

METHODOLOGICAL PROPOSALS FOR ASSESSING THE CONDITIONS AND CONSEQUENCES OF RELATIONS BETWEEN ENTERPRISES AND PARTNERS

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In addition to the results of the management, which is the first component of the formation of relations between manufacturers and market entities, which are suppliers in the procurement process, the second component of this process is the conditions and consequences of procurement cooperation. If the first component describes the process of forming relationships from the standpoint of objective economic capabilities of enterprises and is calculated on the basis of official statistical reporting, the second component embodies subjective representations of consumers of products, that is, manufacturing enterprises, about the profitability of the process of cooperation in procurement activities in accordance with the conditions that the supplying enterprise can offer and the consequences of procurement. The component of conditions and consequences must take into account the factors influencing the course of procurement, which cannot be directly taken into account by the manufacturer enterprise quantitatively, as their impact is not reflected in the statistical reporting directly.

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In addition, each person who decides on the choice of supplier, has, in addition to objective conditions and needs, their own expectations about the profitability of procurement, conflict in the process of signing the contract, efficiency of supply, its benefits for additional value in social, organizational and technical and technological aspects. Therefore, the type of relations with suppliers - from disposable, one-time to integrated depends both on the objective information on an economic condition of the enterprises-suppliers, and on expectations of the enterprise-manufacturer about conditions of delivery and probable consequences of purchasing activity at the enterprise-supplier that have a subjective basis, as they depend on the manufacturer's awareness of the supplier's capabilities and his expectations of these relationships, their compliance with the objectives of the enterprise and the own ideas of the decision-maker.

Both manufacturers enterprises and enterprises-suppliers, the subjects of the external environment, have their own idea of the level of development, opportunities, advantages and disadvantages of each other in the work. In order to create positive perceptions about the possible conditions and expected consequences of cooperation, manufacturers and suppliers must transmit and seek to receive specific information.

In accordance with the purpose of cooperation, the goals of enterprises-suppliers, manufacturers enterprises must adapt to their information needs through the use of integrated means of communication and their combination: PR-promotions, advertising, individual work. The same features of information impact should be taken into account by enterprises-suppliers to increase sales of their products.

In order to be effective in understanding the conditions and implications of procurement activities, that is, cooperation

with enterprises, it is advisable for them to provide such features as [12]:

- integrity and consistency with partner expectations;
- objectivity;

- relative stability to negative relevant environmental factors;

- reflexivity to important socio-economic events; some simplicity of presentation according to the level of preparedness of the audience;

- personalization according to the capabilities, expectations and achievements of enterprises [13].

It is important for the supplier enterprise not only to form a positive impression of their capabilities and achievements, which are the basis for the success of forming an effective relationship with the manufacturer enterprise who makes the purchase. He needs to pay attention to the factors that shape the terms of cooperation and the possible consequences, because the manufacturer enterprise will use these factors to select suppliers and determine the type of relationship that will be beneficial to him in this case. Since the number of suppliers to the machine-building enterprise-manufacturer is significant, the justification and choice of relations for a careful analysis of their conditions and consequences should be carried out only if:

- the company plans to produce new products;

- there is an objective need to expand or change suppliers;

- the share of products produced using the products of the supplier is predominant (in value or quantity);

- procurement activities for a particular type of product can provide significant value for consumers.

