

The Process of Sharing Knowledge In The Implementation of a Marketing Project: A Proposal for a Data Selection Model

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Abstract: The study addresses the problem of sharing knowledge, indicating its impact on the implementation of a marketing project in enterprises. All the considerations presented have been divided into two main parts, theoretical and empirical. The considerations presented in the first part include the characteristics of designing the company's marketing activities in the context of sharing knowledge. The next, second part of the study presents the possibilities of using information management in the process of sharing knowledge during the implementation of a marketing project. The third part discusses the processes of sharing knowledge in a marketing project. The next part describes the research methods. Subsequently, the study is an attempt to answer the research question - how does the sharing of knowledge create the implementation of the marketing project of the surveyed company? As a consequence of this question, the aim of the study was to develop a model of data selection determining sharing knowledge and information management during the implementation of a marketing project in an enterprise. The issue of sharing knowledge in the implementation of a marketing project is important and current due to its impact on decision-making processes in enterprises in the perspective of maintaining a competitive position on the market. The publication contributes to the discussion on the extent to which enterprises use sharing knowledge processes in order to gain a competitive advantage through the implementation of marketing activities.

Keywords: sharing knowledge, marketing project, business models, decisions making.

1. Introduction

Marketing projects play a particular role in the process of increasing competitiveness of modern enterprises. They become an accelerator of structural changes as well as changes in the operation of enterprises. However, not all enterprises can properly develop and use marketing projects (Skaates, Tikkanen, 2003). Moreover, the lack of efficient methods for sharing knowledge in the implementation of marketing projects may result in a decline in the competitiveness of enterprises, leading to a reduction in the efficiency of operations.

Hence, the following research question was formulated in the study – how does sharing knowledge create the implementation of a marketing project of the company? As a result of this question, the objective of the study was to develop the model for selecting data determining sharing knowledge while implementing a marketing project in the enterprise. The problem of sharing knowledge in the implementation of a marketing project presented in the subject literature is fragmented and dispersed. The current knowledge in this field is at the initial stage of exploration. The above arguments resulted in an attempt to theoretically analyze the development of the model for selecting data that determine sharing knowledge during the implementation of a marketing project since it is an important and up-to-date issue due to its impact on decision-making processes in enterprises from the perspective of maintaining a competitive position in the market. To accomplish the objective of the study, the applied research methods were critical analysis of the literature and descriptive analysis.

2. Designing the company's marketing activities in terms of sharing knowledge

Constantly increasing competition forces entrepreneurs to search for new ways of satisfying the growing needs of their customers. Market activities that entrepreneurs undertake place marketing among the key components of the effective business management. Modern marketing originates from the function of the sale of products, which consists in creating and maintaining the sales market to provide the enterprise with the source of revenue. In the subject literature, one may come across various interpretations of the concept of marketing. According to J. Altkorn (2002), marketing means both appropriate planning, coordination, and control of all the company's activities, which are directed to current and potential sales markets. This means that marketing relates to the process of setting market goals and the ways of their achievement. According to Ph. Kotler, marketing is a process serving to meet social needs of an individual and groups through the creation, offering, and free exchange of products and services both.

When considering marketing from the company's perspective, it can be noticed that the primary objective of marketing activities is to strive to maximize profits from the sale of products that can be realized by satisfying the exchange partner. Therefore, the task of marketing is to ensure the accomplishment of the intended

objectives. At the same time, marketing becomes the way facilitating the sale of products, which has become the system of conducting business activities. In this context, Ph. Kotler pays attention that the concept of marketing is the key to achieve the company's objectives and to learn the needs of target market customers (Kotler, 2012).

Nowadays, designing marketing activities is one of the most important areas of modern enterprise management since it determines its policy and strategy. Therefore, marketing is often considered as a certain philosophy of the operation of enterprises, becoming a rational reaction of the enterprise to economic changes. At the same time, marketing as a set of instruments and operations has both a systemic and instrumental and functional nature. The systemic nature of marketing consists in the fact that there are instruments and operations in the market that could not exist independently since they form an interconnected whole. The above-mentioned instruments are not directly related to performing certain activities, they constitute a group of classic regulatory activities, whereas the activities of operation are performed to exert an impact on the market. In instrumental and functional terms, marketing is considered as a source of principles, methods and techniques of the operation concerning making decisions, which enable the study of the needs of potential customers, their specific preferences, showing the needs previously not revealed and effectively encouraging the purchase of specific products, and their sale at the right place and time, while striving to satisfy the customer (Anand, Centobelli, Cerchione, 2020). In terms of this approach, marketing is a system consisting of components, such as the market and entities in it, marketing rules governing entities in the market and marketing instruments and activities (Kotler et al, 2015). This means that marketing represents an internally integrated set of instruments and operations, i.e., it presents a mutual adjustment and reconciliation of individual instruments and activities.

