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Vdovichena O.

*Candidate in Economic Sciences,
Associate Professor of the Department of Commodity Studies, Marketing, Digital Economy
and Entrepreneurship,
Chernivtsi Trade and Economic Institute
of Kyiv National Trade and Economic University, Ukraine;
e-mail: olgavdovichena@ukr.net; ORCID ID: 0000-0003-0768-5519*

Vdovichen A.

*Doctor of Economics, Professor,
Chernivtsi Trade and Economic Institute
of Kyiv National Trade and Economic University, Ukraine;
e-mail: vdovichen_anatolij@ukr.net; ORCID ID: 0000-0002-4496-6435*

Losheniuk O.

*Ph. D. in Economics, Associate Professor,
Chernivtsi Trade and Economic Institute
of Kyiv National Trade and Economic University, Ukraine;
e-mail: olosheniuk@gmail.com; ORCID ID: 0000-0002-1678-4044*

Losheniuk I.

*Ph. D. in Engineering Sciences, Associate Professor,
Chernivtsi Trade and Economic Institute
of Kyiv National Trade and Economic University, Ukraine;
e-mail: losheniuk@gmail.com; ORCID ID: 0000-0002-0692-9318*

Chychun V.

*Candidate in Economic Sciences, Associate Professor,
Head of the Department of Management, International Economy and Tourism,
Chernivtsi Trade and Economic Institute
of Kyiv National Trade and Economic University, Ukraine;
e-mail: ktim2150@gmail.com; ORCID ID: 0000-0003-0032-9757*

IMPLEMENTATION OF BRAND MANAGEMENT IN ENTERPRISE MANAGEMENT: UKRAINIAN REALITIES

Abstract. The article analyzes the modern definitions of «brand management». Critical analysis of existing definitions allowed to combine existing interpretations into approaches: brand management as a management system; brand management as a management activity; brand management as a marketing tool; brand management as an element (direction) of management. It is proposed to understand brand management as an element of the management system aimed at the formation, support and development of individual brands (corporate brand) of the enterprise in order to obtain competitive advantages. Reasonable interpretation differs from the existing ones by emphasizing the subordination of brand management to the management system of the enterprise and highlighting the tasks, object and purpose of brand management in modern Ukrainian realities. The views of scientists on the identification of factors influencing the effectiveness of the implementation of brand management in the management of the enterprise are systematized. The outlined factors are analyzed and supplemented. It is proposed to use the economic and mathematical method of Kendall to assess the factors influencing the effectiveness of brand management in the management of the enterprise, which allowed to place the influence of selected factors in importance: the presence of innovation, taking into account the impact of globalization, availability and use of all marketing elements; formed brand, taking into account the prospects of brand development in international markets; the appropriate level of brand identity, activity of brand managers; the presence of a brand manager assigned to each brand, consistency of brand management with marketing subsystems in the enterprise, taking into account territorial; cultural and economic factors at the enterprise. Taking into account the results of the study, a scientific and

methodological approach to the effective implementation of brand management in the management of the enterprise taking into account the Ukrainian realities of modern enterprises is proposed and substantiated.

Keywords: brand, brand management, brand management, management system, brand management efficiency.

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Вдовічена О. Г.

*кандидат економічних наук,
доцент кафедри маркетингу цифрової економіки та підприємництва,
Чернівецький торговельно-економічний інститут
Київського національного торговельно-економічного університету, Україна;
e-mail: olgavdovichena@ukr.net; ORCID ID: 0000-0003-0768-5519*

Вдовічен А. А.

*доктор економічних наук, професор,
Чернівецький торговельно-економічний інститут
Київського національного торговельно-економічного університету, Україна;
e-mail: vdovichen_anatolij@ukr.net; ORCID ID: 0000-0002-4496-6435*

Лошенюк О. В.

*кандидат економічних наук, доцент,
Чернівецький торговельно-економічний інститут
Київського національного торговельно-економічного університету, Україна;
e-mail: olosheniuk@gmail.com; ORCID ID: 0000-0002-1678-4044*

Лошенюк І. Р.

