

## THE STRUCTURE OF AN INTEGRATED INTERNET MARKETING COMPLEX, BASED ON THE MARKETING-MIX CONCEPT

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### ABSTRACT

This research describes the main approaches of digital marketing models based on the marketing mix concept. It outlines the main components of various models, such as: “5W” Internet marketing complex of Mosley-Matchett; “8P” e-marketing mix of researchers at the National Taiwan University (Chen); “6C” set of elements for an effective website by Chaffey, Mayer, Johnston, Ellis-Chadwick; “4S” web marketing complex of Constantinides; “4Ps+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>” digital marketing complex (e-marketing mix) created by Kalyanam and McIntyre; “3C+I” digital marketing mix of Pastore and Vernuccio; “SIVA” client-oriented information model of Dev and Schultz; “2P+2C+3S” digital marketing complex presented by Otlakan. The study presents a comparative analysis of the characteristics of these models, and the pros and cons for using each them as part of an integrated Internet marketing strategy. The study also creates a structure of Integrated Internet marketing tools based on the marketing mix concept which includes two blocks of components: key elements found in the traditional “4P” model and adapted to the Internet environment, and the elements “2P<sup>2</sup>C<sup>2</sup>S<sup>2</sup>”: Personalization & Privacy, Personnel & People, Customer Service, Community, Synergy & Scope. The authors formulate a definition of Internet marketing and Integrated Internet marketing, based on the built structure of integrated Internet marketing of Kalyanam and McIntyre.

**Key words:** Internet marketing (IM), integrated Internet marketing (IIM), marketing mix, 4P, synergy

**JEL codes:** D12, F61, L86, M15, M31

### INTRODUCTION

The key to marketing theory is the doctrine of the marketing mix – a set of regulated and controlled marketing tools that a company uses to meet its needs and achieve its goal for the desired response of the target market [Romaniv 2017].

The concept of the marketing mix, in its most famous version of “4P”, has passed all the stages of evolution characteristic in theories of marketing, and is a constant subject of discussion among scientists and practitioners alike. Undoubtedly, “4P” is an important element in marketing theory and practice. Apparently, the economic mechanism has undergone numerous

changes since the president of the American Marketing Association, Borden, first coined the term in a speech at a meeting of the Association of American Marketers in 1953. McCarthy then grounded the concept of the “4P” marketing mix in 1960 as a set of factors that managers use as a tool to achieve their marketing goals [Pogorely 2016].

As noted by researchers Kalyanam and McIntyre, the marketing mix is a collection of thousands of trace elements grouped together to simplify the activities of the marketing manager [Kalyanam and McIntyre 2002]. Is this mixture valid in a digital context or not? The question is whether it will be possible and convenient to expand the number of elements included in

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the structure, or whether it will be necessary to completely abandon this model and create a new one.

The goal of this article is to consider the scientific approaches to the components of the marketing mix, identify the pros and cons of each model, and identify those components that will characterize a more modern integrated marketing system.

## MATERIAL AND METHODS

The commercialization of the Internet has led to the emergence of a virtual business model that is involved in various types of commercial and non-commercial online activities. In this regard, marketing scholars and practitioners face several unique challenges, but at the same time, there is a chance for: greater customer empowerment; new forms of communication and interaction; reduction of communication time constraints; increased global customer accessibility; higher degree of market transparency; and difficulties in maintaining competitive advantage [Romaniv 2017].

The lack of interactivity and personalization, the lack of strategic elements and the inability to create and collaborate with communities are among the most commonly mentioned weaknesses of the classic marketing mix. Therefore, the traditional marketing mix should be complemented by new tools in the field of Internet marketing.

According to Mosley-Matchett, a successful online presence is based on a website that should be developed based on a “5W” marketing mix: (1) who – target audience/market, (2) what – content, (3) when – terms and updates, (4) where – searchability, (5) why – unique sales and deals [Mosley-Matchett 1997].

Pastore and Vernuccio proposed the “3C+I” model: community, connectivity, content, and interface, in which the “4P” model is integrated into the online environment [Pastore and Vernuccio 2004]. Here contextualization means adaptation to a different environment, to the online context.

