



KAPITEL 3 / CHAPTER 3³

IMPROVEMENT OF THE MARKETING MANAGEMENT SYSTEM OF CUSTOMER LOYALTY IN A FINANCIAL AND SERVICE ENTERPRISE

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Introduction.

Marketing management and management psychology form two interrelated components of the effective functioning of a modern organization. Their relationship is of key importance for achieving the strategic goals of the enterprise, since any management or marketing activity is based on understanding consumer behavioral patterns, the dynamics of collective interaction and the influence of the external environment.

Marketing management focuses on the development and implementation of strategies aimed at satisfying consumer needs and forming sustainable competitive advantages of the enterprise. Management psychology, in turn, studies the patterns of motivation, coordination and management of personnel, taking into account individual psychological characteristics and internal motivational factors.

The close integration of these areas is due to the fact that the effectiveness of marketing activities directly depends on the depth of understanding of human psychology. It determines how consumers perceive goods and services, what psychological mechanisms underlie their purchasing decisions, and how they respond to marketing communications tools[1].

In today's dynamic business environment, effective marketing management is one of the determining factors in the success of any organization. However, the effectiveness of marketing strategies depends not only on taking into account economic and market parameters, but also on a deep understanding of the psychological aspects of the behavior of both consumers and personnel. It is at the intersection of marketing management and management psychology that a synergistic effect is formed, which provides a comprehensive vision of the processes of satisfying customer needs and at

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the same time contributes to the effective work of a team focused on achieving strategic results[2].

Marketing management is a key management process that covers all stages of interaction between an enterprise and the market environment - from analyzing needs and the market situation to developing, implementing, and controlling strategic marketing decisions. Its purpose is to form, strengthen and maintain long-term mutually beneficial relationships with target market segments, which makes it possible to achieve the main business goals - increasing profitability, increasing sales volumes and expanding market share. Effective marketing management not only ensures the adaptation of the enterprise to changing environmental conditions, but also creates the prerequisites for active influence on it through the formation of demand and the construction of competitive advantages. As T.I. Danylyuk rightly notes, it is the marketing department that acts as a key element of feedback between the enterprise and the market, ensuring the maximum possible satisfaction of consumer needs[3].

3.1 Psychological principles of customer behavior formation in the marketing management system

Management psychology, in turn, is an integral part of the effective functioning of a modern organization. Effective management cannot be limited only to administrative or economic aspects - it requires awareness of the importance of the human factor, which permeates all management processes. This science studies the patterns of interaction between people in an organization, motivation mechanisms, the influence of value orientations, emotions and behavioral models on the effectiveness of labor activity, as well as the role of the psychological climate in achieving the strategic goals of the enterprise[4].

Enterprise management covers a wide range of interrelated functions - planning, organization, motivation, control and communication. Each of them has a psychological basis, because the effectiveness of management decisions largely



depends on the understanding of individual and group behavior of employees, the level of their involvement, emotional state and job satisfaction. Taking into account these factors allows managers to create a favorable microclimate in the team, optimally distribute functional responsibilities, timely prevent conflict situations and stimulate productive interaction.

Thus, marketing management focuses on creating value for customers and building long-term partnerships, which requires not only a strategic approach, but also a deep understanding of the psychology of the consumer - his emotions, needs and motivational attitudes. Management psychology, in turn, allows you to more effectively form and motivate teams, maintain their internal cohesion and focus on results.

In order to systematize the key psychological aspects of marketing management, it is advisable to summarize them in Table 1.

Table 1 - Psychological aspects of marketing management in an enterprise

Management function	Psychological aspect	Marketing manifestation	Expected result
Planning	Taking into account motivational and behavioral models of consumers and staff	Formation of customer-oriented strategies, forecasting market reaction	Higher accuracy of forecasts, increasing customer satisfaction
Organization	Formation of a favorable socio-psychological climate internal processes	Building an effective structure for interaction with clients	Optimization of communications and internal processes
Motivation	Using individual and group incentives	Increasing staff involvement in marketing initiatives	Increasing productivity and service quality
Control	Psychological perception of results evaluation	Development of a culture of feedback with clients and employees	Increasing responsibility and professional self-reflection
Communication	Empathy, social perception, nonverbal signals	Building effective marketing messages and customer services	Increasing brand loyalty and trust



The application of psychological principles within marketing management creates conditions for the formation of a holistic system of communications and motivation, which strengthens the strategic orientation of the enterprise towards the consumer. The integration of psychological factors into all management functions contributes to the increase in the efficiency of the team, the strengthening of the internal corporate culture and the increase in the level of customer loyalty[4].