*кандидат технічних наук, доцент,
Чернівецький торговельно-економічний інститут
Київського національного торговельно-економічного університету, Україна;
e-mail: losheniuk@gmail.com; ORCID ID: 0000-0002-0692-9318*

Чичун В. А.

*кандидат економічних наук, доцент,
завідувач кафедри менеджменту, міжнародної економіки та туризму,
Чернівецький торговельно-економічний інститут
Київського національного торговельно-економічного університету, Україна;
e-mail: ktim2150@gmail.com; ORCID ID: 0000-0003-0032-9757*

УПРОВАДЖЕННЯ БРЕНД-МЕНЕДЖМЕНТУ В УПРАВЛІННЯ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВА: УКРАЇНСЬКІ РЕАЛІЇ

Анотація. Проаналізовано сучасні визначення поняття «бренд-менеджмент». Критичний аналіз наявних визначень дозволив об'єднати наявні трактування в підходи: бренд-менеджмент як система управління; бренд-менеджмент як управлінська діяльність; бренд-менеджмент як маркетинговий інструмент; бренд-менеджмент як елемент (напрямок) управління. Запропоновано під бренд-менеджментом розуміти елемент системи управління, спрямований на формування, підтримку і розвиток окремих брендів (корпоративного бренду) підприємства з метою отримання конкурентних переваг. Обґрунтоване трактування відрізняється від наявних підкресленням підпорядкування бренд-менеджменту системі управління діяльністю підприємства і виокремленням завдань, об'єкта і мети бренд-менеджменту в сучасних українських реаліях. Систематизовано погляди вчених до виокремлення факторів впливу на ефективність упровадження бренд-менеджменту в управління діяльністю підприємства. Окреслені фактори проаналізовано і доповнено. Запропоновано для оцінки факторів впливу на ефективність упровадження бренд-менеджменту в управління діяльністю підприємства використовувати економіко-

математичний метод Кендалла, що дозволило розташувати вплив виокремлених факторів за значимістю: наявність інновацій, урахування впливу глобалізаційних процесів, наявність і використання всіх елементів комплексу маркетингу, належний рівень іміджу сформованого бренду, урахування перспектив розвитку бренду на міжнародних ринках, належний рівень розвитку ідентичності бренду, активність бренд-менеджерів, наявність бренд-менеджера, закріпленого за кожним брендом, узгодженість бренд-менеджменту з підсистемами маркетингу на підприємстві, урахування територіальних, культурних та економічних факторів розвитку системи маркетингу на підприємстві. З урахуванням отриманих результатів проведеного дослідження запропоновано та обґрунтовано науково-методичний підхід до ефективного впровадження бренд-менеджменту в управління діяльністю підприємства з урахуванням українських реалій функціонування сучасних підприємств.

Ключові слова: бренд, бренд-менеджмент, управління брендом, система управління, ефективність бренд-менеджменту.

Формул: 4; рис.: 1; табл.: 5; бібл.: 15.

Introduction. The modern conditions of economic management in Ukraine are characterized by sufficiently complex circumstances, the negative effect of which is amplified by the global pandemic and its devastating effect on the overall economic situation in the state and the system of functioning of each individual business entity. In such circumstances, domestic enterprises, regardless of the sphere and scale of activity and form of ownership, are forced to reconsider common approaches to their own marketing activities, trying to optimize them to the maximum. At the same time one of the most important aspects of activities in terms of strategic marketing activities is the procedure for implementing brand management in the management of enterprise activities.

This observation is based on the following: first of all, the rational choice of implementation procedure of brand management has a direct impact on the effectiveness of marketing activities, on the effectiveness of advertising and, consequently, on the overall financial performance of the enterprise; at the same time, the modern enterprise management system is a complex mechanism, whose effectiveness depends on the coherence of all elements, so the process of implementing brand management in enterprise management

With this in mind, the acute problem in the present, which is embodied in the objectives of this study, we can consider the lack of a substantiated scientific and methodical approach to the introduction of brand management in the management of enterprises with the Ukrainian realities of modern enterprises and existing requirements for the effectiveness of such industries.