Designing the company's marketing activities should consider the variability of business conditions. Therefore, when designing marketing activities, it is necessary to demonstrate the knowledge of the market and customer needs to adjust both production and sales processes. The basis for the implementation of a marketing project should be the planned product cycle in the relevant market segment. On the other hand, planning the product cycle in a marketing project should be continuous, beginning prior to deciding on production and sales, and undergo modification at each stage of product manufacture to satisfy customer needs. Hence, the knowledge of the selection of effective marketing instruments and methods for attracting customers for products provided (Baines, Fill, Rosengren, 2017) is so important in a marketing project, considering the processes of sharing knowledge, which enable the coordination of all operations implemented in the enterprise. The role and function of a marketing project in the company's activities is based on the conditions of its operation and the processes of sharing knowledge. In the subject literature, it is pinpointed that there is the evolution that took place in marketing applications since, initially, it constituted the function supporting sales processes, then it became a type of customer service, at the subsequent stage, it became an innovation function, moving to the form related to the entire business management (Molenaar, 2013). Therefore, designing marketing activities ought to consider building the information environment, which will be conducive to the achievement of the company's objectives.

To sum up, it is worth pinpointing that designing marketing activities of the enterprise should be integrated with the processes of sharing knowledge in the company, considering the system of measurement and assessment of the efficiency of a marketing project in the information environment (Keh, Nguyen, Ng, 2007). Moreover, the practices of sharing knowledge in the processes of designing marketing activities of the enterprise ought to consider generating, processing, and using knowledge resources in the company, enabling the achievement of objectives of sharing knowledge in relation to the implementation of a marketing project.

3. The objectives of sharing knowledge in the context of the marketing project implementation

Sharing knowledge relates to a very wide range of activities related to the implementation of a marketing project in the enterprise. Therefore, the objectives of sharing knowledge considered in the context of the implementation of a marketing project ought to consider the area of both the company's resources and the company's functions as well as the area of the current monitoring of the efficiency of the implementation of a marketing project (Setini et al, 2021).

When considering the possibility of the implementation of a marketing project in terms of the company's resources, the objectives of sharing knowledge (Cerchione, Esposito, 2016) should support processes related to

the management of all the company's resources, beginning with human resources, including recruitment processes, through motivating, ending with dismissal. Another important resource of the enterprise is its finance, including, among others, supporting cash flows. Subsequently, the objective of sharing knowledge in terms of resources, is to support processes related to the management of fixed and current assets, their purchase and use and involvement in the manufacturing process. Eventually, sharing knowledge is to support and streamline information flows, and consequently, supplying knowledge to the company and its employees. Therefore, sharing knowledge is to support knowledge and information management throughout the company's value chain, by providing information in the right quantity and quality (Subramani, Rajagopalan, 2003).

From the point of view of the enterprise function, the objectives of sharing knowledge enabling the implementation of a marketing project in this area should relate to functional areas that occur in the company. This means that, e.g., the implementation of a marketing project in terms of procurement management is to streamline the flow of information on suppliers, supplies and delivery dates. Another functional area is production management where sharing knowledge in the implementation of a marketing project is to facilitate the planning and controlling of the production process. Providing knowledge and information in the right quantity and quality is also necessary for the operation of other areas, e.g., distribution management in the implementation of a marketing project (Richardson, Domingos, 2002). Hence, achieving objectives of sharing knowledge in these terms ought to include gathering, analyzing, and processing the current sets of information in terms of market research, taste, and preferences of current and potential customers of the marketing project.

When considering the possibility of the implementation of a marketing project in terms of management problems, the objective of sharing knowledge should be the current monitoring of the efficiency of its implementation. It is to provide information for the calculation of performance indicators, and in the case of obtaining incorrect parameters of these indicators, indicate the areas causing these distortions. Sharing knowledge in this area is to serve to obtain the expected level of quality during the implementation of a marketing project (Skaates, Tikkanen, Lindblom, 2002). This means that the current monitoring of efficiency of the implementation of a marketing project ought to enable the control of the level of quality in all the implemented ranges and, at the same time, justify the reasons for the lack of quality if such cases occur.