Researcher Chen assumes the importance of the environment and the ability of the model to interact with the external environment. This view was previously substantiated by researchers at the National Taiwan University. Chen substantiates the model “8P”, in which four elements are traditional “P” (product, price, place, promotion) and the other four are: preci-

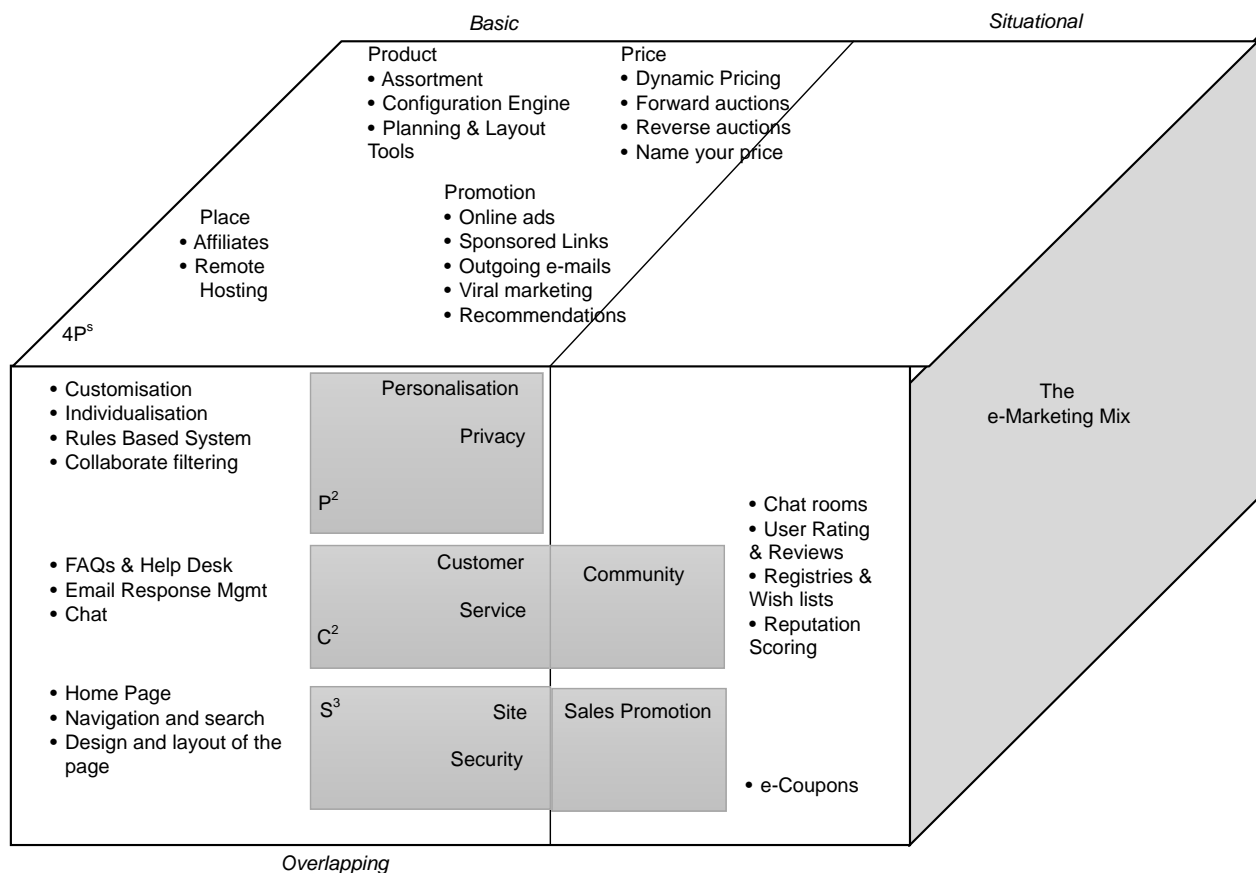
sion, payment systems, personalization, push and pull [Chen 2006]. He notes such features of “8P”, namely that: the process of selecting the target segment should be accurate; the management of database systems must be perfect; payment systems must be secure and understandable for customers; the interface should be flexible and able to adapt to the needs of users; it is advisable to find a compromise between active communication policy and user requirements.