Thus, to justify and select suppliers and the type of relationship with them, in addition to quantifying the results of their management, it is necessary to identify and evaluate

qualitative characteristics that influence management decisions, provide and distinguish conditions and consequences of procurement, determine the essence of qualitative components of suppliers' evaluation. In addition, it should be noted that the importance of two components: the results of management and the conditions and consequences of cooperation are not identical. In order to determine it, the monograph used expert methods, which interviewed 12 experts: heads of marketing and logistics of the studied machine-building enterprises, who determined with a sufficient degree of agreement (concordance coefficient 0.694) that the coefficient of significance of the conditions and consequences of cooperation is 0.489, and component of management results - 0,511. The calculated values of the coefficients should be taken into account in the process of final determination of the attractiveness of suppliers. The obtained values of significance coefficients confirm the high importance of objective assessment of economic opportunities for the results of management of enterprises-suppliers to fulfill orders for the supply of products and less, but significance of subjective opinions of managers on the conditions and consequences of cooperation with suppliers in procurement. To finally determine the characteristics of procurement activities on the proposed components of the conditions and consequences of cooperation, which determine both the choice of supplier and the type of relationship between the manufacturer and him, a questionnaire was developed, which interviewed 15 experts - leading specialists and departments heads of supply and sale, logistics, marketing of the investigated machine-building enterprises. The selection of experts was carried out in accordance with the results of the analysis of procurement activities of the surveyed enterprises, which are closely related, according to which all 20 enterprises are both producers of products engaged in procurement and suppliers (Table 1).

Table 1

Relationships in procurement between the surveyed enterprises-manufacturers and enterprises-suppliers of production and technical purposes

Enterprise-manufacturer	Enterprise-supplier	Type of supply products
1	2	3
PJSC "Vovchansky Aggregate Plant"	State Enterprise "Kharkiv Machine-Building Plant" FED "	Springs, electromagnets, electric motors
PJSC "Kharkiv Tractor Plant"	PJSC "Kharkiv Electric Equipment Plant"; PJSC "Kharkiv Bearing Plant" PJSC "Lozova Tractor Parts Plant"; LLC "Kharkiv plant of lifting and transport equipment" PJSC "Frunze Plant" PJSC "Merefa Mechanical Plant"	Relays, switches Bearings Clutch discs Bridge, gantry electric cranes Shelves, lattices Relay for turns of autotractor equipment and tractors
PJSC "Kharkiv Bearing Plant"	PJSC "Kharkiv Machine Tool Plant"; LLC "Kharkiv plant of lifting and transport equipment"	Grinding machines Bridge, gantry electric cranes
PJSC "Kharkiv Electrotechnical Plant "HELZ"	PJSC "Kharkiv Bearing Plant"	Bearings for electric motors
Enterprise-manufacturer	Enterprise-supplier	Type of supply products
SE "Electrovazhmash"	PJSC "Kharkiv Machine Tool Plant"	Grinding machines
PJSC "Kharkiv Tractor Plant"	PJSC "Kharkiv Bearing Plant"; PJSC "Lozova Tractor Parts Plant"; LLC "Kharkiv plant of lifting and transport equipment"	Bearings Clutch discs Bridge, gantry electric cranes

Continue table 1

1	2	3
PJSC "Frunze Plant"	PJSC "Electromachine"	Aluminum sheets
LLC "Kharkiv plant of lifting and transport equipment"	SE "Electrovazhmash"	Electric drives for cranes
PJSC "Vovchansky Aggregate Plant"; OJSC "Turboatom"; PJSC "Kharkiv Tractor Plant"	PJSC "Frunze Plant"	Shelves, lattices
OJSC "Turboatom";	PJSC "Pivdenkabel" PJSC "Kharkiv Electrotechnical Plant "HELZ"; LLC "Power Engineering Plant"	Electrical cables Electric motors for NPP operation Machine-building constructions
LLC "TVK "NOVA"	PrJSC "Plant of stamps and forms"	Distribution stamps, universal
LLC "Power Engineering Plant"	PJSC "Frunze Plant" LLC "Kharkiv plant of lifting and transport equipment"	Shelves, lattices Bridge cranes
PJSC "Kharkiv Machine-Building Plant "Light of the Miner"	State Enterprise "Kharkiv Plant of Transport Equipment"	Units for lifting and rigging equipment
LLC "Power Engineering Plant"	State Enterprise "Kharkiv Plant of Transport Equipment"	Reducing valves to control the thermoregulation process
PJSC "Kharkiv Machine-Building Plant "Light of the Miner"	LLC "TVK "NOVA"	Bunkers, brush holders of power and traction electric motors of mine equipment
LLC "TVK "NOVA"	PJSC "Electromachine"	Aluminum sheets