To sum up, the issue of sharing knowledge in the context of the implementation of a marketing project, it is worth pinpointing that their consideration in terms of the identified areas allows for the identification of information as one of the company's resources and its management. Additionally, the identification and analysis of information needs of the company's managers improves the use of information in decision-making processes concerning the context of the implementation of a marketing project. Therefore, sharing knowledge should consider the development of the company's information environment and skillful use of information technology in the implementation of a marketing project.

4. The process of sharing knowledge in a marketing project

The process is understood as a sequence of activities carried out within the enterprise, performed in order to deliver a specific product to the customer. In this approach, the process of sharing knowledge will be understood as a set of activities carried out in a specific sequence, aimed at generating knowledge and sharing this knowledge. This means that the process of sharing knowledge is aimed at the implementation of individual activities that will increase the value of the created or delivered product, and their implementation leads to meeting customer expectations.

The implementation of marketing activities in the company, when considering the complexity of processes related to sharing knowledge, will be possible when the entire system of coexisting and interacting plans is developed. The development of the marketing plan, which is a set of programs or projects for achieving objectives defined in relation to the product in the market segment (Luo, Wang, Han, 2013), depends on the nature of conducted marketing activities and their size. Therefore, planning marketing activities can be performed at various levels (Wawrowski, Otolá, 2020), which results in the need to generate, aggregate and process different information and to share it skillfully.

Planning marketing activities may apply to the entire company and reflect all its aspects or include only selected areas of its operations. In the case when the enterprise operates in many markets and provides a wide range of products, planning marketing activities relates to the strategic unit of business (Pulendran, Speed, Widing, 2003),

which can be the company's subsidiary (Naik, Raman, Winer, 2005), department or specific area of operation identified by relationships between the product and the market (Fig. 1).



Figure 1: Stages of planning marketing activities

Source: Own study.

The first stage of planning marketing activities is collecting knowledge and information enabling the careful observation of the market. The information is processed to recognize market opportunities before it is used by competitors. The marketing plan should include specified intentions, therefore, on this stage of planning marketing activities, it is necessary to identify information needs and allocation of essential knowledge needed to formulate the objectives of the marketing strategy. The implementation of planning marketing activities requires the collection of both internal and external information and sharing it among employees. This is because the marketing plan can be addressed to the management staff of the company, becoming an internal document indicating the directions for the development of marketing activities. The marketing plan can be also addressed to external recipients, such as banks or other potential investors (Simkin, 2002), and then it will be the basis for obtaining foreign capital needed to finance the company's marketing activities. At the next, second stage, there is the development of the plan of marketing activities (Wilson, 2010). The marketing plan should contain the methods for achieving the adopted market objectives, present the distribution of responsibility for their implementation and predict the costs and deadlines for the performance of individual activities. The implementation of the plan is another and the most difficult stage of planning marketing activities (Shane, Delmar, 2004). If there are some problems with the implementation of the plan at the implementation stage, they are most frequently the result of errors in the planning process consisting in inappropriate sharing knowledge between individual decision-making cells. The last stage of planning marketing activities is the monitoring and control of the results achieved, allowing for assessing the adjustment of the enterprise to changing conditions in the market. This means that the market success of the company is largely determined by the quality of the developed marketing plan and the consistency it is implemented with.

The assumptions of the marketing plan may be implemented using projects. The project is a sequence of interrelated tasks (Stevens et al, 2021) which are unique and complex. The project has a common goal for all the tasks to be performed within specific time in accordance with the budget agreed.

The marketing project should concentrate on obtaining the end result and setting priorities during the project implementation (Pichler, Schulze, 2005). Thus, for a marketing project, to be considered effective, it should consider the involvement of the organizational units of the company (Mir, Pinnington 2014), which are essential to achieve the assumed objectives. The order of performance of tasks in a marketing project is determined by

the adopted principles of conduct oriented to customers and their needs. The implementation of a marketing plan using projects is conducive to the development of marketing activities and improves marketing effectiveness (Christopher, Payne, Ballantyne, 2013). The marketing project, by focusing on efficiency, adaptability, and cooperation, reduces the risk in the occurrence of unforeseen costs.