In addition to marketing tools that include the traditional “4P”, there are new models justified by different authors. A group of researchers led by scientist Chaffey believe that the Internet requires a change in traditional marketing tools, while identifying the eight most important elements [Chaffey et al. 2000]: audience, integration, marketing support, brand, strategic partnership, organizational structure and budget. These elements are explored in strategic marketing planning.

Kalyanam and McIntyre include additional elements in the “4P” model, forming the “4P+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>” model [Kalyanam and McIntyre 2002]. In their view, such a model has a broader context that can give a more complete classification of the elements, as shown in Figure 1.

Kalyanam and McIntyre also show in their work the features that are appropriate for each email marketing tool. For example, Customer Service includes: Frequently Asked Questions (FAQs) and Help Desk, managing e-mail requests, chat; at the same time, the Community can be attributed to: chat rooms, rating and user reviews, wish lists, reputation rating. As the authors note, the tools of the structure perform different functions, and very often it happens at the same time. For example, the same e-mail may reflect a function performed by both Customer Service and the Community, so the two elements are overlapping tools. So Amazon.com may receive an email containing a review of a book that was sent by a customer (Community) in response to a request from a company (Customer Service). Thus, the classification of marketing mix tools by type of activity gives a clear idea of what should be considered when developing a marketing plan for e-business or Internet marketing.

Based on the assertion that the “4P” model is not critical to modern Internet marketing, Constantinides in 2002 proposed his “4S” web marketing mix model, which is an integrated approach to managing enterprise



**Fig. 1.** Taxonomy of email marketing according to “4P+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>” model

Source: Authors’ elaboration based on Kalyanam and McIntyre [2002].

presence on the Internet that includes four critical e-marketing ingredients: scope, site, synergy, system. The content of this model extends to the strategic and business organizational level and substantiates the following elements: strategic goals; market analysis; research into the company’s potential; the level of development of e-commerce; the strategic role of e-commerce for the business entity; a modern web platform, spacious data warehouse and an efficient security system [Constantinides 2002].

Comparing the “4S”, “4P” and “4C” models, Chekitan Dev and his co-authors see strategic elements in the “4S” that differentiate it from other models. This model combines strategic and tactical marketing. They believe that the “4S” seems to be the most effective tool for online companies. However, it is not suitable for all businesses. For companies offering their products on their corporate websites, the “4S” model is effective. However, if the manufacturer is not a seller to

the end consumer and all sales occur through partner sites (online stores), then such a company should focus on the “4C” model, which aims to differentiate its product from the products of its competitors.

In 2005, Dev and Schultz proposed a “SIVA” model, such as “4C” and “4A”: each of the elements of the marketing complex corresponds to a sign of customer behavior. Product is a solution to a buyer’s problem; promotion provides information for decision making; price shows the value of purchase; distribution gives access to the product [Dev and Schultz 2005].

In the same year Otlacan offered the model “2P+2C+3S”, which is a complex of electronic marketing and includes: personalization, privacy, customer service, community, site, security, and sales promotion [Otlacan 2005].

The characteristics of the marketing mix concept models for Internet marketing, and their advantages and disadvantages are collected in Figure 2.