The above confirms the necessity and relevance of the direction of this study.

Study analysis and problem statement. As evidenced by the analysis of scientific developments devoted to the study of brand management implementation in enterprise management, today there is a strong scientific heritage in the context of this scientific and practical problem. Consequently, it is advisable to note the scientific works of the following domestic and foreign scientists: Liubchuk V. [1], Pidhurskaya V. [2], Kapferer J. N. [3], Vdovichen O., Vdovichen A., Chychun V. [4] and others. However, a significant number of scientific papers on the introduction of brand management in enterprise management, dedicated to solving important scientific and practical problems, leave out an important aspect of ensuring the effectiveness of the implemented brand management. This effectiveness should be built on the specification of factors of influence on the effectiveness of brand management and justification of the approach to the evaluation of the specified factors. The stated in the final and determined the purpose of this study.

Consequently, the **aim of the article** is to clarify and substantiate the scientific and methodological approach to the effective implementation of brand management in enterprise management, considering the Ukrainian realities of the functioning of modern enterprises.

In order to achieve the goals, set in the article the following tasks are solved:

1. The concept of «brand management» is clarified.
2. Generalized factors of influence on the effectiveness of the introduction of brand management in the management of enterprises.

3. The expediency of using the economic-mathematical method of Kendall to assess the generalized factors.

4. The scientific and methodical approach to the effective implementation of brand management in the management of enterprise activities is proposed, considering the Ukrainian realities of the functioning of modern enterprises.

Methodology and Methods. To obtain the scientific results outlined in the article, the following methods were used: generalization, systematization and analysis (to clarify the concept of «brand management» and to summarize the factors of influence on the effectiveness of the implementation of brand management in enterprise management); economic and mathematical method of Kendall (to evaluate the generalized factors); modeling and systematization (to develop a scientific methodical approach to the effective implementation of brand management in enterprise management).

Results. Before proceeding to the development of an improved approach to the implementation of brand management in enterprise management, it is advisable to directly clarify the concept of «brand management». Such necessity is caused by the undoubted fact that the efficiency of practical productions depends on the perfection of the theoretical basis.

Analysis of the scientific literature devoted to the theoretical issues of brand management showed that today there are a large number of views on the interpretation of the outlined definition (*Table 1*).

Table 1

Modern views on the interpretation of the concept of «brand management»

Author	Definition
Liubchuk V.	It is necessary direction of management activity for all branches of production and non-production spheres, which should consider not only economic and financial factors, but also be aimed at solving tasks in an integrated manner with the involvement of the staff of the organization or company and include the latest technology and experience of similar organizations [1, p. 13].
Mayboroda G., Sokil Ya.	Effective management system to protect intellectual property through the creation and operation of the brand of the enterprise through the use of a set of interrelated marketing elements, which is aimed at generating long-term competitive advantages [5].
Pashchenko O., Zakapko O.	Strategically oriented managerial activity of the enterprise, based on the formation, support and development of the brand to increase the commitment of the consumer audience and strengthen the competitive advantage, ensuring their sustainability for the long-term success of the enterprise and the growth of brand value (2020) [6, p. 127—128].
Pidhurska V.	Quite a broad category, including brand creation, brand management and brand development/modification. Brand management is an integral part of brand management, the stage of its implementation. That is why the author considers it incorrect to identify these two concepts, referring to foreign professional literature [2].
Fayvishenko D., Dubovyk T., Savchuk A., Romanchenko T.	Element of strategic management, aimed at streamlining the process of creation and management of the brand, its support and promotion in the market environment using communication tools to build consumer loyalty [7].
Shedyakova T.	A marketing tool used in the process of building a brand image over a long period due to the creation of brand surplus value, which makes it even more attractive to the consumer. Now brand management has become the basis of the activity of the enterprise and gives it the opportunity, indirectly through brand management, to manage the image of the enterprise [8, p. 129, 132].