The synergy between marketing management and management psychology is of particular importance in conditions of growing competition, when customer expectations are becoming more complex, and the quality of service is increasingly dependent on the involvement of personnel. Understanding the psychological aspects of marketing management allows you to create a system in which employees become active participants in the process of creating value for the consumer.

The psychological aspects of marketing management occupy a central place in the process of making management decisions aimed at increasing the efficiency of the enterprise. Modern marketing has long gone beyond the purely economic category, turning into a complex system where human factors play a decisive role - perception, emotions, attitudes, values and behavioral reactions. That is why the effectiveness of marketing strategies largely depends on the ability of managers to take into account psychological patterns in the process of interaction with consumers, partners and internal stakeholders.

From the standpoint of modern behavioral economics, marketing management is considered as a combination of rational and emotional decisions, in which psychological factors are not secondary, but system-forming. They determine how exactly the consumer perceives information, what stimuli shape his interest, how the choice between alternative offers occurs and what emotional connections are formed between the brand and the client.

Therefore, for a comprehensive understanding of the psychological determinants of marketing activities, it is advisable to highlight and systematize the key aspects that form the basis of effective marketing management.

Psychological mechanisms that underlie consumer behavior simultaneously affect



the effectiveness of personnel management, because the successful implementation of marketing strategies requires motivation, cohesion and creativity of employees[5].

In practical terms, marketing solutions that take into account psychological factors allow a company not only to position itself more accurately in the market, but also to build lasting emotional connections with customers. Psychological knowledge helps to better understand what exactly is behind a consumer's choice, how their preferences are formed, and how marketing incentives are transformed into real purchasing actions.

The application of psychological knowledge in the field of marketing management provides the enterprise with the opportunity to form a sustainable communications system focused on a deep understanding of the consumer. The study of behavioral, emotional and social mechanisms allows to increase the effectiveness of promotion, strengthen the brand image and ensure long-term customer loyalty. The integration of psychological principles into marketing strategies contributes not only to increasing profitability, but also to the formation of long-term relationships of trust between the enterprise and its target audience.

The relationship between marketing management and management psychology is one of the key factors in ensuring the sustainable development of a modern enterprise. These two scientific and practical areas are in close interaction, forming an integrated system of influences that covers both the external and internal dimensions of the organization's activities. Marketing management ensures business orientation towards the client, satisfaction of his needs and the formation of long-term loyalty, while management psychology focuses on optimizing internal communications, motivational processes and the socio-psychological climate of the team.

The coordinated interaction of these areas contributes to increasing the effectiveness of management decisions, reducing the risks of unsuccessful communications, improving corporate culture and ensuring a synergistic effect between the company's strategy and the behavioral reactions of stakeholders.

The result of this interaction is a number of positive effects that form a comprehensive model of effective management

1. Understanding consumers and their behavior. Marketing management is



focused on creating value for the client and satisfying his needs, while management psychology provides tools for analyzing motivations, emotions and behavioral models of consumers. The combination of these approaches allows the company to form targeted marketing strategies, develop communications taking into account the psychological characteristics of the target audience and increase the effectiveness of market influence.

2. Motivation and team management. A cohesive, motivated team is needed to implement marketing strategies. The psychological component of management helps to identify internal incentives of employees, develop their initiative, increase the level of involvement in achieving corporate goals and form a sense of belonging to the results of marketing activities.

3. Communication and interaction. Effective marketing is impossible without clear, understandable and convincing communication. Marketing management forms strategic messages for an external audience, while management psychology ensures the quality of internal communications, which determines the consistency of personnel actions, timeliness of information exchange and the level of emotional interaction both within the organization and in communication with customers.