Year	The authors of the model	Model name	The constituent elements of the model	Advantages of the model	Disadvantages of the model
1997	D. Mosley-Matchett	Internet marketing complex "5W"	Who – target/market, what – content, when – terms & updates, where – searchable, why – unique sales & deals	Effective as a method of identifying the target audience and the psychological characteristics of the potential buyer	Based only on a website that is only a small part of internet marketing. B2C-oriented market
1999	Researchers at the National Taiwan University. (S-Y. Chen)	E-marketing mix "8P"	Product, place, price, promotion, precision, payments, personalization, push and pull	Attention is paid to the process of target segment selection, database management, interface characteristics, targeting and personal approach. Focuses on B2B and B2C markets	Not enough attention is paid to customer service on the internet, strategic approach and integration processes
2000	D. Chaffey, R. Mayer, K. Johnston, F. Ellis-Chadwick	Set of elements of an effective website "6C"	Capture, content, community, commerce, custom orientation, credibility	Takes into account the need for consumer orientation and the importance of content in Internet marketing	Not disclosed are elements of traditional marketing mix such as place, promotion, B2C-oriented market
2002	E. Constantinides	Web Marketing Complex (WMM model) "4S"	Scope, site, synergy, system	Integration with strategic and tactical marketing, which can be an effective tool for companies operating in a virtual environment	Use of the model for B2C only. Requires a significant statistical base and knowledge of online consumer behavior. The need to fully match the entire enterprise strategy model and integrate it with all processes within the company.
2002	K. Kalyanam S. McIntyre	Digital marketing complex (E-marketing mix) "4Ps+P <sup>2</sup> C <sup>2</sup> S <sup>3</sup> "	Product, place, price, promotion, personalization, privacy, customer service, community, site design, security, sales promotion	Describes in more detail all elements of the marketing complex. A situational approach to the elements is used. Includes both traditional marketing mix and e-commerce-specific elements adapted to the Internet market	Focuses on the B2B market. Not enough attention has been paid to content and promotion components. Does not take into account the specifics of the activity, the need for targeting and integration
2004	A. Pastore M. Vernuccio	Digital marketing mix "3C+I"	Content, community, connectivity, interface	The "4P" model is integrated into online environments, highlighting components such as content, interface, communications and community	No attention is paid to internet promotion and pricing. B2C-oriented market
2005	Chekitan S. Dev Don E. Schultz	Client-oriented information model "SIVA"	Solution, information, value, access	Consumer-based marketing mix, customer-centric "4P"	The model does not take into account traditional elements of marketing. Can only be used for the B2C market
2005	O. Orlakan	Digital marketing complex "2P+2C+3S"	Personalization, privacy, customer service, community, site, security, sales promotion	Contextualize the existing e-marketing model and try to exclude traditional elements of the marketing mix with new ones. The number of duplicates is reduced and the function interconnected	B2C-oriented market. Not enough attention has been paid to content and promotion components. Does not take into account the specifics of the activity, the need for targeting and integration

**Fig. 2.** Chronology of development and characterization of Internet marketing models of the concept of marketing mix  
Source: Authors' own research.

Many misunderstandings about a number of key concepts in the marketing complex arise from the fact that different authors put different content into this structure. It is important to first understand what constitutes a marketing complex or marketing structure. Most experts believe that it is based on a marketing mix which is a set of managed parameters and marketing tools that are used by a company to best meet the needs of their target markets. Since marketing is aimed at meeting the needs of consumers, these positions are externally oriented. The inclusion in the marketing complex of various factors (rather than tools) that affect the ability to carry out marketing activities, but are not in the field of management by the organization, is contrary to the definition of marketing complex. This is especially true of environmental factors, for example when people are included in the marketing mix, meaning in this case consumers, or when purchase is included, which is more likely to characterize consumer activity. Product, price, distribution and promotion can be managed directly, but consumer cannot. It follows that the tools of the marketing complex belong to the internal environment of the organization.

From this point of view, the concept of “4C” (needs of consumers, consumer costs, convenience of purchasing products, communication) does not stand up to criticism. This concept does not represent marketing tools, but rather the direction and the purpose of using these tools. All components of this concept in other formulations are reflected in the tools of the traditional marketing complex “4P”.

It is also unacceptable to include in the marketing complex the tools of other fields of activity besides marketing. For example, Process, usually a service delivery process, is a production tool, not a marketing tool. Incorporating into the traditional structure of the marketing complex, for example, the Personnel component also violates this principle. Staffing is one of the components of marketing potential. Personnel is included in all four marketing tools as each is implemented by employees. In addition, it is impossible for staff to manipulate the product assortment and its price, for example. Other components of marketing activity potential are information, technical, organizational and other provisions of marketing activities. From this point of view, the components of marketing

potential can also be considered as tools of the marketing complex, creating another parallel structure that is not part of “4P”. In this plan, we can consider Internet marketing tools in three ways:

- as tools of modern information support, marketing potential (in models – content, interface, communication means, community);
- as online tools for the implementation of certain tools of the traditional marketing complex – promotion through the Internet, the use of online stores, etc.;
- components of a complex of marketing tools, which can be divided into targeting (basic in the marketing complex) and providing (which are aimed at the effective use of the basics in the marketing system).

Thus, based on different classification features, different approaches to determining the structure of the marketing complex are possible. The main criterion is that they meet the definition of this concept.