To sum up, it should be pinpointed that the marketing plan can be a plan for the entire company or a plan of only a particular venture. However, if the enterprise wants to achieve an increase in competitiveness in the market, the marketing plan should be creative, innovative and result from the process of sharing knowledge in the enterprise. Moreover, it should create and define new fields and methods of the company's operation in the market. Therefore, the objective of marketing project management ought to be to succeed in a particular project. At the same time, a marketing project should serve not only the project implementation within the specific time, quality, and budget, but it should also contribute to creating value in the enterprise, which ought to be reflected while developing the model of selecting data for sharing knowledge in the implementation of a marketing project.

5. The research methods

The research was conducted based on a critical analysis of the literature. Critical analysis of the literature is a research method that exposes the previous theoretical and research approaches and demonstrates the way of preparing research works aimed at expanding existing knowledge or developing a specific research field. Therefore, a critical analysis of the literature should be treated as a synthetic, objective and reliable summary of a specific theoretical area. The process of critical literature analysis consists of three basic steps. The first step is to identify published papers on the topic under study. In the second stage, the separate works are assessed in terms of the dominant theoretical perspectives, research directions and research approaches. The third stage is to document the actions taken by justifying the purposefulness of undertaking the research.

In the second part of the research process, the research method used was the descriptive method. Descriptive methodology aims to describe cognitive activities and their products. This means that the descriptive methodology has an idiographic function in empirical cognition and consists in describing a single organization or structure. It can also describe one event, phenomenon, process, separate community, or a relatively strictly defined research problem. This allows you to formulate research questions and, in the further research procedure, verify them and recognize them as true or falsify and recognize them as false.

Additionally, a decision model was used in the research procedure. Models in scientific research are a specific form of scientific cognition (Dawson, 2014). This means that models in scientific research perform theoretical functions by providing a specific picture of reality (Imenda, 2014). At the same time, models in scientific research also fulfill practical functions, becoming tools in conducting empirical research. It is worth noting that the models in scientific research are closely related to the theory and constitute its complement. Thus, models in scientific research allow for simplifying theories or adopting specific forms of a paradigm or preliminary theory. In management sciences, research models play an important role because they provide a specific picture of reality and enable empirical research with a specific methodological rigor.

6. The data selection model for sharing knowledge in the implementation of a marketing project of the company – research procedure

Developing the model for selecting data determining sharing knowledge during the implementation of a marketing project in the enterprise is an activity consisting in the development of the diagram of specific consequences. The basic component of the model is the label (Carvalho, Patah, De Souza Bido, 2015), which means the beginning of the model sequence. The label is an oval for labelling the beginning or the end of the diagram sequence. Each label is tied with only one arrow: input or output. Each diagram has at least two labels: the label beginning the entire diagram: START and the label ending the entire diagram: STOP. At the same time, in the presented model for selecting data determining sharing knowledge during the implementation of a marketing project in the enterprise, the label means the beginning of the sequence of data selection, and the integration of information is the first stage of ordering the sets (Fig. 2).

The source of data at this stage of the research is knowledge concerning the systematic evaluation in terms of recognizing the market, its changes, and trends. At this stage of the research, a predicate (Nowicki ed., 1998), e.g., a diamond was used, to which only the selection instructions are entered. There is only one arrow entering the predicate (the same as the operand), but there are always two coming from it, whereas one way is

implemented in the event of meeting the condition entered in it and is marked YES, otherwise the way marked NO is implemented. The predicate was indicated with an arrow, which clearly shows the connections and direction of these connections between two components of the diagram, which is to enable responding to the question if the collected information on the target market and the company's capabilities is sufficient to develop a marketing project.