Source: summarized personally from the sources cited in the *Table*.

Critical analysis of the definitions given in *Table 1* allowed to group modern definitions into separate approaches: brand management as a management system; brand management as a management activity; brand management as a marketing tool; brand management as an element (direction) of management.

The approach, according to which brand management as a management system, in the author's opinion, to some extent entails some theoretical confusion in terms of interaction between enterprise management system and brand management. Thus, it is most expedient to comply with the concept of the presence of a single enterprise activity management system, into which a brand

management subsystem can be introduced. The approach, implying interpretation of brand management as a management activity, undoubtedly makes sense. Brand management can really be considered as an activity that has signs of management, but the outlined approach does not consider the subordination of brand management to the management system of enterprise activity, and therefore cannot be fully applied to achieve the purpose of this study. Noteworthy is the approach, according to which brand management is defined as a marketing tool. The theoretical value of this approach consists in justifying the essence of brand management from the position of marketing research tools. However, this approach to some extent narrows the essence of the concept of brand management, reducing it only to a separate marketing tool. Yes, the most appropriate approach is considered to be the one in which brand management is considered as a separate element (direction) of management. This observation is based on the fact that this particular scientific approach expands the boundaries of the idea of brand management and clearly defines the mutual coordination and subordination of brand management to the enterprise management system. In view of the above, we can give a refined definition of the concept of «brand management»: brand management is advisable to consider the element of the management system aimed at the formation, support, and development of individual brands (corporate brand) of the enterprise in order to obtain competitive advantages.

The proposed definition differs from the existing ones by emphasizing the subordination of brand management to the management system of enterprise activities and by highlighting the tasks, object, and goals of brand management.

In this sense, it is appropriate to provide a separate explanation of the specific object of brand management — individual brands (corporate brand).

As rightly notes Liubchuk V. [1] for developing an effective brand management system the choice of model — western (Anglo-American) or eastern (Japanese) — is important. For the Western model it is important to form the image of different brands belonging to the same company. The Eastern model of brand management is based on the corporate brand. The purpose of building this model is to form an authoritative image of the company. As a result of globalization, today there is a mixed model.

That is, we can conclude that in today’s Ukrainian reality there is a mixed model of brand management, which means that its object is both corporate brands and individual brands.

Undoubtedly, a more important issue in the context of this study is the question of ensuring the effectiveness of implementation of brand management in the management of enterprise activities.

For this purpose, it is necessary first of all to summarize the existing approaches to the allocation of the factors of influence on the effectiveness of brand management, which is systematized in *Table 2*.

Table 2

Factors of influence on the effectiveness of brand management in enterprise management

Author	Highlighted impact factor
Kapferer J. N.	The effectiveness of brand management depends on two components: brand fundamentals and innovation [3, p. 18].
Aaker D. A.	The effectiveness of brand management depends primarily on the development of brand identity and the activity of the brand manager [9 p. 39].
Žugić J., Konatar A.	A prerequisite for effective brand management is the introduction of a brand manager for each individual brand to optimize the management of the components of the portfolio [10].
Strutynska I. V.	One of the important mechanisms to ensure the effectiveness of brand management is a system of communication, which involves not only targeting the market for goods and profits, but also contributes to obtaining the necessary feedback for effective management decisions [11, p. 81].
Liubchuk V.	To ensure the effectiveness of brand management must take into account territorial, cultural and other characteristics of the spread of the brand, the target group and the socio-psychological climate in the company’s team, the economic conditions [1].
Mayboroda G., Sokil Ya.	Defines the main condition for the effectiveness of brand management in the management of the enterprise — it is the use of all elements of the marketing complex [5].
Vdovichena O., Vdovichen A., Chychun V.	Justify the need to consider a comprehensive approach to ensure the effectiveness of brand management: to introduce a new brand to the market or expand an existing brand, creating and maintaining customer audience commitment, creating an image and the importance of the brand [4].