## RESEARCH RESULTS

Analyzing the scientific works of domestic and foreign authors, it appears that the only detailed concept of a marketing complex adapted to the Internet is the concept of network marketing which uses the acronym “4P+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>”. However, this concept has many nuances that are prone to criticism. Therefore, we will look at its shortcomings and offer a variant of a marketing complex that is adapted to the Internet and modern conditions.

One controversial point of the “4P+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>” concept can be seen when we consider companies whose core business is offline. The website is, in this case, a tool of two elements of the marketing complex – promotion and distribution – since the buyer can place an order online. This undoubtedly creates an alternative and – for some companies and products – major distribution channel. The website is thus a tool of the “Promotion” component, as the Internet enhances a company’s ability to successfully promote itself and its products. The Internet as a whole, as an audience feed, has many advantages over traditional media and other information channels. Thus, an Internet website is able to provide only a partial marketing complex.

Kalyanam and McIntyre paid little attention to the trace element of Content in their marketing concept. In most cases, the information contained on a website is the value through which the customer came to the site. The customer goes to the Internet first of all for the necessary information, and only then pays attention to the site's design and usability. And most consumers make a purchase in an online store after first carefully studying the product information through various online searches – which is one reason that online descriptions are distributed along with online stores.

Thus, it is possible to distinguish the marketing components of a Product in the integrated Internet marketing complex:

1. Product online – a product or service that is sold over the Internet (a separate type of products, goods, services), a virtual product, a search product. It is by studying this element that a unique selling point or product statement can be developed – a distinctive consumer motive, an alternative to image and entertainment advertising.
2. Content – of the website is one of the most important components.
3. Design – exterior design will allow the website to acquire an individual face, stand out from the mass of competitors. Provides better memory for users. The site design can be compared with the corporate style of the company or with the design of the product offline.
4. Usability – this element includes the following trace elements: a handy link system, FAQ sections, authorization system, and more.
5. Physical evidence – includes all those physical objects and visual images that allow a potential consumer to evaluate and predict the quality of a future service. Should also be considered as part of a Product component, especially when providing services. In this case, some kind of confirmation is needed: reviews, recommendations or certificates.
6. Elements such as Assortment, Configuration Engine, and Planning & Layout Tools – can also be featured in the Integrated Internet marketing structure, especially when selling goods via the Internet, as well as in a shop.

Summing up, we can say that the content and proportion of the elements of content, design and

usability in the Product component completely depends on the specialization of the site, the market situation and user preferences.

The development of digital technology and the capabilities of the Internet add complexity to the traditional understanding of Price as an element of the “4P” model, since the location of the outlet is difficult to determine. The physical place of the transaction becomes virtual and involves the intangible aspects of the transaction. Bhatt and Emdad emphasize that the major contribution of the Internet to the development of commerce is not simply the ability to sell goods online, but rather its ability to rebuild a manufacturer's relationship with customers [Bhatt and Emdad 2001].

A feature of Promotion on the Internet is the form of information messages and promotion channels. Online stores use the following promotion tools:

1. Search Advertising (ads on search engine pages that depend on a user's query at a particular point in time);
2. Display Advertising (image or video ads, the impressions of which depend on the theme of the advertising platform, which precedes the behavior of the user and his socio-demographic characteristics);
3. Search Engine Optimization (a set of measures to promote the site in search engines);
4. Product Aggregators (Rosetka, OLX and other similar sites, which show products from many different online stores);
5. Remarketing (impressions for advertisers to users who were already interested in products in the online store)
6. e-Mail Marketing (e-mailing clients about promotions, discounts, sales, competitions, new products and hits, sales of accessories to previously purchased goods);
7. Social Media Marketing (publication of interesting content, targeted advertising, work with thought leaders, posting reviews, reputation management, anti-negativity and other similar activity on social networks, forums and blogs);
8. Affiliate Marketing (online store partners are rewarded for engaging visitors who leave their contact information, sign up for a website, sign up for a newsletter, order an item, or perform other important activities);

9. Public Relations (articles and publications in the media, communication with the business press, mentions on television and radio, the organization attracts attention of events, competitions, work with celebrities);
10. Offline Advertising (outdoor advertising, advertising on television, radio and offline sales points);
11. Discounts, Promotions and Loyalty Programs.