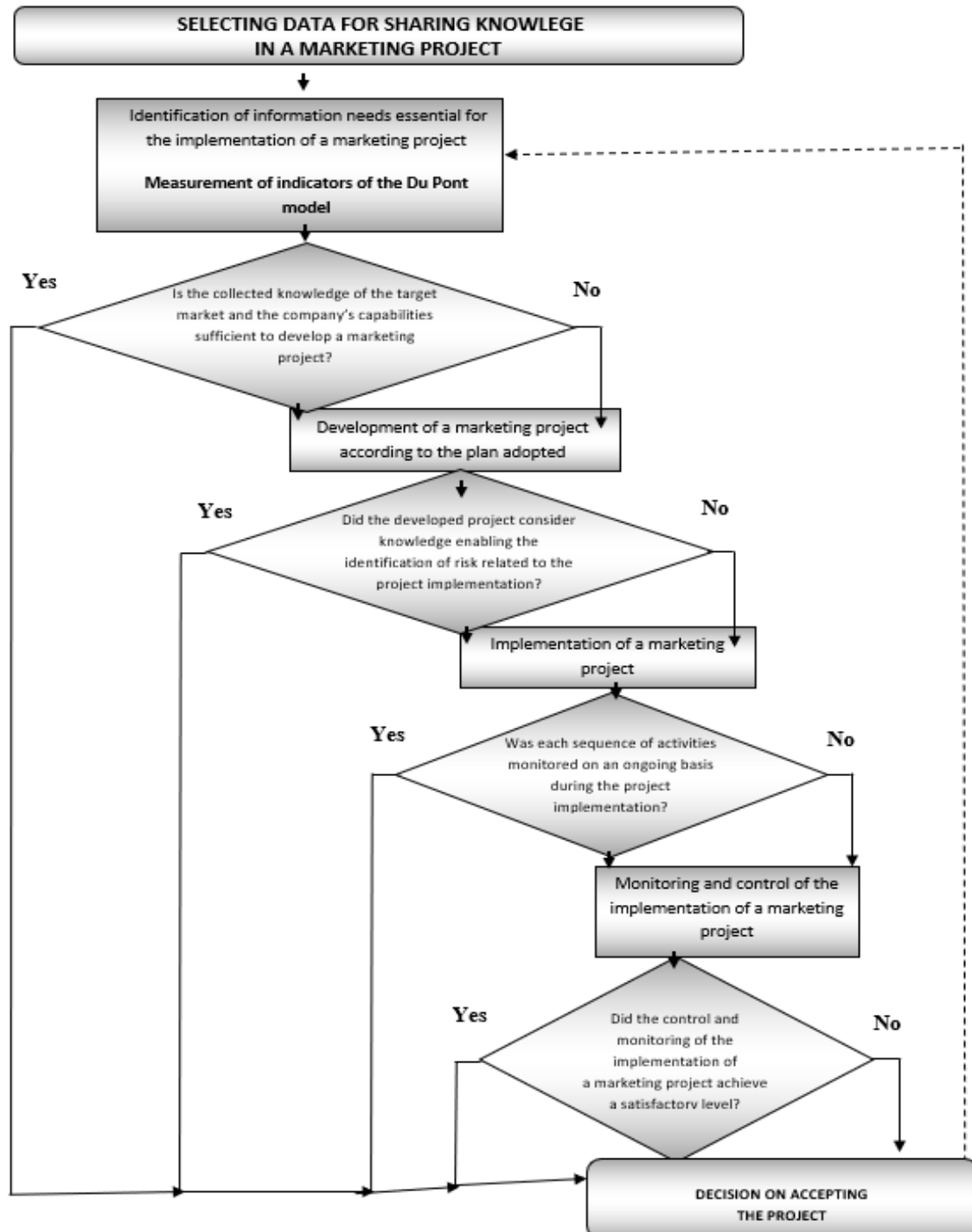


Figure 2: The model for selecting data determining sharing knowledge during the implementation of a marketing project in the company

Source: Own study.

Obtaining the expected data in terms of quality and quantity means that the decision-maker has necessary knowledge to take a decision on the development of a marketing project (the second predicate). The detection of threats and identification of risk related to the implementation of a project make it necessary to select the third degree information in the area of current control of each sequence of operations (the third predicate). If the risk is at an acceptable level, this means the situation in which a marketing project was implemented with sufficient knowledge and information. At the last stage of data selection, the operand relates to the processes of monitoring and control of the implementation of a marketing project. Obtaining a negative response from the fourth predicate may result in the repetition of the entire procedure where the manager acknowledges that they have not received sufficient knowledge to make a decision on the implementation of a marketing project.

To sum up, it should be emphasized that the presented model enables the creation of the potential for selecting directions for sharing knowledge during the development of a marketing project in the enterprise. The developed algorithm is a strictly formalized research procedure allowing for making decisions concerning selecting knowledge in the marketing project development procedure. The presented model is a decision-making model, which means that it can be an instrument supporting the choice between short and long-term decisions of the company in terms of the development of a marketing project.

7. Discussion

According to the dynamic approach in the theory of management, the presented model for data selection determining sharing knowledge during the implementation of a marketing project is a decision-making model. The model presents the logic of the company's operations. Moreover, the model statically maps the development of the adopted marketing project, by considering a broad set of information and knowledge between these relationships (Skowron-Grabowska, 2015).