Table 2 (continued)

Author	Highlighted impact factor
Dudko K.	The effectiveness of brand management depends primarily on the effectiveness of marketing research [12].
Kotler P., Keller K. L.	The basis of brand management efficiency is the consistency of brand management with the marketing subsystems of the enterprise [13].
Borshch V., Klimenko V.O.	Effective brand management depends on the direct activity and performance of brand managers [14].

Source: summarized personally from the sources listed in the Table.

In addition, in the context of this study it is advisable to note the need to achieve stability of enterprise management system after the implementation of brand management subsystem, which will allow to achieve the following important objectives: accounting process-flow approach and formalization of links between individual subsystems; balancing incoming and outgoing flows through continuous monitoring, assessment, diagnosis and identification of potential risks that threaten the potential imbalances of the entire system; minimizing the effect of internal and external

Consequently, the problems of assessing the factors of influence on the effectiveness of the implementation of brand management in the management of enterprise activities become essential. This observation is based on the fact that without a balanced process of such an assessment and obtaining its results we cannot talk about the feasibility of implementing brand management, and therefore it is not appropriate to justify the prospects of this subsystem in the Ukrainian reality.

In the author’s opinion, it is advisable to use the method of mathematical modeling of Kendall to assess the factors of influence on the effectiveness of the introduction of brand management in the management of enterprise activities.

To do this, first of all, it is necessary to distribute the factors grouped in the previous table. The designated factors are summarized and presented as follows (Table 3).

Table 3

Factors of influence on the effectiveness of the introduction of brand management in enterprise management

Direction of influence of the factor	Factors	Unit designation
Innovation factor	Presence of innovation	x1
	Consideration of the influence of globalization processes	x2
	Consideration of the prospects for brand development in international markets	x3
Identity and brand image factor	Appropriate level of brand identity development	x4
	Appropriate level of brand image development	x5
Human factor	The activity of brand managers	x6
	The presence of a brand manager assigned to each brand	x7
Marketing factor	Presence and use of all elements of the marketing complex	x8
	Consideration of territorial, cultural and economic factors of marketing system development at the enterprise	x9
	Consistency of brand management with marketing subsystems at the enterprise	x10

Source: are highlighted and supplemented by the results of Table 2.

The proposed grouping of factors of influence on the effectiveness of implementation of brand management in enterprise management is universal and can be applied in the practical work of any domestic enterprise. However, in order to prove the practical significance of the proposed grouping it is appropriate to give an example of assessment of the proposed factors.

Brand managers of domestic business entities are chosen as experts.

However, this example of calculation is intended to illustrate the feasibility of using this approach in assessing the factors of influence on the effectiveness of the introduction of brand management in enterprise management, and therefore the indication of personal data brand managers and legal names of business entities is not appropriate in the framework of this study.

To determine the sufficiency of the level of consistency of experts' opinions, Kendall's concordance coefficient was applied (Table 4).

Table 4

Ranking matrix

Factors (Table 3)	Experts					Sum of ranks	D	d2
	1	2	3	4	5			
x1	1	1	2	2	1	7	-20.5	420.25
x2	7	2	1	1	2	13	-14.5	210.25
x3	5	3	4	7	6	25	-2.5	6.25
x4	4	10	3	6	7	30	2.5	6.25
x5	2	9	6	3	4	24	-3.5	12.25
x6	10	8	7	8	3	36	8.5	72.25
x7	9	7	8	4	8	36	8.5	72.25
x8	3	4	5	5	5	22	-5.5	30.25
x9	8	6	9	10	10	43	15.5	240.25
x10	6	5	10	9	9	39	11.5	132.25
Σ	55	55	55	55	55	275		1202.5

Source: calculated personally.

Table 4 calculates 2 main indicators — D and d2.

D — the average value calculated as follows: we got the indicator $d = 27,5$ (the sum of all ranks divided by $10 = 275 / 10 = 27,5$).

Then we calculate as follows:

From the sum of the ranks in the section of the individual factor, subtract this sum of 27.5. We obtain the index D.

d2 is the squared value calculated as the above-mentioned index D squared.