The quality of the experts was tested on the basis of a self-assessment of their professionalism, which turned out to be quite high, which made it possible to confirm the quality of the composition of the group of experts invited to the survey. According to the questionnaire, experts were asked to describe the characteristics of the constituent conditions and consequences of cooperation in procurement activities with the supplying enterprise, which would characterize it from the perspective of the producing enterprise, could not be determined on the basis of official statistics and characterized procurement activities in a qualitative aspect, taking into account both practical objective knowledge and subjective ideas about the profitability of procurement. The results of the survey are shown in table 2. According to table 2, it can be concluded that four characteristics influence the component of the conditions of cooperation in procurement. The first is the profitability of the conditions for the supply of products from the supplier, which means the conditions for the delivery date, lot size, term, place, number of deliveries, mode of delivery, term, conditions, costs of preservation; After-sales maintenance because the supplier's products have a production and technical purpose. The second is the low cost of the relationship due to the cost of the entire procurement cycle, namely, the cost of negotiating, concluding and signing a supply contract (transaction), the cost of managing procurement activities (organizational), the cost of producing own products (production). The third is the profitability of the terms of calculation for the supply of products, which is affected by the term and form of payment, that is, the possibility of receiving a delay in the form of a commodity loan or making a subscription, receiving discounts for the number of products, the period of delivery, the number of deliveries. The fourth is the stability of the contact conditions for the supply, which provides for the possibility of changing the delivery conditions

by the number of payments, the form of payment, the amount of funds, and the occurrence of certain risks.

Table 2

Qualitative characteristics of conditions and consequences of relations in cooperation of industrial enterprise with suppliers

Component Name	Characteristic Name	Proportion of expert responses noting significance and importance of the characteristic, %
1	2	3
Terms of cooperation	1. Profitability of product delivery conditions (by term, lot size, delivery method, storage conditions, maintenance conditions)	100,00
	2. Profitability of the calculation conditions for the supply of products (according to the term and form of payment)	86,67
	3. Reducing the cost of relations (the cost of production of the enterprise, relationship management, transaction costs for signing a contract for the supply of products)	86,67
	4. Stability (revision conditions, contract changes)	73,33
Implications of cooperation	5. Interdependence, which characterizes the reliability and flexibility (social, to reduce conflict, strengthen individual relationships; technological to use sequential or joint production technologies; organizational to transfer certain functions to suppliers, such as quality control of delivered products)	73,33
	6. Satisfaction with the relationship (the supplier ensures that the needs of the manufacturer to fulfill the conditions of cooperation are met)	80,0

Continue table 2

1	2	3
Implications of cooperation	7.Achieving employee prices in line with expectations (for diversification, concentration of production, organizational integration, etc.)	66,67
	8.Improving customer service of the enterprise purchasing products	80,0
	9.Improving the quality of products	93,33
	10.Growth of the image of the enterprise-manufacturer from cooperation with the enterprise-supplier known in the market	60,0
	11. Deepening the key competencies of manufacturing enterprises (strengthening the strategic position in the market, increasing competitiveness)	93,33