The Internet allows to obtain information that can be used to influence consumers (customers). Properly organized interactive communication with the manufacturer allows to create the necessary customer base. The Internet differs from other media and communications in that online communication allows addressing messages directed at a specific target consumer with a degree of flexibility. Therefore, the goal of online communication is not only to promote the product, but also to build trust with customers. Thus, the content of the element Promotion should, in addition to the traditional criteria (such as promotion, advertising, PR, sales promotion), include criteria for interactive interaction, multimedia capabilities, trust between the manufacturer and the buyer.

Place should be understood as a point of sale, for Internet marketers the point of interaction when making a purchase decision (for example, a website, landing, an advertisement, a social networking group, etc.). A properly chosen point of communication with the target audience and the convenience of communication with the seller play a huge role. Often, this aspect does not allow the company to sell well, even if there is a competitive bid.

Personalisation & Privacy can be included in the element of usability, as personalization is created for the user, not to solve the needs of the site owner, and provide a component of the Internet marketing complex. The site administrator has no right to force users to leave information about themselves and, in general, it is considered bad form on the Internet to force users to register in order to access information. Registration must be voluntary. Information security is an integral part of a website's features. But as an element of Personalization and Security, it can also be brought to the macro level of the structure for detailed study by the enterprise. With the strengthening of information security rights and a personalized approach to service

marketing, this element becomes more important in the marketing structure.

The security element should also include Personnel & People. The term appeared in connection with the development of relationship marketing and service marketing. The term people refers to people who are able to influence the perception of goods of the target market: employees representing the company and the product; sales staff or call center staff who are in contact with the target consumer; consumers who are "thought leaders" in the category; manufacturers that can affect the value and quality of the product. This term also includes important consumer groups – loyal customers and VIP customers who generate significant sales for the company. The importance of these people is due to the fact that they can have a significant impact on the perception of the product of the target consumer.

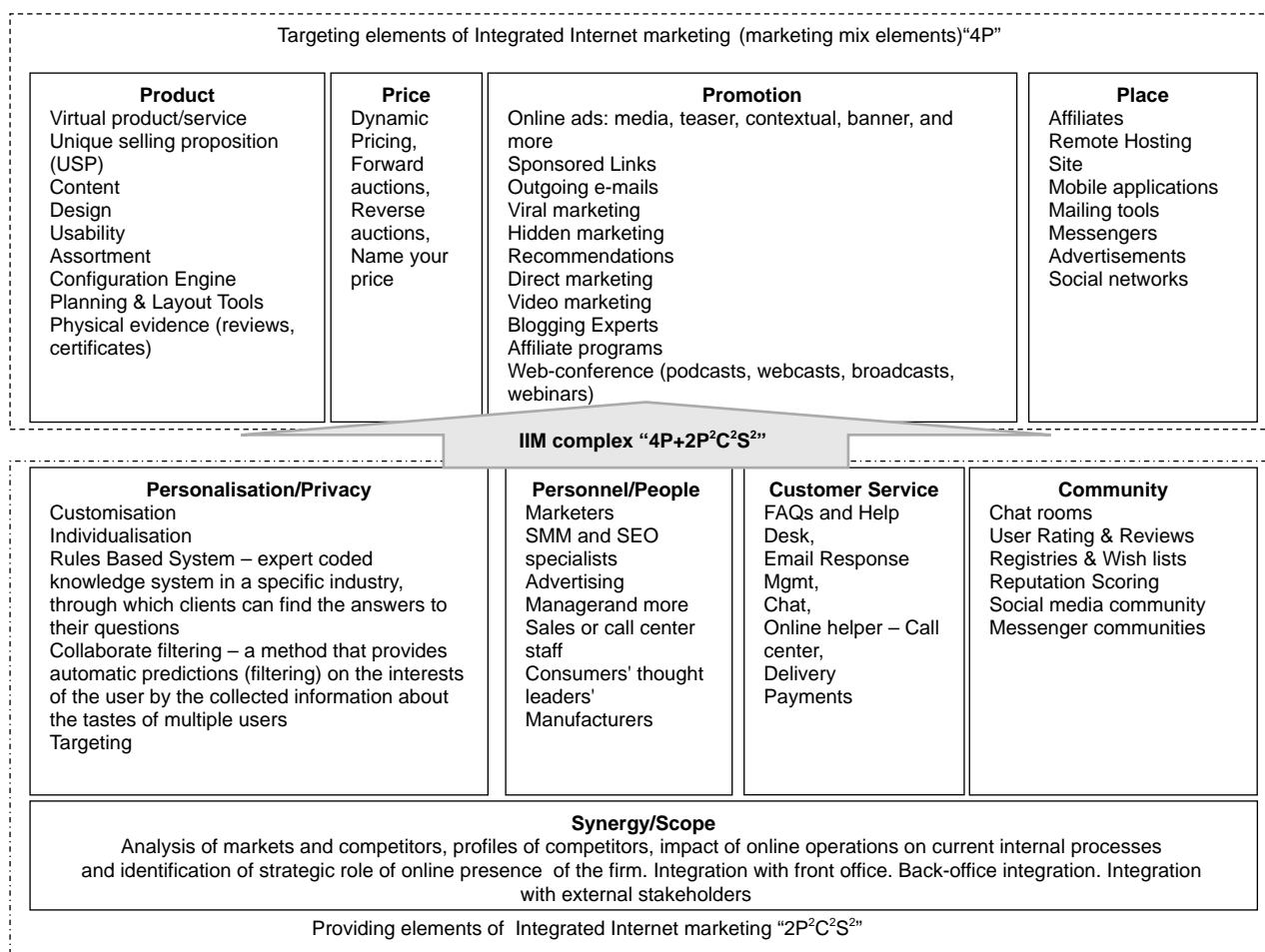
The Customer Service element is essentially a feedback. Clients can independently select the department or person they want to contact, they can be provided a list of questions to choose from for faster response, and many sites offer a section with answers to frequently asked questions (FAQs). All this undoubtedly enhances the usability of the site and improves the convenience of feedback. Therefore, we can include the element Customer Service in the traceability of Usability, or attributed to the macro level, since for example in the field of services, this element is also important [Burchakow 2006].

