

## **MARKETING AUDIT: TRENDS AND APPROACHES**

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The conceptual frameworks of the marketing audit have been introduced by different contributors since the late 1950s. The marketing audit is a fundamental part of the marketing management process. Nevertheless, there is no single vision among researchers about how to define marketing audit and how to conduct it.

The research questions of this study are as follows: What different approaches to marketing audit there exist and is it possible to define a comprehensive approach to marketing audit?

The method of the study is based on the analysis of research literature in this area. The existing approaches to marketing audit can be divided into five major groups.

Kotler, Gregor, Rodgers III were pioneers in the field of marketing audit. They have defined major features of marketing audit and proposed their own model of marketing audit. The Russian researchers Alekseyeva and Kharchenko view marketing audit as the subsystem of a strategic audit. They suggest a concept of “strategic marketing audit”, which according to them enables a company to formulate and to correct a marketing policy. Taghian and Shaw proved that that the “conduct of the marketing audit“ and “implementation of the recommendations of the marketing audit” are positively and significantly associated with the “market share” performance measure. The British researchers Ambler, Kokkinaki, Puntoni have developed a generalized framework of marketing around six measurement categories and three criteria for the assessment of a metrics system. Finally, Grewal, Iyer, Kamakura, Mehrotra and Sharma study marketing audit on global level. They have proposed their own evaluation of subsidiary level marketing operations, and suggested that a simultaneous examination of marketing process and marketing outcome performance enables a global corporation to gain strategic, operational, and diagnostic insights into the performance of its subsidiaries.

In conclusion, the comprehensive framework of marketing audit includes three major elements: marketing practices or function audit, marketing environment review and marketing results assessment. At the same time the future research might be directed towards adding marketing benchmarking procedures into existing marketing audit framework.

References: 1. Kotler, Philip, William Gregor and William Rodgers (1977), “The Marketing Audit Comes of Age,” Sloan Management Review, Winter, 25-44. 2. Ambler, Tim, Flora Kokkinaki, Stefano Puntoni, and Debra Riley (2001), “Assessing Market Performance: The Current State of Metrics,” Center for Marketing Working Paper No. 01-903, London Business School. 3. Dhruv Grewal, Gopalkrishnan R. Iyer, Wagner A. Kamakura, Anuj Mehrotra, Arun Sharma (2004), “Evaluation of Global Operations: Combining Marketing Process and Marketing Outcome Performance Metrics”.