In the theory of management, decision-making models, which include the model developed, are a conceptual instrument of enterprise management, being a unique, to the given company, method of operation in the market, which ensures that it maintains a long-term competitive advantage by providing customers with value-added, understood as fulfilling or even exceeding expectations as to the widely understood quality of the product (Otola, Grabowska, Szajt, 2020). Making decisions based on decision-making models consists in solving problems, selecting between several obvious options, which are usually economical in their nature.

The course of the decision-making process in the first stage of data selection consists in gathering knowledge about the target market. At this stage, sales and marketing managers share the accumulated knowledge and make decisions regarding the use of opportunities in the company's environment in the field of the marketing project. In the second stage of data selection, sales managers share their knowledge with the commercial director and verify whether the developed project took into account the identification of risks related to the implementation of the project. After two stages, the project participants should obtain comprehensive knowledge about the opportunities and threats of its implementation. The third stage of the developed model is of key importance for achieving the assumed goals of the project. At this stage, the developed marketing project is implemented. In the third stage, sales and marketing managers share their knowledge with employees of units involved in the project implementation and verify the effectiveness of work on an ongoing basis. The last stage consists in controlling and monitoring the implementation of the marketing project in order to achieve a satisfactory level of its implementation.

The advantage of the developed model for selecting data determining sharing knowledge during the development of a marketing project in the company is the possibility of reducing the complexity of the data possessed by selecting knowledge to show opportunities for the continuation and development of activities and to avoid threats. The knowledge concerning the observation of the boundary areas of the conducted activities, which include marketing activities, is of particular importance in the presented model.

Thus, when answering the research question, how sharing knowledge creates the implementation of the company's marketing project, it can be assumed that the application of the presented model not only allows for determining the flow of knowledge in the development of a marketing project in the company, but also sheds light on the methodology of systematic and rational increasing the probability of achieving effective solutions of the decision-making problem.

However, it should be pinpointed that the presented model has some significant constraints, which affect the possibility of its empirical application. First, the model is only the one, according to which it is possible to implement the process of sharing knowledge during the implementation of a marketing project in the enterprise and it maps the reality in a simplified way. Secondly, the model does not consider legal factors which may have an impact on the selection of right decisions during the development of a marketing project. Despite such constraints, it is worth noting that the efficiency of the developed model for selecting data determining sharing knowledge during the implementation of a marketing project in the company allows the integration of managers' knowledge to recognize customer preferences, their acquisition, maintenance, market recognition and implementation of innovative marketing solutions.

To sum up, it should be stated that, based on the critical analysis, it can be assumed that the application of the model for selecting data determining sharing knowledge during the development of a marketing project in the enterprise may bring satisfactory results, which will contribute to revealing both positive and negative trends. The presented model allows for a comprehensive and objective analysis of the process of sharing knowledge and creates the conditions for taking actions which may guarantee the achievement of better results of a marketing project.

8. Conclusions

To sum up, it is worth pinpointing that the operation of enterprises in the turbulent environment forces managers to search for modern management instruments to increase the efficiency of decisions taken. Therefore, managers are willing to implement modern decision-making models which improve the effectiveness of the company's business processes. When responding to the research question formulated in the study, one may assume that the consistency and relevance of the applied decision-making models, which include the developed model for selecting data determining sharing knowledge during the implementation of a marketing project in the company, may contribute to creating the conditions for continuous generation of free market spaces. It should be noted that the most significant factor determining the construction and choice of the decision-making model ought to be knowledge since the decision-making process is the transformation of knowledge into a managerial decision. Importantly, the developed model provides information on decision-making processes in terms of the development of a marketing project, constituting the basis for forecasting future conditions for the company's development, at the same time, it can be assumed that the objective of the article has been achieved.

The main contribution of the article is the in-depth understanding of the possibility of building the model for selecting data determining sharing knowledge, which is to meet the primary objective, which is the implementation of a marketing project in the company. Therefore, the organization of the flow of knowledge in the processes of the development of a marketing project ought to support decision-making processes in the enterprise. At the same time, the flow of knowledge concerning the development of a marketing project is the determinant of rationality and efficiency of the developed model and is one of the basic components which determines the effectiveness of a marketing project. The further direction of the research will concern the application of the developed model for selecting data determining sharing knowledge during the implementation of a marketing project in the chemical industry company, which conducts activities in 50 countries of the world, and the scope of its operations is global.

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