Integrated digital marketing is, as it sounds, the integration of multiple marketing strategies to form a cohesive online approach for business. It typically entails the following: web development and design, search engine optimization (SEO) and search engine marketing (SEM), content marketing, social media marketing, local listings management, paid advertising campaigns. The idea behind integrated digital marketing is that, while each individual strategy doesn't have a huge impact on its own, when used in conjunction, a more influential online presence can be created. So, the peculiarity of Integrated Internet marketing is the presence of synergistic effect, taking into account the field of activity and the role of strategic planning. Therefore, it is advisable to pay special attention to parts of the Constantinides model:

1. Scope – identifies the major strategic issues underlying the online presence; they are subject to continuous review and evaluation.
2. Scale – issues include markets and competitors, competitors’ profiles, the impact of online operations on current internal processes, and the identification of the strategic role of a firm’s online presence.
3. Synergy – denotes the integration between an online presence and the internal organization of a company. On-line firms maximize their influence in the market by benefiting from synergies with ongoing commercial and organizational processes in parallel with full-scale commercial networking [Constantinides 2002].

Thus, the structure of a complex of Integrated Internet marketing tools is built on the basis of: the traditional “4P” marketing mix, the “4S” web marketing mix of Constantinides (WMM model), the “7P” model of Bitner et al. [1990], the “8P” model of researchers at National Taiwan University, and the E-marketing mix “4Ps+P<sup>2</sup>C<sup>2</sup>S<sup>2</sup>” of Kalyanam and McIntyre (Fig. 3). This model is aimed at B2C and B2C markets.

Taking into account the idea of an integrated approach that encompasses the target structure for markets and consumers, and provides components of Internet marketing, it is possible to formulate the authors’ definition of Internet marketing: an innovative Internet mix (ideas, content, methods and resources)



**Fig. 3.** Structure of integrated Internet marketing tools based on marketing mix concept

Source: Authors’ own research.



on the use of information channels in cyberspace for marketing activities that aim to make a profit, and to create and maintain competitive and consumer advantages, in order to best achieve customer satisfaction and increase their awareness of companies, brands, products and services.

