетингу, зокрема її персоналу.

Ключові слова: оцінка персоналу, служба маркетингу, критерії оцінки функціонування служби маркетингу, методи оцінки персоналу, процес оцінювання персоналу.

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Формирование критерияльной базы для оценки службы маркетинга предприятия

В статье рассмотрены актуальность проведения оценки персонала предприятия, проанализированы основные методы функционирования работников различных подразделений, сформировано критерияльную базу для осуществления комплексной оценки деятельности

службы маркетинга, в частности ее персонала.

Ключевые слова: оценка персонала, служба маркетинга, критерии оценки функционирования службы маркетинга, методы оценки персонала, процесс оценивания персонала.

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