The experts identified the component of the consequences of cooperation according to seven characteristics, which are:

the interdependence of the producer from the supplier, which can be formed in the procurement process. Interdependence means the reliability and profitability of relations, which are determined by such factors as technological, which consist in the use of joint production technologies, logistics technologies, the transfer of certain technological operations or functions to the supplier; organizational, which consist in participation in joint associations, unions, corporations, projects, signing of strategic partnership agreements; social, connecting buyers and sellers through personal contacts, the absence of conflict situations in the procurement process. That is, interdependence is seen as a stimulant characteristic that contributes to the stability and profitability of the relationship;

satisfaction with the relationship, which means ensuring a high level of satisfaction of the needs of manufacturers enterprises. Satisfaction with the use in achieving a certain level of compliance of transactions with the expectations of producers, a positive result of cooperation in comparison with alternative training options, achieving consumer satisfaction with the final products of producers, the presence of promising relationships, their personalization;

achieving the goals of cooperation, which reduce the risks of production and procurement, diversify production or take the lead on the basis of concentration of production or development of innovative, new to the market, ie mutational products;

improving customer service through the creation of service networks, the use of joint supply networks, which creates a synergy of procurement;

improving product quality through the use of new materials, design solutions, functional expansion and adaptation of products to new consumer needs, the implementation of additional values relevant to consumers;

creating additional positive impressions from the image of the enterprise-manufacturer, improving its image and increasing the value and strength of the brand due to the knowledge of enterprises-suppliers as reliable partners with domestic and international awards as the best manufacturers, well-known brands, well-established financial market, whose market value constantly growing;

deepening the key competencies of enterprises-manufacturers, which strengthen their strategic positions, allow the implementation of corporate and functional strategies that contribute to the effective use of strategic, competitive, production and market potential of the enterprise.

Thus, with the help of expert methods the list of characteristics on components of conditions and consequences

of cooperation which it is expedient to estimate on significance with use of an expert method of ranking that is presented in tab. 3. The agreement of experts' opinions is confirmed by the calculation of the concordance coefficient, the value of which is 0.979, which allows us to assert the non-randomness of experts' answers, their significant agreement and expediency of use in further research.

The values of the coefficients of significance of the characteristics and components of the conditions and consequences of the relations of the enterprise with the enterprises-suppliers are calculated as weighted arithmetic averages according to the answers of experts and are given in table. 4. According to the evaluation results (Table 4) it can be concluded that the greatest influence on the component of conditions of cooperation with the supplier in the procurement process by coefficients of significance is the characteristic "profitability of supply" (0,165), which embodies the features and essence of procurement and to a greater extent than others characterizes the impact of procurement on production, its adaptation to the peculiarities of technology, the duration of the production cycle, the rationing system of enterprises.

The least influence according to experts is the "stability of relations" (0.058), which is due to the existence of a certain need to change the terms of the supply contract due to a change in the market situation.

The most important characteristics of the component of the consequences of cooperation on relations in procurement are "deepening of key competencies" (0,154), which corresponds to the strategic focus not only of procurement but also of the enterprise as a whole, and "improving product quality" (0, 134), which ensures the demand for products purchased, confirms the progressiveness and compliance with the requirements of consumers of products produced by the enterprise-manufacturer.

The characteristic "satisfaction with relations" has a third rating (0.087) and determines the prospects for their development, "improving consumer service" - the fourth (0.080), which ensures an increase in the value of relations not only for the manufacturing enterprise, but also for the market as a whole, and contributes to attracting new consumers, increasing market share.

Table 3

Expert assessment of the characteristics of the conditions and consequences of cooperation of the industrial enterprise with suppliers

Expert number	Quantitative value in points of characteristics of conditions and consequences of cooperation of the enterprises with suppliers on the corresponding number (according to table 2)										
	1	2	3	4	5	6	7	8	9	10	11
1	2	3	4	5	6	7	8	9	10	11	12
1	11	7	8	3	4	5	1	6	9	2	10
2	11	8	7	4	3	6	1	5	9	2	10
3	11	7	8	4	3	5	1	6	9	2	10
4	11	7	9	4	3	6	1	5	8	2	10
5	11	7	8	3	4	5	2	6	9	1	10
6	11	8	7	4	3	6	1	5	9	2	10
7	11	7	8	4	3	6	1	5	9	2	10
8	11	8	7	3	4	6	2	5	9	1	10
9	11	7	8	4	3	6	2	5	9	1	10
10	11	7	8	4	3	5	2	6	9	1	10
11	10	7	9	4	3	6	2	5	8	1	11
12	11	8	7	4	3	6	1	5	9	2	10
13	10	8	7	4	3	6	2	5	9	1	11
14	11	7	8	4	3	6	2	5	9	1	10
15	11	8	7	4	3	6	1	5	9	2	10
The sum of ranks	163	111	116	57	48	86	22	79	133	23	152
The total amount of ranks	990										