This definition includes the technical characteristics of the Internet, innovative marketing tools used on the Internet, namely the use of a wide range of digital communication channels aimed at achieving marketing goals, such as attracting new customers and managing relationships with existing customers, taking into account specific features of Internet marketing, as well as the importance of a strategic approach to Internet marketing management.

At the same time, it is possible to define Integrated Internet marketing as coherence (coordination of processes, connectivity of elements) of Internet marketing based on the omnichannel approach and the general structure of marketing of the enterprise for strengthening efforts to achieve the set goals. Thus, integrated Internet marketing is part of the system of integrated marketing in the enterprise and includes integrated marketing communications on the Internet to achieve goals by achieving a synergistic effect of its implementation. Management of integrated Internet marketing, in turn, is based on the use of marketing tools on the Internet and the choice of an effective functional strategy of Internet marketing.

## CONCLUSIONS

Research of scientific approaches and application of the marketing mix concept to digital marketing components shows the lack of a unified approach. Some models are aimed at the consumer and the B2C market (for example: “5W” of Mosley-Matchett; “6C” of Chaffey, Mayer, Johnston, Ellis-Chadwick; “3C+I” of Pastore and Vernuccio; “SIVA” of Dev and Schultz), while others are aimed exclusively at the B2B market and do not properly take into account customer focus (such as: e-marketing mix “4Ps+P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>” by Kalyanam and McIntyre).

In addition, some components, such as people, personnel, processes, conflict with the original marketing mix concept. Based on the research, it was decided to

take Kalyanam and McIntyre model as a basis, but to distinguish two blocks of constituent elements in the structure of the Integrated Internet marketing complex: targeting elements based on the traditional “4P” model adapted to the Internet environment and providing elements “2P<sup>2</sup>C<sup>2</sup>S<sup>2</sup>”: Personalisation & Privacy, Personnel & People, Customer Service, Community, Synergy & Scope. This structure of Integrated Internet marketing tools based on the marketing mix concept allowed to formulate the authors’ definition of Internet marketing and Integrated Internet marketing and can be used to assess the effectiveness of the entire complex of Internet marketing and its components at the enterprise.

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## **STRUKTURA ZINTEGROWANEGO KOMPLEKSU MARKETINGU INTERNETOWEGO WEDŁUG KONCEPCJI MARKETINGU MIX**

### **STRESZCZENIE**

Niniejsze badanie opisuje główne podejścia do cyfrowych modeli marketingowych opartych na koncepcji marketingu mix. W artykule przedstawiono główne składniki różnych modeli, takich jak: kompleks marketingu internetowego „5W” Mosley-Matchetta; „8P” e-marketing mix naukowców z National Taiwan University (Chen); zestaw elementów „6C” skutecznej witryny internetowej autorstwa Chaffeya, Mayera, Johnstona, Ellis-Chadwicka; kompleks marketingu internetowego „4S” Constantinidesa; kompleks marketingu cyfrowego „4Ps+P2C2S3” (e-marketing mix) stworzony przez Kalyanama i McIntyre’a; digital marketing mix „3C+I” Pastore’a i Vernuccio; model informacyjny firmy Dev i Schultz zorientowany na klienta „SIVA”; kompleks marketingu cyfrowego „2P+2C+3S” przedstawiony przez Otlacan. W pracy przedstawiono analizę porównawczą cech tych modeli oraz zalet i wad wykorzystania każdego z nich w ramach zintegrowanej strategii marketingu internetowego. Stworzono strukturę zintegrowanych narzędzi marketingu internetowego opartą na koncepcji marketingu mix, na którą składają się dwa bloki składowe: elementy kluczowe występujące w tradycyjnym modelu „4P”, dostosowane do środowiska internetowego oraz elementy „2P<sup>2</sup>C<sup>2</sup>S<sup>3</sup>”: personalizacja i prywatność, personel i ludzie, obsługa klienta, społeczność, synergia i zakres. Autorzy formułują definicję marketingu internetowego i zintegrowanego marketingu internetowego na podstawie zbudowanej struktury zintegrowanego marketingu internetowego Kalyanama i McIntyre’a.

**Słowa kluczowe:** marketing internetowy, zintegrowany marketing internetowy, marketing mix, 4P, synergia