4. Change management and adaptation to market conditions. The modern business environment is characterized by high dynamics, so enterprises must quickly adapt to new conditions. Marketing management forms adaptive strategies, while management psychology helps to minimize resistance to change among employees, maintain internal stability and increase the readiness of personnel to implement innovative initiatives.

5. Brand and corporate culture formation. A successful brand is not only the result of a marketing strategy, but also a reflection of the internal culture of the enterprise. Psychological management mechanisms contribute to the creation of a single system of values, which is transmitted externally through the behavior of personnel, communication style and service standards. Thus, corporate culture becomes a tool for strengthening the brand's positioning in the market.

Thus, the integration of marketing management and management psychology



forms a holistic concept of enterprise development, based on the unity of external and internal orientation. Cooperation between these areas allows you to create an authentic corporate identity that simultaneously attracts customers and inspires employees, forming a sense of common purpose and involvement in the results of activities. Understanding the psychological patterns of behavior of market participants – both consumers and employees – becomes a prerequisite for the formation of effective marketing strategies capable of ensuring the long-term development and competitiveness of the enterprise.

As Danylyuk T.I. rightly notes, “commercial success can be achieved by influencing significant marketing tools, focusing on the consumer and his needs.” This thesis emphasizes the key role of psychological factors in the marketing management system, because it is they who provide a deeper understanding of the mechanisms of consumer decision-making, their emotional and behavioral motives, which, in turn, allows the enterprise to create more personalized and effective marketing solutions.

In the conditions of the modern market, which is characterized by high competition, digital transformation and the transience of consumer preferences, the importance of management psychology is growing significantly. Enterprises that implement psychologically oriented approaches in the management system demonstrate higher adaptability, flexibility and ability to innovate, which are necessary conditions for effective functioning in a changing business environment.

Thus, marketing management, supported by knowledge of management psychology, allows the company not only to understand consumer needs more deeply, but also to increase the effectiveness of its own strategic decisions, form sustainable customer loyalty and strengthen the brand. The comprehensive use of psychological tools in marketing management contributes to the optimization of interaction processes with the market, strengthening trust in the brand and creating long-term competitive advantages, which, ultimately, ensures the stability and strategic sustainability of the enterprise in the market[6].

Psychological aspects are an integral part of the marketing management system, since they provide a deep understanding of the behavioral, emotional and motivational



mechanisms that determine consumer decisions. Revealing the psychological nature of consumer behavior allows the enterprise to more accurately target marketing strategies to the real needs of customers, forming long-term mutually beneficial relationships and increasing the level of brand loyalty.

The interaction of marketing management and management psychology forms a holistic management model that combines external consumer orientation and internal personnel orientation. This approach provides not only a deeper understanding of the market, but also increases the efficiency of management processes within the organization. The application of psychological knowledge allows managers to optimize communications, increase employee motivation and create a positive socio-psychological climate, which directly affects the effectiveness of marketing strategies.

Psychological factors in marketing determine the effectiveness of the enterprise's interaction with customers - from the perception of the brand and advertising messages to the formation of an emotional connection between the consumer and the product. They affect each stage of the purchasing process - from awareness of the need to decision-making and post-sales behavior. That is why the integration of psychological approaches into the marketing management system is a key condition for ensuring customer orientation and increasing business efficiency.

Summarizing the above, it can be stated that the combination of marketing management tools with psychological management mechanisms creates a synergistic effect that contributes to increasing the flexibility, innovation and adaptability of the enterprise to market changes. The psychological component of management is a strategic resource that ensures not only short-term commercial success, but also forms the basis for the sustainable development of the enterprise in the long term.

3.2 The essence and role of customer loyalty in the modern marketing system

The concept of "loyalty" is a multifaceted category that occupies a significant place in modern marketing theory and practice. Despite the significant number of scientific works devoted to this issue, scientific circles have not yet formed a unified



approach to its interpretation. This is explained by the fact that loyalty is an interdisciplinary phenomenon that encompasses the economic, behavioral, socio-psychological and even ethical dimensions of the relationship between the consumer and the enterprise[7].