Continue table 3

1	2	3	4	5	6	7	8	9	10	11	12
Deviation from the average sum of ranks	73	21	26	-33	-42	-4	-68	-11	43	-67	62
The square of the deviation from the average sum of ranks	5329	441	676	1089	1764	16	4624	121	1849	4489	3844
The sum of the squares of the deviations	24242										
Coefficient of significance of the characteristic	0,165	0,112	0,117	0,058	0,048	0,087	0,022	0,080	0,134	0,023	0,154

The fifth rating has "interdependence" (0,048), which determines the flexibility and reliability of the relationship, the sixth - the growth of the image of the manufacturer from cooperation with a well-known enterprise-supplier (0,023) and the last seventh - the characteristics of achieving the goals of cooperation in accordance with expectations (regarding diversification, concentration of production, organizational integration, etc.) (0,022). However, the difference between the sixth and seventh ratings is insignificant and is only 0.001.

The importance of the components of the conditions and consequences of cooperation in procurement should be determined by the average value of one characteristic (Table 4). Thus, according to experts, the greatest influence on management decisions about the type of relationship between the enterprise-manufacturer and suppliers, according to the average value of the characteristics, has a component of

cooperation (0.113), less impact has a component of cooperation (0.078). This result is due to the primacy of the terms of cooperation, as its consequences depend not only on the enterprise-supplier, but to a greater extent - on the enterprise-manufacturer, which characterizes this component as a derivative.

Thus, we can conclude that in order for procurement to have a positive impact on the results of cooperation, ensure their stability, efficiency and integration, it is necessary to pay attention to the justification of its conditions, namely - the specifics of supply, and the consequences that should deepen key competencies of the enterprise-manufacturer, ensuring the strengthening of its strategic position in the market.

In this study, the experts were asked to evaluate the characteristics of the conditions and consequences of cooperation for 20 surveyed machine-building enterprises using a 5-point scale/ Experts representing enterprises-manufacturers, for each characteristic that corresponds to a certain component of the conditions and consequences of cooperation, rated the relevant enterprises-suppliers, in which they carry out procurement activities in points from 0 to 5. 5 - if the characteristic can be assessed as such, which corresponds to the assessment of "excellent", 0 - if "unsatisfactory", or the characteristic is not inherent in the enterprise.

Using expert assessments on the characteristics of the conditions and consequences of cooperation, an integral indicator is calculated that takes into account the views of managers on the advantages of relations in procurement activities according to the conditions and consequences of cooperation with it (UN) according to formula

$$UN = \sum_{i=1}^n Ksigni \frac{X_{actuali}}{X_{refi}},$$

where n — number of proposed characteristics of the constituent conditions and consequences of cooperation on the

qualitative component of the enterprise-supplier's assessment (11);

K_{signi} — significance factor i of the characteristics of the conditions and consequences of cooperation according to the qualitative component of the supplier's assessment;

$X_{actuali}$ — actual value i of characteristic of component conditions and consequences of cooperation on qualitative component of supplier's assessment;

X_{refi} — reference value i of the characteristic of the constituent conditions and consequences of cooperation on the qualitative component of the supplier's assessment, which is equal to 5 points.

According to the developed proposals, integrated indicators for assessing the conditions and consequences of cooperation of the enterprise-supplier for the studied 20 machine-building enterprises were calculated. The results of the survey were conducted in 2020. The obtained values of the integrated indicators are given in table 5.