Verification of the correctness of the matrix assembly on the basis of the checksum calculation:

Kendall's coefficient of concordance (W) is a measure of multiple rank correlation. W can take a value between 0 and +1, where $W = 0$ indicates complete lack of consistency in expert evaluations or judgments and $W = 1$ indicates complete consistency. We suggest taking $W = 0.5$ as the maximum permissible value of the concordance coefficient (average concordance of experts' opinions).

$$d = \sum_x ij - \frac{\sum_x ij}{n} = \sum_x ij - 27,5. \tag{1}$$

Checking the correctness of the matrix assembly based on the checksum calculation:

$$\sum_x ij = \frac{(1+n)n}{2} = \frac{(1+10)10}{2} = 55. \tag{2}$$

In this case, the factors of influence on the effectiveness of the implementation of brand management in the management of the enterprise by significance were distributed as follows (Table 5).

Table 5

Placement of factors of influence on the effectiveness of the implementation of brand management in the management of the enterprise according to importance

	Factor	Sum of ranks
x1	Presence of innovation	7
x2	Consideration of the influence of globalization processes	13
x8	Presence and use of all elements of the marketing complex	22
x5	Proper level of brand image	24
x3	Adequate brand development on international markets	25
x4	Appropriate level of brand identity development	30
x6	Brand managers' activity	36
x7	Presence of brand manager assigned to every brand	36
x10	Consistency of brand management with marketing subsystems of the company	39
x9	Consideration of territorial, cultural and economic factors of marketing system development at the enterprise	43

Source: received in person.

Let's estimate the average degree of consistency of the opinions of all the experts with the help of the concordance coefficient:

$$W = \frac{12 \times S}{m^2(n^3 - n)}, \tag{3}$$

where $S = 1202.5$, $n = 10$, $m = 5$;

$$W = \frac{12 \cdot 1202,5}{52 \cdot (103 - 10)} = 0,583,$$

where $W = 0.583$ indicates the presence of an average degree of consistency of the experts' opinions.

To assess the significance of the concordance coefficient we use Pearson's consistency criterion:

$$\chi^2 = \frac{12 \cdot S}{m \cdot n(n+1)}, \tag{4}$$

$$\chi^2 = \frac{12 \cdot 1202,5}{5 \cdot 10(10 + 1)} = 26,24,$$

where $S = 1202.5$ (sum of squared values d^2), $n = 10$ (number of factors), $m = 5$ (number of experts).

χ^2 compare with the table value for the number of degrees of freedom $K = n - 1 = 10 - 1 = 9$ and at a given level of significance $\alpha = 0.05$.

Since χ^2 is calculated $26.24 > \text{tabular } (16.9)$, $W = 0.583$ value is not random, and therefore the obtained results make sense and can be used in further research.

So, in the context of this study, the factors of influence on the effectiveness of the implementation of brand management in the management of enterprise activities are substantiated and with the help of Kendall correlation analysis method — isolated threats are located in terms of significance.

In addition, with this in mind, it is possible to offer a scientific and methodological approach to the effective implementation of brand management in the management of enterprise activities, taking into account the Ukrainian realities of the functioning of modern enterprises (Fig.).