In a broad sense, consumer loyalty reflects the stability of the buyer's positive attitude towards the brand, product, service or company, which is manifested in repeated purchases, willingness to recommend the product to others and reduced sensitivity to the actions of competitors. However, according to different authors, loyalty can have different meanings - from emotional attachment to rational satisfaction with interaction with a market entity.

The vast majority of scientific studies of the phenomenon of loyalty are focused on the consumer goods market, that is, on the formation of buyers' attachment to a particular brand or trademark. However, modern practice proves that this phenomenon is no less important in other areas - for industrial enterprises (loyalty to suppliers), in the service sector (loyalty to a service company), as well as in retail trade (loyalty to a retail establishment or network). Thus, loyalty is a universal characteristic of consumer behavior, which is manifested in any type of market relations.

A special impetus to the development of the theory of loyalty occurred in the 1990s thanks to the works of A. Dick and K. Bazu, who first proposed a multidimensional model of consumer loyalty, considering it as a combination of behavioral (real actions of the consumer) and attitudinal (emotional attachment, satisfaction, trust) components. This approach became the basis for further scientific research and contributed to the formation of new areas of research - such as loyalty to the brand, to services, to the supplier, to the company, as well as the development of loyalty programs as a strategic tool of marketing management.

Over time, the number of studies devoted to the analysis of loyalty in the context of business digitalization, omnichannel marketing, customer experience management (Customer Experience Management) and the concept of customer relations (CRM) has increased. As a result, a number of approaches to defining the essence of loyalty have emerged - from a narrow one, focused on repeat purchases, to a broad one, which



considers loyalty as a system of long-term emotional and value relationships between the consumer and the company.

The process of forming customer loyalty is gradual and multi-level, which involves the consumer's transition from initial familiarization with the product to stable commitment to the brand. According to the generalized approaches of domestic and foreign researchers (A. Dick, K. Bazu, F. Reichheld, L. Berry, O. Kuzmenko), loyalty develops through a number of interrelated stages, each of which reflects a certain level of emotional and behavioral involvement of the consumer.

At the first stage - cognitive - the consumer forms a basic idea of the brand, product or company. Here, information communications, advertising, reviews and reputation signals play a decisive role. The goal of the enterprise is to create a positive first impression, which will contribute to the emergence of interest and trust.

The second stage – emotional engagement – is characterized by the formation of an emotional connection between the client and the brand. The feeling of satisfaction from the previous interaction experience, attention to the quality of service, visual and verbal brand identity become factors that awaken commitment. At this stage, the company should actively use the tools of emotional marketing, personalization and service differentiation.

The third stage – behavioral – is expressed in stable repeat purchases, active participation in loyalty programs and the client's willingness to recommend the product to others. Behavioral manifestations of loyalty indicate that the client is not only satisfied, but also internally identifies with the brand, perceiving it as part of their own lifestyle.

At the fourth stage – value identification – a long-term relationship is formed based on shared values, worldview guidelines and trust. The client begins to perceive the brand not just as a supplier of goods or services, but as a partner with whom they share common beliefs. This level of loyalty is strategically the most valuable, as it ensures the stability of the customer base even in conditions of increasing competition or changing market conditions.

Thus, the process of forming loyalty can be considered as a pyramid of emotional



and behavioral evolution of the consumer, which begins with awareness, passes through trust and satisfaction, and ends with deep emotional commitment and value identification. From a managerial point of view, each stage requires the use of appropriate marketing tools - from communication strategies to personalized interaction programs, which together form the basis of sustainable customer loyalty.

In the scientific literature, two key approaches to defining the essence of consumer loyalty are distinguished - behavioral and emotional. Their coexistence is explained by the fact that loyalty is a complex multi-level phenomenon that includes both rational-objective and psychological-subjective components [8].

The behavioral approach is based on the fact that customer loyalty can be determined through their actual actions - primarily repeat purchases, the stability of choosing a particular brand, and relative insensitivity to competitors' offers. Within this approach, loyalty is considered as a measurable result of consumer behavior, which can be expressed through quantitative indicators: frequency of purchases, amount of spending on a particular brand, degree of switching to other products, average period between purchases, etc.