According to Table 5, it can be concluded that the greatest quantitative value of the component of the conditions and consequences of cooperation in procurement, taking into account the subjective nature of relations, have estimates of the following enterprises-suppliers: PJSC "Kharkiv Bearing Plant" (0.913), OJSC "Turboatom"(0.905), PJSC "Pivdenkabel Plant"(0.892), PJSC "Vovchansky Aggregate Plant"(0.960), the least - LLC "NVK "NOVA"(0.362), PJSC "Kharkiv Electric Equipment Plant"(0.380), OJSC "Kharkiv machine-tool plant"(0.398).

It is important to emphasize that among the best and among the worst enterprises there are public, private joint-stock companies, limited liability companies, state enterprises.

Table 4

Coefficients of significance of characteristics and components of conditions and consequences of cooperation at formation of relations of the enterprises of manufacturers with suppliers

Characteristic Name	Coefficient of significance of the characteristic	The name of the component	The overall significance of the component and the average significance of one characteristic per component
1	2	3	4
1. Profitability of terms of delivery of production (on term, size of party, way of delivery, conditions of storage, conditions of maintenance)	0,165	Terms of cooperation	0,452 (0,113)
2. Reducing the cost of relations (for the cost of production of the enterprise, relationship management, transaction costs for signing a contract for the supply of products)	0,112		
3. Profitability of payment terms for the supply of products (by term and form of payment)	0,117		
4. Stability (revision conditions, contract changes)	0,058		

Continue table 4

1	2	3	4
5. Interdependence, which characterizes the reliability and flexibility (social, to reduce conflict, strengthen individual relationships; technological to use sequential or joint production technologies; organizational to transfer certain functions to suppliers, such as quality control of delivered products)	0,048	Consequences of cooperation	
6.Satisfaction with the relationship (the supplier ensures that the needs of the manufacturer to fulfill the conditions of cooperation are met)	0,087		
7.Achieving the set goals of cooperation in accordance with expectations (regarding diversification, concentration of production, organizational integration, etc.)	0,022		0,548 (0,078)
8.Improving customer service of the enterprise purchasing products	0,080		
9.Improving the quality of products	0,134		
10.Growing the image of the enterprise-manufacturer from cooperation with a well-known enterprise-supplier on the market	0,023		
11. Deepening the key competencies of the enterprise-manufacturer (strengthening the strategic position in the market, increasing competitiveness)	0,154		

Table 5

Quantitative values of integral indicators of conditions and consequences of cooperation between manufacturers enterprises and suppliers

Name of Company	The value of the integrated indicator
PJSC "Kharkiv Bearing Plant"	0,913
OJSC "Turboatom"	0,905
PJSC "Pivdenkabel Plant"	0,892
PJSC "Vovchansky Aggregate Plant"	0,860
State Enterprise "Kharkiv Machine-Building Plant" FED "	0,878
SE "Electrovazhmash Plant"	0,784
PJSC "Electromachine"	0,741
PJSC "Kharkiv Electrotechnical Plant "Ukrelectromash"	0,760
LLC "Power Engineering Plant"	0,734
OJSC "Frunze Plant"	0,720
PJSC "Kharkiv Tractor Plant"	0,693
CJSC "Lozova Plant "Traktorodetal"	0,714
PJSC "Merefa Mechanical Plant"	0,628
LLC "Kharkiv plant of lifting and transport equipment"	0,617
PJSC "Kharkiv Machine-Building Plant "Light of the Miner"	0,544
PrJSC "Kharkiv Plant of Stamps and Molds"	0,564
PJSC "Kharkiv Plant of Transport Equipment"	0,449
OJSC "Kharkiv Machine Tool Plant"	0,398
PJSC "Kharkiv Electric Equipment Plant"	0,380
LLC "NVK "NOVA"	0,362

This indicates not so much the possibility of the organizational and legal form of the enterprise to supply products in the process of procurement, but rather the insufficient attention of managers and owners to its organizational support, information positioning of enterprises in the external environment. If they change the tools, the direction of information interaction to form relations with enterprises-manufacturers will become more open, the quantitative values of the integral indicators of their qualitative component of assessing relations according to possible conditions and expected consequences of cooperation will increase, which will allow them to establish constructive relations with partners in the process of product supply.