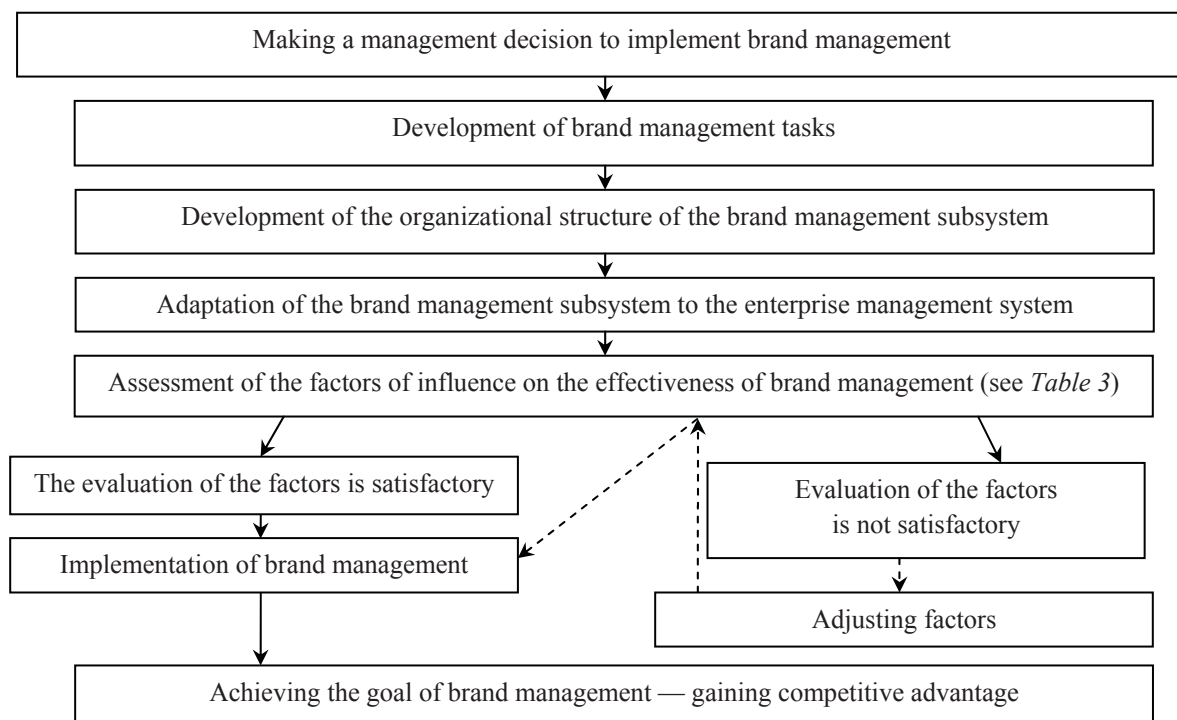


Fig. Scientific and methodological approach to the effective implementation of brand management in the management of enterprise activities, considering the Ukrainian realities of the functioning of modern enterprises

Source: developed and proposed personally.

This approach is based on taking into account factors of influence on the effectiveness of brand management in the management of the enterprise, and therefore is able, thanks to the evaluation of such factors and their timely correction to ensure production efficiency.

Conclusions. Thus, as a result of this study the scientific and methodological approach to the implementation of brand management in the management of enterprise activities, considering the Ukrainian realities of modern enterprises and existing requirements for the effectiveness of such industries has been developed and substantiated. The proposed approach is of great practical importance due to the fact that it considers the procedure for assessing factors of brand management effectiveness with the specifics of functioning and the specifics of the environment of the enterprise. Having made the decision to introduce brand management in the activity management of the enterprise, the authorized persons have an opportunity to evaluate the value of each separate factor from the list offered in this article, to correct those factors whose evaluation does not satisfy the efficiency requirements and after that to pass to the direct process of brand management introduction. Ultimately, this approach will regulate the effectiveness of the implementation process. In addition, such regulation will be carried out at the stage of implementation, not after - on the results of functioning, which will contribute to saving time and resources for testing ineffective or partially ineffective brand management.

The scientific novelty of the results obtained in the course of this study consists in clarifying the concept of «brand management» and in developing a scientific and methodological approach to the introduction of brand management in the management of enterprise activities, considering the evaluation of factors influencing its effectiveness.

Theoretical significance of the results is to clarify and systematize certain aspects of the conceptual apparatus of brand management.

The practical significance of the results of the study consists in the possibility of application of the author's developments in the activities of domestic enterprises seeking to obtain socio-economic effects by obtaining competitive advantages, increasing the financial performance and the value of the intellectual capital of the enterprise.

As a direction for further scientific developments in this direction should be noted the need to develop an organizational structure of brand management, adapted to the specifics of functioning of modern Ukrainian enterprises.

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