The developed methodological proposals are based on the use of expert methods, which is useful for assessing qualitative components that take into account the subjective nature of certain phenomena that are probabilistic in nature, because the methods of accurate quantitative calculations require the use of official statistical reporting.

Thus, enterprises, in order to form efficient procurement relationships, must not only increase the efficiency of management, but also direct the formation of an information space in support of positive ideas about their own opportunities and achievements, which are embodied in certain and proposed characteristics of the conditions and consequences of cooperation in their essence. The low quantitative value of integral indicators is an indicator of the deterioration of relations between enterprises in the procurement process, which can hinder the implementation of procurement activities, reducing its effectiveness. To solve information problems, enterprises must carry out strategic management of the formation of relations in procurement, clarify strategies for the use of integrated marketing

communications in the procurement process, reviewing models, strategies and methods of their practical use.

In modern conditions of communication development, the progressive direction of solving this task is the use of electronic supply systems, which are based on modern information technologies, and the latest management tool, which is branding [1, 2, 3, 4, 11].

Based on the analysis of the practice of forming brand sites and proposals in scientific publications [3, 6, 7, 8, 9, 10, 13, 14, 185], practical recommendations formed for their successful application by industrial enterprises in procurement activities in modern conditions: simple navigation of the site with the help of its name, which it is advisable to coordinate with the name of the enterprise, use it completely or apply keywords, internal navigation in the brand site should be provided with sufficient speed, information useful and accompanied by a three-dimensional multimedia image; use of the latest technologies and innovative methods of design and implementation; exchange of messages with partners in international markets; use of traditional media to stimulate the use of online and attract new users of the site; Gradually building individual relationships with representatives of the external market through interactive opportunities, which is one of the significant advantages of brand sites and their difference from traditional mass media due to which it is possible to increase the perception of the value of the enterprise as a partner in foreign economic activity; use of pop-up hypertext pages with detailed information about the enterprise, subject to its full transparency policy; Regular modernization and updating of the site in order to attract attention on the basis of personalization and openness; use of sound effects, three-dimensional space and the necessary speed to present messages; maximum personalization using e-mail; security of e-transactions; application of indirect incentives in the use of

the site by selling its advertising space; using a search system having a configuration; the desire to include in information messages an emotional component that can be realized by addressing the secondary needs of partners, or, for example, the location of personal information about the best employees of the company, which will help create the effect of information openness, is transparency; use of network links to branding sites of other partner enterprises and vice versa; interactive message building, which is the main feature of brand sites and their cancellation from traditional media. Interactivity will increase the perception of the value of enterprise offers depending on the efforts that users have spent on receiving them.

The activity of information channels should consist in the active interaction of the enterprise with potential partners in the market. An essential condition for the successful formation of effective relations between enterprises and their suppliers is the possibility of using and establishing direct individual contacts, which it is advisable to build on the principles of procurement, guaranteeing a high level of meeting the needs of enterprises for additional information using the principles of proactivity, interactivity, personal communications with feedback.

Thus, the use of electronic communications that integrate the advantages of integrated marketing communication tools combines objective information about the results of the enterprise's business and its economic condition and its own ideas of potential partners about the possible conditions and consequences of cooperation with it in the procurement process, will facilitate the search for suppliers and will allow to intensify the work of enterprises to produce competitive products, and most importantly - to form effective relations in accordance with the objective economic capabilities of enterprises and subjective ideas about the

profitability of conditions and the consequences of cooperation with it.

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